

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Budget Summary

	2020 Budget			B'20 vs B'19			2020 Budget			B'20 vs B'19			2020 Budget			10/10/19 Draft		
	Operating Revenue			Fav (Unfav)			Total Operating Costs (TOC)			Fav (Unfav)			NET OPERATING RESULTS B40A (NORBO)			Fav (Unfav) NORBO Change		
	B	2	B %	B	2	B %	B	2	B %	B	2	B %	B	2	B %	B	2	B %
Private Amenities																		
Trout Creek Recreation Center	\$	1,221,000		\$	127,000	12%	\$	(1,025,900)	\$	(25,000)	2%	\$	195,100	\$	102,000	110%		
Beach Club Marina		798,000			48,000	6%		(444,800)		24,100	-5%		353,200		72,100	26%		
Tennis Center		244,000			31,000	15%		(227,100)		(10,900)	5%		16,900		20,100	628%		
Aquatics		281,000			40,000	17%		(274,500)		(22,100)	9%		6,500		17,900	157%		
Recreation Programs		190,000			10,000	6%		(215,600)		15,200	-7%		(25,600)		25,200	50%		
Day Camps		292,000			17,000	6%		(254,200)		(15,300)	6%		37,800		1,700	5%		
Total Private Amenities		3,026,000			273,000	10%		(2,442,100)		(34,000)	1%		583,900		239,000	69%		
Public Amenities																		
Downhill Ski Area		4,782,000			887,000	23%		(3,249,200)		(131,200)	4%		1,532,800		755,800	97%		
Cross Country Ski Area		1,242,000			199,000	19%		(926,300)		(81,000)	10%		315,700		118,000	60%		
Snowplay		296,000			14,000	5%		(165,000)		900	-1%		131,000		14,900	13%		
Equestrian		254,000			(1,000)	0%		(328,000)		(8,000)	3%		(74,000)		(9,000)	-14%		
Campground		96,000			26,000	37%		(82,800)		(7,300)	10%		13,200		18,700	340%		
Trails		2,000			1,000	100%		(177,800)		(4,700)	3%		(175,800)		(3,700)	-2%		
Bikeworks		139,000			22,000	19%		(123,400)		(10,700)	9%		15,600		11,300	263%		
Golf		30,000			(1,130,000)	-97%		(522,700)		741,700	-59%		(492,700)		(388,300)	-372%		
Summer Food and Beverage		159,000			(111,000)	-41%		(243,500)		114,500	-32%		(84,500)		3,500	4%		
Alder Creek Café		543,000			93,000	21%		(565,500)		(31,900)	6%		(22,500)		61,100	73%		
The Lodge		2,337,000			(293,000)	-11%		(2,453,200)		96,800	-4%		(116,200)		(196,200)	-245%		
Pizza on the Hill		515,000			(88,000)	-15%		(539,500)		96,700	-15%		(24,500)		8,700	26%		
Total Public Amenities		10,395,000			(381,000)	-4%		(9,376,900)		775,800	-8%		1,018,100		394,800	63%		
Total Amenities		13,421,000			(108,000)	-1%		(11,819,000)		741,800	-6%		1,602,000		633,800	65%		
Homeowners Association																		
General		0			0	#DIV/0!		(1,343,000)		(282,400)	27%		(1,343,000)		(282,400)	-27%		
Communications		210,000			0	0%		(761,000)		(17,300)	2%		(551,000)		(17,300)	-3%		
Facility Administration		0			0	#DIV/0!		(326,100)		13,800	-4%		(326,100)		13,800	4%		
Administration		240,000			56,000	30%		(770,000)		39,200	-5%		(530,000)		95,200	15%		
IT		0			0	#DIV/0!		(717,800)		(40,400)	6%		(717,800)		(40,400)	-6%		
Accounting		6,000			0	0%		(952,300)		(131,100)	16%		(946,300)		(131,100)	-16%		
Human Resources		0			0	#DIV/0!		(379,400)		33,000	-8%		(379,400)		33,000	8%		
ASO & Community Services		175,000			(21,000)	-11%		(495,400)		(57,800)	13%		(320,400)		(78,800)	-33%		
Member Services		32,000			(2,000)	-6%		(284,200)		300	0%		(252,200)		(1,700)	-1%		
Forestry		56,000			0	0%		(1,534,000)		(398,900)	35%		(1,478,000)		(398,900)	-37%		
Maintenance		0			0	#DIV/0!		(844,800)		(19,200)	2%		(844,800)		(19,200)	-2%		
Total Homeowners Association		719,000			33,000	5%		(8,408,000)		(860,800)	11%		(7,689,000)		(827,800)	-12%		
TOTAL OPERATING FUND		\$ 14,140,000			\$ (75,000)	-1%		\$ (20,227,000)		\$ (119,000)	1%		\$ (6,087,000)		\$ (194,000)	-3%		

