



Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Operating Fund Consolidated

	5 Year Average Years					3 Year Average Years			2019 Budget	Actuals Average			
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual		2018 Actual	2019 FORECAST	3-Yr	5-Yr
										Jan-Aug Act			
										Sep-Dec Bdg			
REVENUE													
Recreation Fee	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,133,450	1,110,000	1,079,450	1,044,874
Direct Access & Use Fees	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	4,317,956	4,188,800	3,909,908	3,539,509
Food and Beverage	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	4,380,555	4,593,800	4,292,195	3,987,085
Retail Product	462,523	392,623	383,315	453,124	331,938	416,482	530,022	562,926	570,618	564,251	531,500	565,931	528,860
Lessons & Rental	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	3,133,142	2,976,800	2,894,599	2,562,471
Other Revenue	510,894	566,914	524,058	600,591	585,921	604,062	760,308	802,838	969,871	918,197	814,100	896,969	811,055
Total Revenue	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	14,447,550	14,215,000	13,639,052	12,473,854
COST OF GOODS SOLD (COGS)	-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	-1,574,862	-1,613,000	-1,594,332	-1,506,978
GROSS MARGIN (GM)	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	12,872,688	12,602,000	12,044,720	10,966,876
PAYROLL													
Salaries and Wages	-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	-10,153,542	-10,233,000	-9,698,530	-9,016,269
Payroll Taxes & Benefits	-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	-2,620,051	-2,817,000	-2,513,969	-2,404,239
Total Payroll	-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	-12,773,593	-13,050,000	-12,212,499	-11,420,509
EXPENSE													
Contract Labor Expense	0	0	0	0	0	0	-40,110	-3,799	-3,799	0	0	-14,636	-8,782
Staff Expense	-240,380	-218,126	-186,226	-224,345	-150,200	-194,365	-297,148	-447,027	-409,834	-473,436	-482,311	-443,432	-364,362
Utilities Expense	-769,446	-777,521	-774,019	-806,180	-778,166	-789,742	-914,593	-912,431	-934,979	-984,200	-967,600	-943,870	-907,189
Supplies & Maintenance Expense	-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	-1,860,648	-1,872,581	-1,798,113	-1,667,636
Insurance Expense	-312,889	-306,333	-305,843	-406,943	-359,443	-401,718	-412,454	-432,535	-476,875	-590,000	-590,000	-499,803	-462,716
Administration & Other Expense	-914,946	-911,438	-911,722	-1,127,895	-897,729	-1,132,878	-1,252,791	-1,362,710	-1,400,797	-1,551,314	-1,532,508	-1,438,273	-1,340,098
Total Expense	-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	-5,459,598	-5,445,000	-5,138,128	-4,750,783
PAYROLL & EXPENSE TOTAL	-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	-18,233,191	-18,495,000	-17,350,627	-16,171,291
NOR BEFORE AllocOverhead (NORBO)	-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	-5,360,502	-5,893,000	-5,305,907	-5,204,415
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	197,000	197,000	65,667	39,400
NET OPERATING RESULTS (NOR)	-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	-5,163,502	-5,696,000	-5,240,241	-5,165,015
Contributions to Capital Funds	-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	-7,023,000	-6,408,333	-5,957,600
NET RESULTS BEFORE ASSESSMENT (N)	-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	-12,186,502	-12,719,000	-11,648,574	-11,122,615
ASSESSMENT REVENUE													
Operating Fund Assessment Contribution	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	5,696,000	6,030,467	6,295,049