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Budget Summary	2020 Budget		B'20 vs B'19		2020 Budget		B'20 vs B'19		2020 Budget		10/10/19 Draft		2019 Budget		NORBO		2019 Budget		NOR		
	Operating Revenue	REVENUE Change		Total Operating Costs (TOC)	TOC Change		NET OPERATING RESULTS B40A (NORBO)	Fav (Unfav) NORBO Change		Allocated Overhead (AO)	Less AO = (NOR)	Capital Charge (CC)	Less AO and CC								
		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %					B 2 B	B 2 B %						
Private Amenities																					
Trout Creek Recreation Center	\$ 1,221,000	\$ 127,000	12%	\$ (1,025,900)	\$ (25,000)	2%	\$ 195,100	\$ 102,000	110%	\$ (280,700)	(85,600)	\$ (226,127)	(311,727)								
Beach Club Marina	798,000	48,000	6%	(444,800)	24,100	-5%	353,200	72,100	26%	(133,800)	219,400	(89,137)	130,263								
Tennis Center	244,000	31,000	15%	(227,100)	(10,900)	5%	16,900	20,100	628%	(90,100)	(73,200)	(144,181)	(217,381)								
Aquatics	281,000	40,000	17%	(274,500)	(22,100)	9%	6,500	17,900	157%	(197,800)	(191,300)	(136,597)	(327,897)								
Recreation Programs	190,000	10,000	6%	(215,600)	15,200	-7%	(25,600)	25,200	50%	(133,300)	(158,900)	(41,422)	(200,322)								
Day Camps	292,000	17,000	6%	(254,200)	(15,300)	6%	37,800	1,700	5%	(67,000)	(29,200)		(29,200)								
Total Private Amenities	3,026,000	273,000	10%	(2,442,100)	(34,000)	1%	583,900	239,000	69%	(902,700)	(318,800)	(637,464)	(956,264)								
Public Amenities																					
Downhill Ski Area	4,782,000	887,000	23%	(3,249,200)	(131,200)	4%	1,532,800	755,800	97%	(482,900)	1,049,900	(1,001,563)	48,337								
Cross Country Ski Area	1,242,000	199,000	19%	(926,300)	(81,000)	10%	315,700	118,000	60%	(220,300)	95,400	(320,064)	(224,664)								
Snowplay	296,000	14,000	5%	(165,000)	900	-1%	131,000	14,900	13%	(56,700)	74,300	(14,601)	59,699								
Equestrian	254,000	(1,000)	0%	(328,000)	(8,000)	3%	(74,000)	(9,000)	-14%	(75,500)	(149,500)	(90,998)	(240,498)								
Campground	96,000	26,000	37%	(82,800)	(7,300)	10%	13,200	18,700	340%	(36,100)	(22,900)	(58,763)	(81,663)								
Trails	2,000	1,000	100%	(177,800)	(4,700)	3%	(175,800)	(3,700)	-2%	(61,600)	(237,400)	(143,525)	(380,925)								
Bikeworks	139,000	22,000	19%	(123,400)	(10,700)	9%	15,600	11,300	263%	(33,800)	(18,200)	(1,741)	(19,941)								
Golf	30,000	(1,130,000)	-97%	(522,700)	741,700	-59%	(492,700)	(388,300)	-372%	(222,900)	(715,600)	(887,106)	(1,602,706)								
Summer Food and Beverage	159,000	(111,000)	-41%	(243,500)	114,500	-32%	(84,500)	3,500	4%	(51,200)	(135,700)	(12,802)	(148,502)								
Alder Creek Café	543,000	93,000	21%	(565,500)	(31,900)	6%	(22,500)	61,100	73%	(88,100)	(110,600)	(12,752)	(123,352)								
The Lodge	2,337,000	(293,000)	-11%	(2,453,200)	96,800	-4%	(116,200)	(196,200)	-245%	(417,000)	(533,200)	(379,932)	(913,132)								
Pizza on the Hill	515,000	(88,000)	-15%	(539,500)	96,700	-15%	(24,500)	8,700	26%	(118,500)	(143,000)	(36,931)	(179,931)								
Total Public Amenities	10,395,000	(381,000)	-4%	(9,376,900)	775,800	-8%	1,018,100	394,800	63%	(1,864,600)	(846,500)	(2,960,776)	(3,807,276)								
Total Amenities	13,421,000	(108,000)	-1%	(11,819,000)	741,800	-6%	1,602,000	633,800	65%	(2,767,300)	(1,165,300)	(3,598,241)	(4,763,541)								
Homeowners Association																					
General	0	0	#DIV/0!	(1,343,000)	(282,400)	27%	(1,343,000)	(282,400)	-27%	(1,207,200)	(2,550,200)		(2,550,200)								
Communications	210,000	0	0%	(761,000)	(17,300)	2%	(551,000)	(17,300)	-3%	533,700	(17,300)		(17,300)								
Facility Administration	0	0	#DIV/0!	(326,100)	13,800	-4%	(326,100)	13,800	4%	339,900	13,800		13,800								
Administration	240,000	56,000	30%	(770,000)	39,200	-5%	(530,000)	95,200	15%	625,200	95,200	(499,278)	(404,078)								
IT	0	0	#DIV/0!	(717,800)	(40,400)	6%	(717,800)	(40,400)	-6%	677,400	(40,400)	(105,407)	(145,807)								
Accounting	6,000	0	0%	(952,300)	(131,100)	16%	(946,300)	(131,100)	-16%	815,200	(131,100)		(131,100)								
Human Resources	0	0	#DIV/0!	(379,400)	33,000	-8%	(379,400)	33,000	8%	412,400	33,000		33,000								
ASO & Community Services	175,000	(21,000)	-11%	(495,400)	(57,800)	13%	(320,400)	(78,800)	-33%	(124,100)	(444,500)		(444,500)								
Member Services	32,000	(2,000)	-6%	(284,200)	300	0%	(252,200)	(1,700)	-1%	250,500	(1,700)		(1,700)								
Forestry	56,000	0	0%	(1,534,000)	(398,900)	35%	(1,478,000)	(398,900)	-37%	(184,300)	(1,662,300)	(122,131)	(1,784,431)								
Maintenance	0	0	#DIV/0!	(844,800)	(19,200)	2%	(844,800)	(19,200)	-2%	825,600	(19,200)	(335,944)	(355,144)								
Total Homeowners Association	719,000	33,000	5%	(8,408,000)	(860,800)	11%	(7,689,000)	(827,800)	-12%	2,964,300	(4,724,700)	(1,062,759)	(5,787,459)								
TOTAL OPERATING FUND	\$14,140,000	\$ (75,000)	-1%	\$ (20,227,000)	\$ (119,000)	1%	\$ (6,087,000)	\$ (194,000)	-3%	\$ 197,000	(5,890,000)	\$ (4,661,000)	(10,551,000)								
AO is 2019 Amounts, refine later in budget cycle for 2020; nothing material changes and NET is No Change.											(197,000)										

TAHOE DONNER ASSOCIATION
2020 Budget - Annual
REVENUE

	2020 Budget Operating Revenue	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)	
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)	
		REVENUE Change		REVENUE Change		REVENUE Change		REVENUE Change		REVENUE Change	
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %
Private Amenities											
Trout Creek Recreation Center	\$ 1,221,000	\$ 127,000	12%	\$ 125,599	11%	\$ 144,299	13%	\$ 220,387	22%	\$ 163,429	15%
Beach Club Marina	798,000	48,000	6%	91,611	13%	119,584	18%	111,704	16%	107,633	16%
Tennis Center	244,000	31,000	15%	27,217	13%	21,355	10%	18,223	8%	22,265	10%
Aquatics	281,000	40,000	17%	27,850	11%	54,975	24%	75,679	37%	52,835	23%
Recreation Programs	190,000	10,000	6%	(9,328)	-5%	8,355	5%	6,816	4%	1,947	1%
Day Camps	292,000	17,000	6%	44,766	18%	35,333	14%	67,285	30%	49,128	20%
Total Private Amenities	3,026,000	273,000	10%	307,715	11%	383,902	15%	500,094	20%	397,237	15%
Public Amenities											
Downhill Ski Area	4,782,000	887,000	23%	359,565	8%	1,350,979	39%	1,114,395	30%	941,646	25%
Cross Country Ski Area	1,242,000	199,000	19%	12,261	1%	284,837	30%	236,603	24%	177,900	17%
Snowplay	296,000	14,000	5%	30,309	11%	94,428	47%	32,459	12%	52,399	22%
Equestrian	254,000	(1,000)	0%	10,074	4%	26,606	12%	58,238	30%	31,639	14%
Campground	96,000	26,000	37%	9,652	11%	9,243	11%	31,767	49%	16,887	21%
Trails	2,000	1,000	100%	(612)	-23%	1,496	297%	1,049	110%	644	48%
Bikeworks	139,000	22,000	19%	4,590	3%	32,113	30%	28,845	26%	21,849	19%
Golf	30,000	(1,130,000)	-97%	(756,827)	-96%	(1,072,824)	-97%	(964,199)	-97%	(931,284)	-97%
Summer Food and Beverage	159,000	(111,000)	-41%	(70,581)	-31%	(99,217)	-38%	(79,767)	-33%	(83,188)	-34%
Alder Creek Café	543,000	93,000	21%	64,797	14%	155,108	40%	143,319	36%	121,075	29%
The Lodge	2,337,000	(293,000)	-11%	(288,179)	-11%	(197,642)	-8%	(107,853)	-4%	(197,891)	-8%
Pizza on the Hill	515,000	(88,000)	-15%	45,038	10%	(75,922)	-13%	(3,002)	-1%	(11,295)	-2%
Total Public Amenities	10,395,000	(381,000)	-4%	(579,914)	-5%	509,205	5%	491,854	5%	140,382	1%
Total Amenities	13,421,000	(108,000)	-1%	(272,199)	-2%	893,107	7%	991,948	8%	537,619	4%
Homeowners Association											
General	0	0	0%	0	0%	0	0%	0	0%	0	0%
Communications	210,000	0	0%	(12,096)	-5%	7,634	4%	25,066	14%	6,868	3%
Facility Administration	0	0	0%	0	0%	0	0%	0	0%	0	0%
Administration	240,000	56,000	30%	(9,794)	-4%	(5,029)	-2%	(21,024)	-8%	(11,949)	-5%
IT	0	0	0%	0	0%	0	0%	0	0%	0	0%
Accounting	6,000	0	0%	527	10%	(287)	-5%	90	2%	110	2%
Human Resources	0	0	0%	0	0%	0	0%	0	0%	0	0%
ASO & Community Services	175,000	(21,000)	-11%	2,953	2%	(26,683)	-13%	(1,661)	-1%	(8,464)	-5%
Member Services	32,000	(2,000)	-6%	845	3%	(379)	-1%	(1,340)	-4%	(291)	-1%
Forestry	56,000	0	0%	945	2%	(81,410)	-59%	30,361	118%	(16,701)	-23%
Maintenance	0	0	0%	0	0%	0	0%	0	0%	0	0%
Total Homeowners Association	719,000	33,000	5%	(16,621)	-2%	(106,153)	-13%	31,492	5%	(30,427)	-4%
TOTAL OPERATING FUND	\$ 14,140,000	\$ (75,000)	-1%	\$ (288,820)	-2%	\$ 786,954	6%	\$ 1,023,440	8%	\$ 507,191	4%

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Costs (1)	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)		for Context,				
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		2020 Revenue Variances to				
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	B'19	F'19	A'18
Private Amenities																
Trout Creek Recreation Center	\$ 1,025,900	\$ 25,000	2%	\$ 38,177	4%	\$ 97,362	10%	\$ 151,872	17%	\$ 95,803	10%	12%	11%	13%	22%	15%
Beach Club Marina	444,800	(24,100)	-5%	8,813	2%	11,815	3%	47,329	12%	22,652	5%	6%	13%	18%	16%	16%
Tennis Center	227,100	10,900	5%	2,253	1%	(16,694)	-7%	700	0%	(4,580)	-2%	15%	13%	10%	8%	10%
Aquatics	274,500	22,100	9%	5,884	2%	68,615	33%	57,886	27%	44,129	19%	17%	11%	24%	37%	23%
Recreation Programs	215,600	(15,200)	-7%	17,069	9%	(1,777)	-1%	11,989	6%	9,094	4%	6%	-5%	5%	4%	1%
Day Camps	254,200	15,300	6%	21,366	9%	28,767	13%	63,173	33%	37,769	17%	6%	18%	14%	30%	20%
Total Private Amenities	2,442,100	34,000	1%	93,562	4%	188,087	8%	332,949	16%	204,866	9%	10%	11%	15%	20%	15%
Public Amenities																
Downhill Ski Area	3,249,200	131,200	4%	52,781	2%	471,971	17%	259,812	9%	261,521	9%	23%	8%	39%	30%	25%
Cross Country Ski Area	926,300	81,000	10%	(11,853)	-1%	167,303	22%	93,927	11%	83,126	10%	19%	1%	30%	24%	17%
Snowplay	165,000	(900)	-1%	4,128	3%	35,995	28%	31,168	23%	23,763	17%	5%	11%	47%	12%	22%
Equestrian	328,000	8,000	3%	11,733	4%	16,041	5%	29,089	10%	18,954	6%	0%	4%	12%	30%	14%
Campground	82,800	7,300	10%	(76)	0%	6,107	8%	10,877	15%	5,636	7%	37%	11%	11%	49%	21%
Trails	177,800	4,700	3%	21,993	14%	29,496	20%	75,382	74%	42,290	31%	100%	-23%	297%	110%	48%
Bikeworks	123,400	10,700	9%	4,036	3%	17,831	17%	10,512	9%	10,793	10%	19%	3%	30%	26%	19%
Golf	522,700	(741,700)	-59%	(684,526)	-57%	(693,271)	-57%	(725,520)	-58%	(701,106)	-57%	-97%	-96%	-97%	-97%	-97%
Summer Food and Beverage	243,500	(114,500)	-32%	(61,543)	-20%	(75,501)	-24%	(125,743)	-34%	(87,596)	-26%	-41%	-31%	-38%	-33%	-34%
Alder Creek Café	565,500	31,900	6%	13,671	2%	68,079	14%	60,917	12%	47,555	9%	21%	14%	40%	36%	29%
The Lodge	2,453,200	(96,800)	-4%	(148,369)	-6%	(52,620)	-2%	(83,543)	-3%	(94,844)	-4%	-11%	-11%	-8%	-4%	-8%
Pizza on the Hill	539,500	(96,700)	-15%	39,285	8%	(125,853)	-19%	(49,763)	-8%	(45,444)	-8%	-15%	10%	-13%	-1%	-2%
Total Public Amenities	9,376,900	(775,800)	-8%	(758,742)	-7%	(134,423)	-1%	(412,885)	-4%	(435,350)	-4%	-4%	-5%	5%	5%	1%
Total Amenities	11,819,000	(741,800)	-6%	(665,180)	-5%	53,665	0%	(79,936)	-1%	(230,484)	-2%	-1%	-2%	7%	8%	4%
Homeowners Association																
General	1,343,000	282,400	27%	204,127	18%	509,858	61%	563,047	72%	425,677	46%	0%	0%	0%	0%	0%
Communications	761,000	17,300	2%	104,466	16%	64,827	9%	148,250	24%	105,848	16%	0%	-5%	4%	14%	3%
Facility Administration	326,100	(13,800)	-4%	5,629	2%	(2,653)	-1%	46,255	17%	16,410	5%	0%	0%	0%	0%	0%
Administration	770,000	(39,200)	-5%	3,894	1%	(249,599)	-24%	(89,589)	-10%	(111,765)	-13%	30%	-4%	-2%	-8%	-5%
IT	717,800	40,400	6%	87,903	14%	85,994	14%	98,692	16%	90,863	14%	0%	0%	0%	0%	0%
Accounting	952,300	131,100	16%	108,422	13%	185,097	24%	241,099	34%	178,206	23%	0%	10%	-5%	2%	2%
Human Resources	379,400	(33,000)	-8%	(53,582)	-12%	5,435	1%	6,896	2%	(13,750)	-3%	0%	0%	0%	0%	0%
ASO & Community Services	495,400	57,800	13%	84,378	21%	118,834	32%	187,846	61%	130,353	36%	-11%	2%	-13%	-1%	-5%
Member Services	284,200	(300)	0%	15,716	6%	39,531	16%	46,641	20%	33,963	14%	-6%	3%	-1%	-4%	-1%
Forestry	1,534,000	398,900	35%	410,481	37%	519,945	51%	698,631	84%	543,019	55%	0%	2%	-59%	118%	-23%
Maintenance	844,800	19,200	2%	73,658	10%	108,656	15%	119,755	17%	100,689	14%	0%	0%	0%	0%	0%
Total Homeowners Association	8,408,000	860,800	11%	1,045,093	14%	1,385,924	20%	2,067,522	33%	1,499,513	22%	5%	-2%	-13%	5%	-4%
TOTAL OPERATING FUND	\$20,227,000	\$ 119,000	1%	\$ 379,913	2%	\$ 1,439,588	8%	\$ 1,987,586	11%	\$ 1,269,029	7%	-1%	-2%	6%	8%	4%