Replacement Reserve Fund Assessment Co	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	4,661,000	4,175,333	3,893,000
NMEFF Fund Assessment Contribution	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000
Development Fund Assessment Contribution	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	2,168,000	2,039,000	1,870,600
TOTAL ASSESSMENT REVENUE (AREV)	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	12,719,000	12,438,800	12,252,649
NET RESULTS (NR)	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	650,334	532,498	0	790,226	1,130,034
CHANGE IN MEMBERS' EQUITY (CME)	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	650,334	532,498	0	790,226	1,130,034
Total Expenses (TE), (COGS+PAYROLL+E	-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	-19,808,053	-20,108,000	-18,944,960	-17,678,270

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Amenities Consolidated**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,133,450	1,110,000	1,079,450	1,044,874			
Direct Access & Use Fees	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	4,317,956	4,188,800	3,909,908	3,539,509			
Food and Beverage	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	4,391,146	4,595,800	4,300,565	3,992,527			
Retail Product	413,351	352,998	368,045	412,860	308,524	373,947	499,241	525,022	515,694	535,404	512,400	525,373	489,861			
Lessons & Rental	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	3,120,059	2,964,800	2,886,021	2,557,325			
Other Revenue	23,460	23,409	33,909	34,475	32,836	37,205	78,412	146,701	204,307	197,117	157,200	182,708	132,748			
Total Revenue	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	13,695,133	13,529,000	12,884,026	11,756,845			
COST OF GOODS SOLD (COGS)	-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	-1,574,862	-1,613,000	-1,594,332	-1,506,978			
GROSS MARGIN (GM)	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	12,120,271	11,916,000	11,289,694	10,249,867			
PAYROLL																
Salaries and Wages	-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	-6,134,991	-6,138,000	-5,846,933	-5,351,298			
Payroll Taxes & Benefits	-904,616	-866,954	-920,632	-1,018,286	-1,080,939	-1,181,740	-1,559,177	-1,648,174	-1,445,208	-1,572,159	-1,674,500	-1,555,180	-1,481,292			
Total Payroll	-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	-7,707,150	-7,812,500	-7,402,113	-6,832,590			
EXPENSE																
Staff Expense	-96,373	-96,405	-77,733	-107,145	-64,662	-81,281	-156,085	-276,878	-241,856	-286,621	-282,091	-268,451	-208,544			
Utilities Expense	-569,533	-564,309	-563,447	-582,038	-528,663	-532,079	-668,442	-654,210	-721,033	-760,261	-731,890	-711,835	-667,205			
Supplies & Maintenance Expense	-910,275	-964,064	-853,725	-1,019,236	-745,385	-891,950	-1,209,405	-1,212,508	-1,193,396	-1,262,264	-1,215,729	-1,222,723	-1,153,904			
Insurance Expense	-195,919	-194,200	-186,014	-260,300	-222,579	-246,336	-279,950	-287,200	-306,000	-321,000	-321,000	-304,733	-288,097			
Administration & Other Expense	-330,678	-354,896	-313,012	-431,720	-348,112	-441,590	-531,110	-528,290	-535,576	-568,161	-584,590	-544,009	-520,945			
Total Expense	-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	-3,198,307	-3,135,300	-3,051,751	-2,838,696			
PAYROLL & EXPENSE TOTAL	-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	-10,905,457	-10,947,800	-10,453,864	-9,671,286			
NOR BEFORE AllocOverhead (NORBO)	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	1,214,815	968,200	835,829	578,581			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-2,767,300	-2,767,300	-922,433	-553,460			
NET OPERATING RESULTS (NOR)	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,552,485	-1,799,100	-86,604	25,121			
NET RESULTS BEFORE ASSESSMENT (N)	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,552,485	-1,799,100	-86,604	25,121			
ASSESSMENT REVENUE																
NET RESULTS (NR)	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,552,485	-1,799,100	-86,604	25,121			
CHANGE IN MEMBERS' EQUITY (CME)	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,552,485	-1,799,100	-86,604	25,121			
Total Expenses (TE), (COGS+PAYROLL+E	-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	-12,480,318	-12,560,800	-12,048,197	-11,178,264			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Private Amenities Consolidated**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	800,000	815,086	830,349	840,121	903,083	952,926	995,062	1,014,830	1,055,155	1,105,672	1,087,000	1,058,552	1,024,729			
Direct Access & Use Fees	345,273	437,844	428,062	452,008	474,644	478,197	578,777	610,329	626,369	722,884	721,600	653,194	603,311			
Food and Beverage	92,534	77,065	95,455	100,858	116,971	124,448	143,337	171,129	162,763	158,229	172,000	164,040	151,981			
Retail Product	92,063	125,542	131,013	164,396	155,317	137,093	117,983	117,045	113,261	102,095	111,400	110,800	117,495			
Lessons & Rental	352,530	408,728	445,914	556,116	582,253	574,896	585,494	610,581	663,306	627,771	634,000	633,886	612,410			
Other Revenue	9,934	6,552	5,976	7,777	10,521	2,950	3,158	1,992	21,244	24,035	27,000	15,757	10,676			
Total Revenue	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	2,740,686	2,753,000	2,636,230	2,520,602			
COST OF GOODS SOLD (COGS)	-79,672	-103,654	-105,028	-128,914	-128,750	-129,918	-115,053	-124,283	-112,817	-111,019	-119,900	-116,040	-118,618			
GROSS MARGIN (GM)	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	2,629,668	2,633,100	2,520,191	2,401,984			
PAYROLL																
Salaries and Wages	-793,995	-873,675	-893,222	-996,170	-928,965	-930,794	-996,498	-1,035,230	-1,110,339	-1,221,771	-1,230,400	-1,122,446	-1,058,926			
Payroll Taxes & Benefits	-197,547	-191,655	-191,581	-220,839	-244,522	-230,366	-240,586	-265,416	-262,854	-285,479	-318,700	-271,249	-256,940			
Total Payroll	-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	-1,507,250	-1,549,100	-1,393,696	-1,315,866			
EXPENSE																
Staff Expense	-17,733	-17,124	-12,771	-17,756	-9,215	-10,125	-14,464	-16,986	-17,236	-14,392	-20,270	-16,205	-14,641			
Utilities Expense	-206,057	-213,154	-189,720	-201,740	-195,834	-211,864	-223,587	-235,064	-232,990	-253,585	-239,270	-240,546	-231,418			
Supplies & Maintenance Expense	-236,487	-327,058	-344,631	-376,768	-302,495	-358,041	-419,534	-364,577	-427,887	-394,493	-392,570	-395,653	-392,907			
Insurance Expense	-21,286	-22,800	-22,200	-26,200	-23,043	-26,400	-26,924	-27,000	-32,400	-33,000	-33,000	-30,800	-29,145			
Administration & Other Expense	-22,945	-31,114	-28,263	-39,863	-30,330	-37,900	-41,607	-40,595	-57,490	-50,898	-53,990	-49,661	-45,698			
Total Expense	-504,508	-611,251	-597,585	-662,326	-560,916	-644,330	-726,116	-684,223	-768,003	-746,368	-739,100	-732,865	-713,808			
PAYROLL & EXPENSE TOTAL	-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	-2,253,618	-2,288,200	-2,126,560	-2,029,674			