(1) COSTS - Operating Costs - EXCLUDES OVERHEAD and CAPITAL

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Costs (2)	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)		for Context,					
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		2020 Revenue Variances to					
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	B'19	F'19	A'18	A'17
Private Amenities																	
Trout Creek Recreation Center	\$ 1,306,600	\$ 25,000	2%	\$ 38,177	3%	\$ 97,362	8%	\$ 151,872	13%	\$ 95,803	8%	12%	11%	13%	22%	15%	
Beach Club Marina	578,600	(24,100)	-4%	8,813	2%	11,815	2%	47,329	9%	22,652	4%	6%	13%	18%	16%	16%	
Tennis Center	317,200	10,900	4%	2,253	1%	(16,694)	-5%	700	0%	(4,580)	-1%	15%	13%	10%	8%	10%	
Aquatics	472,300	22,100	5%	5,884	1%	68,615	17%	57,886	14%	44,129	10%	17%	11%	24%	37%	23%	
Recreation Programs	348,900	(15,200)	-4%	17,069	5%	(1,777)	-1%	11,989	4%	9,094	3%	6%	-5%	5%	4%	1%	
Day Camps	321,200	15,300	5%	21,366	7%	28,767	10%	63,173	24%	37,769	13%	6%	18%	14%	30%	20%	
Total Private Amenities	3,344,800	34,000	1%	93,562	3%	188,087	6%	332,949	11%	204,866	7%	10%	11%	15%	20%	15%	
Public Amenities																	
Downhill Ski Area	3,732,100	131,200	4%	52,781	1%	471,971	14%	259,812	7%	261,521	8%	23%	8%	39%	30%	25%	
Cross Country Ski Area	1,146,600	81,000	8%	(11,854)	-1%	167,303	17%	93,927	9%	83,126	8%	19%	1%	30%	24%	17%	
Snowplay	221,700	(900)	0%	4,128	2%	35,995	19%	31,168	16%	23,763	12%	5%	11%	47%	12%	22%	
Equestrian	403,500	8,000	2%	11,733	3%	16,041	4%	29,089	8%	18,954	5%	0%	4%	12%	30%	14%	
Campground	118,900	7,300	7%	(76)	0%	6,107	5%	10,877	10%	5,636	5%	37%	11%	11%	49%	21%	
Trails	239,400	4,700	2%	21,993	10%	29,496	14%	75,382	46%	42,290	21%	100%	-23%	297%	110%	48%	
Bikeworks	157,200	10,700	7%	4,036	3%	17,831	13%	10,512	7%	10,793	7%	19%	3%	30%	26%	19%	
Golf	745,600	(741,700)	-50%	(684,526)	-48%	(693,271)	-48%	(725,520)	-49%	(701,106)	-48%	-97%	-96%	-97%	-97%	-97%	
Summer Food and Beverage	294,700	(114,500)	-28%	(61,543)	-17%	(75,501)	-20%	(125,743)	-30%	(87,596)	-23%	-41%	-31%	-38%	-33%	-34%	
Alder Creek Café	653,600	31,900	5%	13,671	2%	68,079	12%	60,917	10%	47,555	8%	21%	14%	40%	36%	29%	
The Lodge	2,870,200	(96,800)	-3%	(148,369)	-5%	(52,620)	-2%	(83,543)	-3%	(94,844)	-3%	-11%	-11%	-8%	-4%	-8%	
Pizza on the Hill	658,000	(96,700)	-13%	39,285	6%	(125,853)	-16%	(49,763)	-7%	(45,444)	-6%	-15%	10%	-13%	-1%	-2%	
Total Public Amenities	11,241,500	(775,800)	-6%	(758,742)	-6%	(134,423)	-1%	(412,885)	-4%	(435,350)	-4%	-4%	-5%	5%	5%	1%	
Total Amenities	14,586,300	(741,800)	-5%	(665,180)	-4%	53,665	0%	(79,936)	-1%	(230,484)	-2%	-1%	-2%	7%	8%	4%	
Homeowners Association																	
General	2,550,200	282,400	12%	204,127	9%	509,858	25%	563,047	28%	425,677	20%	0%	0%	0%	0%	0%	
Communications	227,300	17,300	8%	104,466	85%	64,827	40%	148,250	188%	105,848	87%	0%	-5%	4%	14%	3%	
Facility Administration	(13,800)	(13,800)	0%	5,629	-29%	(2,653)	24%	46,255	-77%	16,410	-54%	0%	0%	0%	0%	0%	
Administration	144,800	(39,200)	-21%	3,894	3%	(249,599)	-63%	(89,589)	-38%	(111,765)	-44%	30%	-4%	-2%	-8%	-5%	
IT	40,400	40,400	0%	87,903	-185%	85,994	-189%	98,692	-169%	90,863	-180%	0%	0%	0%	0%	0%	
Accounting	137,100	131,100	2185%	108,422	378%	185,097	-386%	241,099	-232%	178,206	-434%	0%	10%	-5%	2%	2%	
Human Resources	(33,000)	(33,000)	0%	(53,582)	-260%	5,435	-14%	6,896	-17%	(13,750)	71%	0%	0%	0%	0%	0%	
ASO & Community Services	619,500	57,800	10%	84,378	16%	118,834	24%	187,846	44%	130,353	27%	-11%	2%	-13%	-1%	-5%	
Member Services	33,700	(300)	-1%	15,716	87%	39,531	-678%	46,641	-360%	33,963	-12934%	-6%	3%	-1%	-4%	-1%	
Forestry	1,718,300	398,900	30%	410,481	31%	519,945	43%	698,631	69%	543,019	46%	0%	2%	-59%	118%	-23%	
Maintenance	19,200	19,200	0%	73,658	-135%	108,656	-121%	119,755	-119%	100,689	-124%	0%	0%	0%	0%	0%	
Total Homeowners Association	5,443,700	860,800	19%	1,045,093	24%	1,385,924	34%	2,067,522	61%	1,499,513	38%	5%	-2%	-13%	5%	-4%	
Total	\$20,030,000	\$ 119,000	1%	\$ 379,913	2%	\$ 1,439,588	8%	\$ 1,987,586	11%	\$ 1,269,029	7%	-1%	-2%	6%	8%	4%	

(2) COSTS - Operating Costs + Overhead Allocation at 2019B Levels all Years (Overhead new for B'19)

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Costs (3)	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)		for Context,					
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		2020 Revenue Variances to					
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	B'19	F'19	A'18	A'17
Private Amenities																	
Trout Creek Recreation Center	\$ 1,532,727	\$ 25,000	2%	\$ 38,177	3%	\$ 97,362	7%	\$ 151,872	11%	\$ 95,803	7%	12%	11%	13%	22%	15%	
Beach Club Marina	667,737	(24,100)	-3%	8,813	1%	11,815	2%	47,329	8%	22,652	4%	6%	13%	18%	16%	16%	
Tennis Center	461,381	10,900	2%	2,253	0%	(16,694)	-3%	700	0%	(4,580)	-1%	15%	13%	10%	8%	10%	
Aquatics	608,897	22,100	4%	5,884	1%	68,615	13%	57,886	11%	44,129	8%	17%	11%	24%	37%	23%	
Recreation Programs	390,322	(15,200)	-4%	17,069	5%	(1,777)	0%	11,989	3%	9,094	2%	6%	-5%	5%	4%	1%	
Day Camps	321,200	15,300	5%	21,366	7%	28,767	10%	63,173	24%	37,769	13%	6%	18%	14%	30%	20%	
Total Private Amenities	3,982,264	34,000	1%	93,562	2%	188,087	5%	332,949	9%	204,866	5%	10%	11%	15%	20%	15%	
Public Amenities																	
Downhill Ski Area	4,733,663	131,200	3%	52,781	1%	471,971	11%	259,812	6%	261,521	6%	23%	8%	39%	30%	25%	
Cross Country Ski Area	1,466,664	81,000	6%	(11,854)	-1%	167,303	13%	93,927	7%	83,126	6%	19%	1%	30%	24%	17%	
Snowplay	236,301	(900)	0%	4,128	2%	35,995	18%	31,168	15%	23,763	11%	5%	11%	47%	12%	22%	
Equestrian	494,498	8,000	2%	11,733	2%	16,041	3%	29,089	6%	18,954	4%	0%	4%	12%	30%	14%	
Campground	177,663	7,300	4%	(76)	0%	6,107	4%	10,877	7%	5,636	3%	37%	11%	11%	49%	21%	
Trails	382,925	4,700	1%	21,993	6%	29,496	8%	75,382	25%	42,290	12%	100%	-23%	297%	110%	48%	
Bikeworks	158,941	10,700	7%	4,036	3%	17,831	13%	10,512	7%	10,793	7%	19%	3%	30%	26%	19%	
Golf	1,632,706	(741,700)	-31%	(684,526)	-30%	(693,271)	-30%	(725,520)	-31%	(701,106)	-30%	-97%	-96%	-97%	-97%	-97%	
Summer Food and Beverage	307,502	(114,500)	-27%	(61,543)	-17%	(75,501)	-20%	(125,743)	-29%	(87,596)	-22%	-41%	-31%	-38%	-33%	-34%	
Alder Creek Café	666,352	31,900	5%	13,671	2%	68,079	11%	60,917	10%	47,555	8%	21%	14%	40%	36%	29%	
The Lodge	3,250,132	(96,800)	-3%	(148,369)	-4%	(52,620)	-2%	(83,543)	-3%	(94,844)	-3%	-11%	-11%	-8%	-4%	-8%	
Pizza on the Hill	694,931	(96,700)	-12%	39,285	6%	(125,853)	-15%	(49,763)	-7%	(45,444)	-6%	-15%	10%	-13%	-1%	-2%	
Total Public Amenities	14,202,276	(775,800)	-5%	(758,742)	-5%	(134,423)	-1%	(412,885)	-3%	(435,350)	-3%	-4%	-5%	5%	5%	1%	
Total Amenities	18,184,541	(741,800)	-4%	(665,180)	-4%	53,665	0%	(79,936)	0%	(230,484)	-1%	-1%	-2%	7%	8%	4%	
Homeowners Association																	
General	2,550,200	282,400	12%	204,127	9%	509,858	25%	563,047	28%	425,677	20%	0%	0%	0%	0%	0%	
Communications	227,300	17,300	8%	104,466	85%	64,827	40%	148,250	188%	105,848	87%	0%	-5%	4%	14%	3%	
Facility Administration	(13,800)	(13,800)	0%	5,629	-29%	(2,653)	24%	46,255	-77%	16,410	-54%	0%	0%	0%	0%	0%	
Administration	644,078	(39,200)	-6%	3,894	1%	(249,599)	-28%	(89,589)	-12%	(111,765)	-15%	30%	-4%	-2%	-8%	-5%	
IT	145,807	40,400	38%	87,903	152%	85,994	144%	98,692	209%	90,863	165%	0%	0%	0%	0%	0%	
Accounting	137,100	131,100	2185%	108,422	378%	185,097	-386%	241,099	-232%	178,206	-434%	0%	10%	-5%	2%	2%	
Human Resources	(33,000)	(33,000)	0%	(53,582)	-260%	5,435	-14%	6,896	-17%	(13,750)	71%	0%	0%	0%	0%	0%	
ASO & Community Services	619,500	57,800	10%	84,378	16%	118,834	24%	187,846	44%	130,353	27%	-11%	2%	-13%	-1%	-5%	
Member Services	33,700	(300)	-1%	15,716	87%	39,531	-678%	46,641	-360%	33,963	-12934%	-6%	3%	-1%	-4%	-1%	
Forestry	1,840,431	398,900	28%	410,481	29%	519,945	39%	698,631	61%	543,019	42%	0%	2%	-59%	118%	-23%	
Maintenance	355,144	19,200	6%	73,658	26%	108,656	44%	119,755	51%	100,689	40%	0%	0%	0%	0%	0%	
Total Homeowners Association	6,506,459	860,800	15%	1,045,093	19%	1,385,924	27%	2,067,522	47%	1,499,513	30%	5%	-2%	-13%	5%	-4%	
Total	\$24,691,000	\$ 119,000	0%	\$ 379,913	2%	\$ 1,439,588	6%	\$ 1,987,586	9%	\$ 1,269,029	5%	-1%	-2%	6%	8%	4%	

(3) COSTS - Operating Costs + Overhead Allocation at 2019B Levels all Years (Overhead new for B'19) + Capital Charge (RRF AA B'19 prorated) ALL Years

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

Costs (4)	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)		for Context,					
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		2020 Revenue Variances to					
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	B'19	F'19	A'18	A'17
Private Amenities																	
Trout Creek Recreation Center	\$ 1,372,108	\$ (13,803)	-1%	\$ 14,979	1%	\$ 162,869	13%	\$ 178,562	15%	\$ 118,804	9%	12%	11%	13%	22%	15%	
Beach Club Marina	621,120	(8,789)	-1%	19,716	3%	38,545	7%	74,370	14%	44,210	8%	6%	13%	18%	16%	16%	
Tennis Center	360,180	39,120	12%	31,955	10%	(1,430)	0%	31,858	10%	20,794	6%	15%	13%	10%	8%	10%	
Aquatics	478,986	28,786	6%	12,570	3%	62,453	15%	56,505	13%	43,843	10%	17%	11%	24%	37%	23%	
Recreation Programs	356,987	(7,113)	-2%	25,156	8%	6,309	2%	20,076	6%	17,180	5%	6%	-5%	5%	4%	1%	
Day Camps	321,200	15,300	5%	21,366	7%	28,767	10%	63,173	24%	37,769	13%	6%	18%	14%	30%	20%	
Total Private Amenities	3,510,580	53,500	2%	125,742	4%	297,514	9%	424,544	14%	282,600	9%	10%	11%	15%	20%	15%	
Public Amenities																	
Downhill Ski Area	3,810,889	118,086	3%	53,782	1%	507,241	15%	169,058	5%	243,360	7%	23%	8%	39%	30%	25%	
Cross Country Ski Area	1,227,420	144,660	13%	43,562	4%	212,082	21%	144,246	13%	133,296	12%	19%	1%	30%	24%	17%	
Snowplay	247,346	(437)	0%	29,773	14%	61,640	33%	56,813	30%	49,409	25%	5%	11%	47%	12%	22%	
Equestrian	412,722	13,173	3%	20,954	5%	11,644	3%	35,811	10%	22,803	6%	0%	4%	12%	30%	14%	
Campground	120,918	(14,144)	-10%	(944)	-1%	6,922	6%	12,895	12%	6,291	5%	37%	11%	11%	49%	21%	
Trails	305,401	(13,120)	-4%	34,789	13%	24,928	9%	99,613	48%	53,110	21%	100%	-23%	297%	110%	48%	
Bikeworks	157,200	10,700	7%	4,036	3%	17,831	13%	10,512	7%	10,793	7%	19%	3%	30%	26%	19%	
Golf	842,715	(698,889)	-45%	(635,571)	-43%	(674,330)	-44%	(706,370)	-46%	(672,090)	-44%	-97%	-96%	-97%	-97%	-97%	
Summer Food and Beverage	294,700	(114,500)	-28%	(61,543)	-17%	(75,501)	-20%	(125,743)	-30%	(87,596)	-23%	-41%	-31%	-38%	-33%	-34%	
Alder Creek Café	655,672	33,972	5%	15,742	2%	70,151	12%	62,988	11%	49,627	8%	21%	14%	40%	36%	29%	
The Lodge	2,882,656	(108,819)	-4%	(215,270)	-7%	(55,972)	-2%	(118,413)	-4%	(129,885)	-4%	-11%	-11%	-8%	-4%	-8%	
Pizza on the Hill	658,000	(96,700)	-13%	39,285	6%	(127,574)	-16%	(49,763)	-7%	(46,017)	-7%	-15%	10%	-13%	-1%	-2%	
Total Public Amenities	11,615,638	(726,019)	-6%	(671,405)	-5%	(20,938)	0%	(408,353)	-3%	(366,898)	-3%	-4%	-5%	5%	5%	1%	
Total Amenities	15,126,218	(672,519)	-4%	(545,663)	-3%	276,576	2%	16,192	0%	(84,298)	-1%	-1%	-2%	7%	8%	4%	
Homeowners Association																	
General	2,598,383	226,395	10%	248,634	11%	520,434	25%	611,229	31%	460,099	22%	0%	0%	0%	0%	0%	
Communications	227,300	17,300	8%	104,466	85%	64,827	40%	148,250	188%	105,848	87%	0%	-5%	4%	14%	3%	
Facility Administration	122,867	(13,783)	-10%	5,647	5%	4,015	3%	57,922	89%	22,528	22%	0%	0%	0%	0%	0%	
Administration	190,011	(63,379)	-25%	(9,604)	-5%	(266,709)	-58%	(108,061)	-36%	(128,125)	-40%	30%	-4%	-2%	-8%	-5%	
IT	513,150	289,091	129%	316,693	161%	380,161	286%	462,210	907%	386,354	305%	0%	0%	0%	0%	0%	
Accounting	137,100	131,100	2185%	108,422	378%	185,097	-386%	241,099	-232%	178,206	-434%	0%	10%	-5%	2%	2%	
Human Resources	(33,000)	(33,000)	0%	(53,582)	-260%	5,435	-14%	(10,868)	49%	(19,672)	148%	0%	0%	0%	0%	0%	
ASO & Community Services	619,500	57,800	10%	84,378	16%	118,834	24%	187,846	44%	130,353	27%	-11%	2%	-13%	-1%	-5%	
Member Services	33,700	(300)	-1%	15,716	87%	39,531	-678%	46,641	-360%	33,963	-12934%	-6%	3%	-1%	-4%	-1%	
Forestry	1,840,282	245,634	15%	257,215	16%	384,001	26%	685,584	59%	442,267	32%	0%	2%	-59%	118%	-23%	
Maintenance	57,887	16,758	41%	60,480	-2332%	113,024	-205%	49,097	559%	74,200	-455%	0%	0%	0%	0%	0%	
Total Homeowners Association	6,307,180	873,616	16%	1,138,465	22%	1,548,647	33%	2,370,948	60%	1,686,020	36%	5%	-2%	-13%	5%	-4%	
Total	\$21,433,399	\$ 201,098	1%	\$ 592,802	3%	\$ 1,825,223	9%	\$ 2,387,140	13%	\$ 1,601,722	8%	-1%	-2%	6%	8%	4%	