NOR BEFORE AllocOverhead (NORBO)	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	376,050	344,900	393,630	372,310			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-902,700	-902,700	-300,900	-180,540			
NET OPERATING RESULTS (NOR)	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-526,650	-557,800	92,730	191,770			
NET RESULTS BEFORE ASSESSMENT (N)	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-526,650	-557,800	92,730	191,770			
ASSESSMENT REVENUE																
NET RESULTS (NR)	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-526,650	-557,800	92,730	191,770			
CHANGE IN MEMBERS' EQUITY (CME)	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-526,650	-557,800	92,730	191,770			
Total Expenses (TE), (COGS+PAYROLL+E	-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	-2,364,636	-2,408,100	-2,242,600	-2,148,292			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Tennis (090)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	62,000	79,878	79,241	59,314	104,893	135,055	120,875	78,203	68,292	65,357	85,000	70,617	93,556			
Direct Access & Use Fees	24,461	30,923	31,742	40,210	39,108	40,415	40,140	39,506	35,794	37,940	32,600	37,747	38,759			
Food and Beverage	6,552	0	0	0	0	0	0	0	0	0	0	0	0			
Retail Product	30,861	55,708	56,439	60,388	52,961	57,642	41,708	47,194	45,338	52,287	40,400	48,273	48,834			
Lessons & Rental	66,149	54,139	47,020	55,466	53,651	57,041	50,750	60,822	73,221	74,907	55,000	69,650	63,348			
Other Revenue	4,610	2,590	0	14	0	5	0	52	0	0	0	17	11			
Total Revenue	194,634	223,238	214,442	215,392	250,613	290,157	253,474	225,777	222,645	230,490	213,000	226,304	244,509			
COST OF GOODS SOLD (COGS)	-23,548	-39,114	-38,333	-42,548	-35,867	-42,061	-30,657	-35,789	-31,801	-36,575	-32,900	-34,722	-35,377			
GROSS MARGIN (GM)	171,086	184,125	176,109	172,844	214,746	248,096	222,816	189,987	190,844	193,915	180,100	191,582	209,132			
PAYROLL																
Salaries and Wages	-106,440	-102,246	-106,123	-121,380	-100,365	-116,183	-109,732	-121,351	-133,366	-128,222	-117,400	-127,646	-121,771			
Payroll Taxes & Benefits	-16,927	-15,641	-14,999	-19,436	-19,998	-22,897	-20,458	-22,886	-22,702	-21,581	-21,900	-22,390	-22,105			
Total Payroll	-123,367	-117,887	-121,122	-140,816	-120,363	-139,080	-130,191	-144,237	-156,068	-149,803	-139,300	-150,036	-143,876			
EXPENSE																
Staff Expense	-848	-331	0	-784	-228	0	-668	-220	-582	-653	-800	-485	-424			
Utilities Expense	-10,303	-12,489	-9,937	-13,064	-11,212	-10,924	-11,714	-14,127	-15,648	-14,394	-14,820	-14,723	-13,361			
Supplies & Maintenance Expense	-20,795	-31,638	-30,261	-35,650	-28,260	-26,245	-22,548	-26,412	-30,886	-24,146	-21,310	-27,148	-26,048			
Insurance Expense	-1,800	-2,400	-1,800	-2,400	-2,095	-2,400	-2,127	-2,400	-3,000	-3,000	-3,000	-2,800	-2,585			
Administration & Other Expense	-3,056	-3,888	-2,407	-3,053	-3,332	-4,214	-3,740	-3,214	-5,810	-6,261	-4,070	-5,095	-4,648			
Total Expense	-36,802	-50,747	-44,405	-54,951	-45,127	-43,782	-40,796	-46,373	-55,926	-48,454	-44,000	-50,251	-47,066			
PAYROLL & EXPENSE TOTAL	-160,169	-168,634	-165,527	-195,767	-165,491	-182,862	-170,987	-190,610	-211,993	-198,257	-183,300	-200,287	-190,942			
NOR BEFORE AllocOverhead (NORBO)	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-4,341	-3,200	-8,705	18,190			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-90,100	-90,100	-30,033	-18,020			
NET OPERATING RESULTS (NOR)	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-94,441	-93,300	-38,738	170			
NET RESULTS BEFORE ASSESSMENT (N)	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-94,441	-93,300	-38,738	170			