(4) COSTS - Operating Costs + Overhead Allocation at 2019B Levels all Years (Overhead new for B'19) + RRF "Expense Expenditures" (not capital exps)

**TAHOE DONNER ASSOCIATION
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Costs (5)	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)		for Context,					
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		2020 Revenue Variances to					
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	B'19	F'19	A'18	A'17
Private Amenities																	
Trout Creek Recreation Center	\$ 1,091,408	\$ (13,803)	-1%	\$ 14,979	1%	\$ 162,869	18%	\$ 178,562	20%	\$ 118,804	12%	12%	11%	13%	22%	15%	
Beach Club Marina	487,320	(8,789)	-2%	19,716	4%	38,545	9%	74,370	18%	44,210	10%	6%	13%	18%	16%	16%	
Tennis Center	270,080	39,120	17%	31,955	13%	(1,430)	-1%	31,858	13%	20,794	8%	15%	13%	10%	8%	10%	
Aquatics	281,186	28,786	11%	12,570	5%	62,453	29%	56,505	25%	43,843	18%	17%	11%	24%	37%	23%	
Recreation Programs	223,687	(7,113)	-3%	25,156	13%	6,309	3%	20,076	10%	17,180	8%	6%	-5%	5%	4%	1%	
Day Camps	254,200	15,300	6%	21,366	9%	28,767	13%	63,173	33%	37,769	17%	6%	18%	14%	30%	20%	
Total Private Amenities	2,607,880	53,500	2%	125,742	5%	297,514	13%	424,544	19%	282,600	12%	10%	11%	15%	20%	15%	
Public Amenities																	
Downhill Ski Area	3,327,989	118,086	4%	53,782	2%	507,241	18%	169,058	5%	243,360	8%	23%	8%	39%	30%	25%	
Cross Country Ski Area	1,007,120	144,660	17%	43,562	5%	212,082	27%	144,246	17%	133,296	15%	19%	1%	30%	24%	17%	
Snowplay	190,646	(437)	0%	29,773	19%	61,640	48%	56,813	42%	49,409	35%	5%	11%	47%	12%	22%	
Equestrian	337,222	13,173	4%	20,954	7%	11,644	4%	35,811	12%	22,803	7%	0%	4%	12%	30%	14%	
Campground	84,818	(14,144)	-14%	(944)	-1%	6,922	9%	12,895	18%	6,291	8%	37%	11%	11%	49%	21%	
Trails	243,801	(13,120)	-5%	34,789	17%	24,928	11%	99,613	69%	53,110	28%	100%	-23%	297%	110%	48%	
Bikeworks	123,400	10,700	9%	4,036	3%	17,831	17%	10,512	9%	10,793	10%	19%	3%	30%	26%	19%	
Golf	619,815	(698,889)	-53%	(635,571)	-51%	(674,330)	-52%	(706,370)	-53%	(672,090)	-52%	-97%	-96%	-97%	-97%	-97%	
Summer Food and Beverage	243,500	(114,500)	-32%	(61,543)	-20%	(75,501)	-24%	(125,743)	-34%	(87,596)	-26%	-41%	-31%	-38%	-33%	-34%	
Alder Creek Café	567,572	33,972	6%	15,742	3%	70,151	14%	62,988	12%	49,627	10%	21%	14%	40%	36%	29%	
The Lodge	2,465,656	(108,819)	-4%	(215,270)	-8%	(55,972)	-2%	(118,413)	-5%	(129,885)	-5%	-11%	-11%	-8%	-4%	-8%	
Pizza on the Hill	539,500	(96,700)	-15%	39,285	8%	(127,574)	-19%	(49,763)	-8%	(46,017)	-8%	-15%	10%	-13%	-1%	-2%	
Total Public Amenities	9,751,038	(726,019)	-7%	(671,405)	-6%	(20,938)	0%	(408,353)	-4%	(366,898)	-4%	-4%	-5%	5%	5%	1%	
Total Amenities	12,358,918	(672,519)	-5%	(545,663)	-4%	276,576	2%	16,192	0%	(84,298)	-1%	-1%	-2%	7%	8%	4%	
Homeowners Association																	
General	1,391,183	226,395	19%	248,634	22%	520,434	60%	611,229	78%	460,099	49%	0%	0%	0%	0%	0%	
Communications	761,000	17,300	2%	104,466	16%	64,827	9%	148,250	24%	105,848	16%	0%	-5%	4%	14%	3%	
Facility Administration	462,767	(13,783)	-3%	5,647	1%	4,015	1%	57,922	14%	22,528	5%	0%	0%	0%	0%	0%	
Administration	815,211	(63,379)	-7%	(9,604)	-1%	(266,709)	-25%	(108,061)	-12%	(128,125)	-14%	30%	-4%	-2%	-8%	-5%	
IT	1,190,550	289,091	32%	316,693	36%	380,161	47%	462,210	63%	386,354	48%	0%	0%	0%	0%	0%	
Accounting	952,300	131,100	16%	108,422	13%	185,097	24%	241,099	34%	178,206	23%	0%	10%	-5%	2%	2%	
Human Resources	379,400	(33,000)	-8%	(53,582)	-12%	5,435	1%	(10,868)	-3%	(19,672)	-5%	0%	0%	0%	0%	0%	
ASO & Community Services	495,400	57,800	13%	84,378	21%	118,834	32%	187,846	61%	130,353	36%	-11%	2%	-13%	-1%	-5%	
Member Services	284,200	(300)	0%	15,716	6%	39,531	16%	46,641	20%	33,963	14%	-6%	3%	-1%	-4%	-1%	
Forestry	1,655,982	245,634	17%	257,215	18%	384,001	30%	685,584	71%	442,267	36%	0%	2%	-59%	118%	-23%	
Maintenance	883,487	16,758	2%	60,480	7%	113,024	15%	49,097	6%	74,200	9%	0%	0%	0%	0%	0%	
Total Homeowners Association	9,271,480	873,616	10%	1,138,465	14%	1,548,647	20%	2,370,948	34%	1,686,020	22%	5%	-2%	-13%	5%	-4%	
Total	\$21,630,399	\$ 201,098	1%	\$ 592,802	3%	\$ 1,825,223	9%	\$ 2,387,140	12%	\$ 1,601,722	8%	-1%	-2%	6%	8%	4%	