ASSESSMENT REVENUE																
NET RESULTS (NR)	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-94,441	-93,300	-38,738	170			
CHANGE IN MEMBERS' EQUITY (CME)	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-94,441	-93,300	-38,738	170			
Total Expenses (TE), (COGS+PAYROLL+E	-183,717	-207,747	-203,860	-238,315	-201,358	-224,923	-201,644	-226,400	-243,794	-234,832	-216,200	-235,009	-226,319			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Marina (060)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	122,000	132,859	140,003	141,836	152,269	181,685	194,269	175,899	180,601	205,865	200,000	187,455	187,664			
Direct Access & Use Fees	93,732	111,601	110,012	121,236	131,598	123,668	129,478	154,580	166,956	178,523	200,000	166,686	150,641			
Food and Beverage	81,844	77,102	95,479	100,858	116,971	124,448	143,441	171,166	162,764	158,229	172,000	164,053	152,010			
Retail Product	741	12,640	15,204	14,833	15,255	13,854	13,781	16,763	17,629	15,919	17,000	16,770	15,589			
Lessons & Rental	87,113	107,133	120,746	138,324	150,791	147,431	146,683	167,888	150,466	150,043	140,000	156,132	152,502			
Other Revenue	2,000	360	480	727	1,840	0	0	0	0	5,700	21,000	1,900	1,140			
Total Revenue	387,430	441,694	481,924	517,815	568,723	591,086	627,652	686,296	678,416	714,279	750,000	692,997	659,546			
COST OF GOODS SOLD (COGS)	-21,071	-30,989	-33,400	-37,229	-45,323	-50,995	-48,733	-58,614	-52,259	-53,737	-53,000	-54,870	-52,868			
GROSS MARGIN (GM)	366,359	410,706	448,524	480,586	523,400	540,090	578,919	627,682	626,157	660,542	697,000	638,127	606,678			
PAYROLL																
Salaries and Wages	-128,280	-136,385	-144,612	-145,118	-154,120	-161,739	-187,149	-214,485	-242,261	-254,364	-268,200	-237,037	-212,000			
Payroll Taxes & Benefits	-31,350	-26,522	-29,723	-29,129	-35,343	-39,501	-46,958	-52,754	-53,328	-59,396	-74,900	-55,160	-50,388			
Total Payroll	-159,631	-162,907	-174,335	-174,247	-189,464	-201,240	-234,107	-267,240	-295,589	-313,761	-343,100	-292,197	-262,387			
EXPENSE																
Staff Expense	-2,416	-2,054	-2,014	-1,917	-1,441	-1,457	-2,754	-3,549	-3,328	-2,985	-3,300	-3,287	-2,815			
Utilities Expense	-19,805	-20,935	-20,249	-22,489	-21,073	-21,771	-21,738	-22,503	-21,854	-22,858	-23,520	-22,405	-22,145			
Supplies & Maintenance Expense	-27,407	-30,406	-32,305	-29,978	-22,762	-29,497	-33,135	-29,686	-41,278	-28,502	-27,530	-33,155	-32,420			
Insurance Expense	-3,600	-4,300	-3,600	-4,200	-4,190	-4,800	-4,624	-4,800	-5,400	-6,000	-6,000	-5,400	-5,125			
Administration & Other Expense	-5,701	-6,222	-5,685	-7,209	-7,425	-10,629	-8,921	-11,080	-13,277	-12,770	-12,450	-12,376	-11,335			
Total Expense	-58,929	-63,916	-63,853	-65,793	-56,890	-68,155	-71,171	-71,618	-85,137	-73,114	-72,800	-76,623	-73,839			
PAYROLL & EXPENSE TOTAL	-218,560	-226,823	-238,188	-240,040	-246,354	-269,395	-305,278	-338,857	-380,726	-386,875	-415,900	-368,819	-336,226			
NOR BEFORE AllocOverhead (NORBO)	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	273,667	281,100	269,307	270,452			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-133,800	-133,800	-44,600	-26,760			
NET OPERATING RESULTS (NOR)	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	139,867	147,300	224,707	243,692			
NET RESULTS BEFORE ASSESSMENT (N)	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	139,867	147,300	224,707	243,692			
ASSESSMENT REVENUE																
NET RESULTS (NR)	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	139,867	147,300	224,707	243,692			