(5) COSTS - Operating Costs + RRF "Expense Expenditures" (not capital expds)

no overhead allocation

**TAHOE DONNER ASSOCIATION
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	2020 Budget	B'20 vs B'19		B'20 vs F'19		B'20 vs A'18		B'20 vs A'17		B'20 vs 3yr AVG (19 18 17)	
		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)		Fav (Unfav)	
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %
Private Amenities											
Trout Creek Recreation Center	\$ 129,592	\$ 140,803	-1256%	\$ 110,620	583%	\$ (18,570)	-13%	\$ 41,825	48%	\$ 44,625	53%
Beach Club Marina	310,680	56,789	22%	71,895	30%	81,040	35%	37,334	14%	63,423	26%
Tennis Center	(26,080)	(8,120)	45%	(4,738)	22%	22,785	-47%	(13,635)	110%	1,471	-5%
Aquatics	(186)	11,214	-98%	15,279	-99%	(7,478)	-103%	19,174	-99%	8,992	-98%
Recreation Programs	(33,687)	17,113	-34%	(34,484)	-4324%	2,046	-6%	(13,260)	65%	(15,233)	83%
Day Camps	37,800	1,700	5%	23,400	163%	6,566	21%	4,112	12%	11,359	43%
Total Private Amenities	418,120	219,500	111%	181,973	77%	86,388	26%	75,550	22%	114,637	38%
Public Amenities											
Downhill Ski Area	1,454,011	768,914	112%	305,783	27%	843,738	138%	945,337	186%	698,286	92%
Cross Country Ski Area	234,880	54,340	30%	(31,301)	-12%	72,755	45%	92,357	65%	44,604	23%
Snowplay	105,354	14,437	16%	535	1%	32,787	45%	(24,354)	-19%	2,989	3%
Equestrian	(83,222)	(14,173)	21%	(10,881)	15%	14,962	-15%	22,428	-21%	8,836	-10%
Campground	11,182	40,144	-139%	10,596	1808%	2,322	26%	18,872	-245%	10,596	1809%
Trails	(241,801)	14,120	-6%	(35,401)	17%	(23,432)	11%	(98,564)	69%	(52,465)	28%
Bikeworks	15,600	11,300	263%	554	4%	14,282	1083%	18,333	-671%	11,056	243%
Golf	(589,815)	(431,111)	272%	(121,257)	26%	(398,494)	208%	(257,830)	78%	(259,194)	78%
Summer Food and Beverage	(84,500)	3,500	-4%	(9,038)	12%	(23,716)	39%	45,975	-35%	4,407	-5%
Alder Creek Café	(24,572)	59,028	-71%	49,055	-67%	84,958	-78%	80,330	-77%	71,448	-74%
The Lodge	(128,656)	(184,181)	-332%	(72,909)	131%	(141,670)	-1089%	10,560	-8%	(68,006)	112%
Pizza on the Hill	(24,500)	8,700	-26%	5,752	-19%	51,652	-68%	46,761	-66%	34,722	-59%
Total Public Amenities	643,962	345,019	115%	91,491	17%	530,143	466%	900,206	-351%	507,280	371%
Total Amenities	1,062,082	564,519	113%	273,464	35%	616,531	138%	975,756	1130%	621,917	141%
Homeowners Association											
General	(1,391,183)	(226,395)	19%	(248,634)	22%	(520,434)	60%	(611,229)	78%	(460,099)	49%
Communications	(551,000)	(17,300)	3%	(116,562)	27%	(57,193)	12%	(123,184)	29%	(98,980)	22%
Facility Administration	(462,767)	13,783	-3%	(5,647)	1%	(4,015)	1%	(57,922)	14%	(22,528)	5%
Administration	(575,211)	119,379	-17%	(190)	0%	261,680	-31%	87,038	-13%	116,176	-17%
IT	(1,190,550)	(289,091)	32%	(316,693)	36%	(380,161)	47%	(462,210)	63%	(386,354)	48%
Accounting	(946,300)	(131,100)	16%	(107,895)	13%	(185,383)	24%	(241,009)	34%	(178,095)	23%
Human Resources	(379,400)	33,000	-8%	53,582	-12%	(5,435)	1%	10,868	-3%	19,672	-5%
ASO & Community Services	(320,400)	(78,800)	33%	(81,425)	34%	(145,517)	83%	(189,507)	145%	(138,817)	76%
Member Services	(252,200)	(1,700)	1%	(14,872)	6%	(39,909)	19%	(47,981)	23%	(34,254)	16%
Forestry	(1,599,982)	(245,634)	18%	(256,270)	19%	(465,410)	41%	(655,223)	69%	(458,968)	40%
Maintenance	(883,487)	(16,758)	2%	(60,480)	7%	(113,024)	15%	(49,097)	6%	(74,200)	9%
Total Homeowners Association	(8,552,480)	(840,616)	11%	(1,155,086)	16%	(1,654,800)	24%	(2,339,456)	38%	(1,716,447)	25%
TOTAL	\$ (7,490,399)	\$ (276,098)	4%	\$ (881,622)	13%	\$ (1,038,269)	16%	\$ (1,363,699)	22%	\$ (1,094,530)	17%
NET 1 - Operating Revenues minus Operating Cost minus RRF Expense Expenditures - no allocated overhead factored											
Operating Revenue	14,140,000	14,215,000	-1%	14,428,820	-2%	13,353,046	6%	13,116,560	8%	13,632,809	4%
Operating Costs	(20,227,000)	(20,108,000)	1%	(19,847,087)	2%	(18,787,412)	8%	(18,239,414)	11%	(18,957,971)	7%
RRF - Expense Expenditures	(1,403,399)	(1,321,301)	6%	(1,190,509)	18%	(1,017,764)	38%	(1,003,845)	40%	(1,070,706)	31%
NET	(7,490,399)	(7,214,301)	4%	(6,608,777)	13%	(6,452,130)	16%	(6,126,699)	22%	(6,395,868)	17%