CHANGE IN MEMBERS' EQUITY (CME)	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	139,867	147,300	224,707	243,692			
Total Expenses (TE), (COGS+PAYROLL+E	-239,631	-257,811	-271,588	-277,269	-291,678	-320,390	-354,011	-397,471	-432,985	-440,612	-468,900	-423,689	-389,094			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
TC/Aquatics/Camps/Recreation**

	5 Year Average Years									2019 Budget	Actuals Average			
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 FORECAST Jan-Aug Act Sep-Dec Bdg	2019 Budget	3-Yr	5-Yr
								2017 Actual	2018 Actual					
REVENUE														
Recreation Fee	616,000	602,349	611,105	638,971	645,922	636,186	679,918	760,728	806,263	834,450	802,000	800,480	743,509	
Direct Access & Use Fees	227,080	295,320	286,308	290,562	303,938	314,114	409,159	416,243	423,619	506,421	489,000	448,761	413,911	
Food and Beverage	4,138	-37	-23	0	0	0	-104	-37	-1	0	0	-13	-28	
Retail Product	60,461	57,194	59,370	89,175	87,101	65,597	62,494	53,089	50,293	33,890	54,000	45,757	53,073	
Lessons & Rental	199,268	247,455	278,148	362,325	377,811	370,424	388,061	381,871	439,620	402,822	439,000	408,104	396,559	
Other Revenue	3,324	3,602	5,496	7,037	8,681	2,945	3,158	1,940	21,244	18,335	6,000	13,840	9,524	
Total Revenue	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	1,795,917	1,790,000	1,716,929	1,616,548	
COST OF GOODS SOLD (COGS)	-35,054	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-29,879	-28,758	-20,707	-34,000	-26,448	-30,374	
GROSS MARGIN (GM)	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	1,775,211	1,756,000	1,690,482	1,586,174	
PAYROLL														
Salaries and Wages	-559,274	-635,044	-642,488	-729,672	-674,480	-652,872	-699,617	-699,393	-734,712	-839,184	-844,800	-757,763	-725,156	
Payroll Taxes & Benefits	-149,270	-149,492	-146,859	-172,274	-189,180	-167,968	-173,170	-189,775	-186,823	-204,501	-221,900	-193,700	-184,448	
Total Payroll	-708,544	-784,536	-789,346	-901,947	-863,660	-820,840	-872,787	-889,168	-921,536	-1,043,686	-1,066,700	-951,463	-909,603	
EXPENSE														
Staff Expense	-14,469	-14,739	-10,757	-15,054	-7,545	-8,668	-11,042	-13,217	-13,326	-10,755	-16,170	-12,433	-11,402	
Utilities Expense	-175,948	-179,730	-159,534	-166,187	-163,549	-179,169	-190,135	-198,435	-195,488	-216,334	-200,930	-203,419	-195,912	
Supplies & Maintenance Expense	-188,286	-265,014	-282,065	-311,139	-251,473	-302,299	-363,851	-308,480	-355,723	-341,845	-343,730	-335,349	-334,439	
Insurance Expense	-15,886	-16,100	-16,800	-19,600	-16,759	-19,200	-20,174	-19,800	-24,000	-24,000	-24,000	-22,600	-21,435	
Administration & Other Expense	-14,188	-21,005	-20,172	-29,601	-19,572	-23,057	-28,947	-26,301	-38,403	-31,867	-37,470	-32,190	-29,715	
Total Expense	-408,777	-496,588	-489,328	-541,581	-458,899	-532,393	-614,148	-566,233	-626,941	-624,800	-622,300	-605,991	-592,903	
PAYROLL & EXPENSE TOTAL	-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	-1,668,486	-1,689,000	-1,557,454	-1,502,506	
NOR BEFORE AllocOverhead (NORBO)	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	106,725	67,000	133,027	83,668	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-678,800	-678,800	-226,267	-135,760	
NET OPERATING RESULTS (NOR)	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-572,075	-611,800	-93,239	-52,092	
NET RESULTS BEFORE ASSESSMENT (N)	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-572,075	-611,800	-93,239	-52,092	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-572,075	-611,800	-93,239	-52,092	