**TAHOE DONNER ASSOCIATION
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	2020 Budget	B'20 vs B'19 Fav (Unfav)		B'20 vs F'19 Fav (Unfav)		B'20 vs A'18 Fav (Unfav)		B'20 vs A'17 Fav (Unfav)		B'20 vs 3yr AVG (19 18 17) Fav (Unfav)	
		Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %	Variance	Var %
Private Amenities											
Trout Creek Recreation Center	\$ (311,727)	\$ 102,000	-25%	\$ 87,422	-22%	\$ 46,938	-13%	\$ 68,515	-18%	\$ 67,625	-18%
Beach Club Marina	130,263	72,100	124%	82,799	174%	107,769	479%	64,376	98%	84,981	188%
Tennis Center	(217,381)	20,100	-8%	24,964	-10%	38,049	-15%	17,523	-7%	26,846	-11%
Aquatics	(327,897)	17,900	-5%	21,965	-6%	(13,640)	4%	17,793	-5%	8,706	-3%
Recreation Programs	(200,322)	25,200	-11%	(26,398)	15%	10,132	-5%	(5,173)	3%	(7,146)	4%
Day Camps	(29,200)	1,700	-6%	23,400	-44%	6,566	-18%	4,112	-12%	11,359	-28%
Total Private Amenities	(956,264)	239,000	-20%	214,153	-18%	195,814	-17%	167,145	-15%	192,371	-17%
Public Amenities											
Downhill Ski Area	48,337	755,800	-107%	306,784	-119%	879,008	-106%	854,583	-106%	680,125	-108%
Cross Country Ski Area	(224,664)	118,000	-34%	24,114	-10%	117,534	-34%	142,675	-39%	94,775	-30%
Snowplay	59,699	14,900	33%	26,181	78%	58,433	4614%	1,292	2%	28,635	92%
Equestrian	(240,498)	(9,000)	4%	(1,659)	1%	10,566	-4%	29,149	-11%	12,685	-5%
Campground	(81,663)	18,700	-19%	9,729	-11%	3,136	-4%	20,890	-20%	11,252	-12%
Trails	(380,925)	(3,700)	1%	(22,605)	6%	(28,000)	8%	(74,333)	24%	(41,646)	12%
Bikeworks	(19,941)	11,300	-36%	554	-3%	14,282	-42%	18,333	-48%	11,056	-36%
Golf	(1,602,706)	(388,300)	32%	(72,301)	5%	(379,553)	31%	(238,679)	17%	(230,178)	17%
Summer Food and Beverage	(148,502)	3,500	-2%	(9,038)	6%	(23,716)	19%	45,975	-24%	4,407	-3%
Alder Creek Café	(123,352)	61,100	-33%	51,127	-29%	87,029	-41%	82,402	-40%	73,519	-37%
The Lodge	(913,132)	(196,200)	27%	(139,810)	18%	(145,022)	19%	(24,310)	3%	(103,047)	13%
Pizza on the Hill	(179,931)	8,700	-5%	5,752	-3%	49,931	-22%	46,761	-21%	34,148	-16%
Total Public Amenities	(3,807,276)	394,800	-9%	178,828	-4%	643,628	-14%	904,739	-19%	575,732	-13%
Total Amenities	(4,763,541)	633,800	-12%	392,981	-8%	839,442	-15%	1,071,884	-18%	768,103	-14%
Homeowners Association											
General	(2,550,200)	(282,400)	12%	(204,127)	9%	(509,858)	25%	(563,047)	28%	(425,677)	20%
Communications	(17,300)	(17,300)	0%	(116,562)	-117%	(57,193)	-143%	(123,184)	-116%	(98,980)	-121%
Facility Administration	13,800	13,800	0%	(5,629)	-29%	2,653	24%	(46,255)	-77%	(16,410)	-54%
Administration	(404,078)	95,200	-19%	(13,688)	4%	244,570	-38%	68,566	-15%	99,816	-20%
IT	(145,807)	(40,400)	38%	(87,903)	152%	(85,994)	144%	(98,692)	209%	(90,863)	165%
Accounting	(131,100)	(131,100)	0%	(107,895)	465%	(185,383)	-342%	(241,009)	-219%	(178,095)	-379%
Human Resources	33,000	33,000	0%	53,582	-260%	(5,435)	-14%	(6,896)	-17%	13,750	71%
ASO & Community Services	(444,500)	(78,800)	22%	(81,425)	22%	(145,517)	49%	(189,507)	74%	(138,817)	45%
Member Services	(1,700)	(1,700)	0%	(14,872)	-113%	(39,909)	-104%	(47,981)	-104%	(34,254)	-105%
Forestry	(1,784,431)	(398,900)	29%	(409,536)	30%	(601,355)	51%	(668,270)	60%	(559,720)	46%
Maintenance	(355,144)	(19,200)	6%	(73,658)	26%	(108,656)	44%	(119,755)	51%	(100,689)	40%
Total Homeowners Association	(5,787,459)	(827,800)	17%	(1,061,714)	22%	(1,492,077)	35%	(2,036,030)	54%	(1,529,940)	36%
TOTAL	\$ (10,551,000)	\$ (194,000)	2%	\$ (668,732)	7%	\$ (652,634)	7%	\$ (964,145)	10%	\$ (761,837)	8%
NET 2 - Operating Revenues minus Operating Cost minus Overhead Allocation minus RRF Capital Charge											
Operating Revenue	14,140,000	14,215,000	-1%	14,428,820	-2%	13,353,046	6%	13,116,560	8%	13,632,809	4%
Operating Costs	(20,030,000)	(19,911,000)	1%	(19,650,087)	2%	(18,590,412)	8%	(18,042,414)	11%	(18,760,971)	7%
RRF Capital Charge	(4,661,000)	(4,661,000)	0%	(4,661,000)	0%	(4,661,000)	0%	(4,661,000)	0%	(4,661,000)	0%
NET	(10,551,000)	(10,357,000)	2%	(9,882,268)	7%	(9,898,366)	7%	(9,586,855)	10%	(9,789,163)	8%

Total	1,403,399	1,321,301	1,190,509	1,017,764	1,003,845	1,070,706
	RRF Expense Expenditures					
	2020B	2019B	2019F	2018A	2017A	3yr Avg
Trout Creek Recreation Center	65,508	104,311	88,705	-	38,817	42,507
Beach Club Marina	42,520	27,209	31,617	15,791	15,479	20,962
Tennis Center	42,980	14,760	13,278	27,715	11,822	17,605
Aquatics	6,686	-	-	12,848	8,067	6,972
Recreation Programs	8,087					
Day Camps						
Downhill Ski Area	78,789	91,903	77,789	43,519	169,543	96,950
Cross Country Ski Area	80,820	17,160	25,405	36,041	30,502	30,649
Snowplay	25,646	25,183				
Equestrian	9,222	4,049	-	13,618	2,500	5,373
Campground	2,018	23,462	2,885	1,203	-	1,363
Trails	66,001	83,821	53,205	70,569	41,770	55,181
Bikeworks						
Golf	97,115	54,304	48,159	78,174	77,964	68,099
Summer Food and Beverage						
Alder Creek Café	2,072					
The Lodge	12,456	24,475	79,358	15,808	47,327	47,498
Pizza on the Hill			-	1,721	-	574
General	48,183	104,188	3,675	37,607	-	13,761
Communications						
Facility Administration	136,667	136,650	136,650	130,000	125,000	130,550
Administration	45,211	69,390	58,709	62,321	63,683	61,571
IT	472,750	224,059	243,961	178,584	109,233	177,259
Accounting						
Human Resources	-	-	-	-	17,764	5,921
ASO & Community Services						
Member Services						
Forestry	121,982	275,248	275,248	257,926	135,029	222,734
Maintenance	38,687	41,129	51,865	34,319	109,345	65,176
Fac Admin is the Reserve Specialist direct payroll costs charge.						
Painting a common example. . GovDocs in B19, major repairs. IT has estore replacement in B'20						