CHANGE IN MEMBERS' EQUITY (CME)	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-572,075	-611,800	-93,239	-52,092	
Total Expenses (TE), (COGS+PAYROLL+E	-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	-1,689,193	-1,723,000	-1,583,902	-1,532,880	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Trout Creek Recreation Center (132)**

						5 Year Average Years		3 Year Average Years				Actuals Average		
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019	2019	3-Yr	5-Yr
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	FORECAST	Budget	Budget	Average	Average
										Jan-Aug Act				
										Sep-Dec Bdg				
REVENUE														
Recreation Fee	600,000	470,630	479,122	500,597	504,469	497,566	531,524	602,560	629,245	632,491	610,000	621,432	578,677	
Direct Access & Use Fees	205,234	210,928	198,892	212,244	201,286	199,616	221,864	227,590	266,180	319,398	310,000	271,056	246,930	
Food and Beverage	0	0	-23	0	0	0	0	0	0	0	0	0	0	
Retail Product	60,734	53,578	52,838	69,522	64,898	61,012	57,734	47,317	46,648	30,324	49,000	41,430	48,607	
Lessons & Rental	95,946	91,879	94,950	101,373	116,790	126,335	126,652	123,147	134,628	115,581	125,000	124,452	125,269	
Other Revenue	33	155	85	0	281	1,245	0	0	0	695	0	232	388	
Total Revenue	961,947	827,170	825,863	883,736	887,724	885,774	937,774	1,000,613	1,076,701	1,098,489	1,094,000	1,058,601	999,870	
COST OF GOODS SOLD (COGS)	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-27,127	-27,108	-18,701	-30,000	-24,312	-28,320	
GROSS MARGIN (GM)	928,356	796,869	796,029	843,719	850,840	850,443	904,440	973,486	1,049,593	1,079,788	1,064,000	1,034,289	971,550	
PAYROLL														
Salaries and Wages	-353,605	-384,533	-396,994	-397,583	-392,060	-405,999	-419,863	-448,848	-461,360	-513,522	-522,300	-474,577	-449,918	
Payroll Taxes & Benefits	-100,093	-94,354	-97,382	-106,224	-117,401	-105,982	-106,029	-129,957	-126,091	-136,442	-147,600	-130,830	-120,900	
Total Payroll	-453,698	-478,887	-494,376	-503,807	-509,461	-511,981	-525,892	-578,805	-587,452	-649,964	-669,900	-605,407	-570,819	
EXPENSE														
Staff Expense	-6,784	-3,463	-2,336	-1,109	-884	-2,675	-3,386	-3,393	-2,846	-3,484	-5,300	-3,241	-3,157	
Utilities Expense	-163,595	-98,110	-95,370	-98,821	-100,008	-105,033	-102,242	-102,496	-110,786	-114,732	-109,710	-109,338	-107,058	
Supplies & Maintenance Expense	-137,010	-101,085	-116,123	-141,829	-119,024	-162,634	-188,618	-138,821	-169,514	-163,794	-155,630	-157,376	-164,676	
Insurance Expense	-13,606	-10,100	-10,800	-13,000	-10,474	-12,000	-11,454	-12,000	-15,600	-15,600	-15,600	-14,400	-13,331	
Administration & Other Expense	-10,429	-10,392	-9,396	-11,090	-10,530	-10,043	-11,782	-11,386	-15,233	-15,226	-14,760	-13,949	-12,734	
Total Expense	-331,423	-223,150	-234,025	-265,849	-240,921	-292,385	-317,482	-268,096	-313,979	-312,836	-301,000	-298,304	-300,956	
PAYROLL & EXPENSE TOTAL	-785,121	-702,038	-728,401	-769,655	-750,382	-804,365	-843,374	-846,901	-901,431	-962,800	-970,900	-903,711	-871,774	
NOR BEFORE AllocOverhead (NORBO)	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	116,988	93,100	130,578	99,776	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-280,700	-280,700	-93,567	-56,140	
NET OPERATING RESULTS (NOR)	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-163,712	-187,600	37,012	43,636	
NET RESULTS BEFORE ASSESSMENT (N)	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-163,712	-187,600	37,012	43,636	
ASSESSMENT REVENUE														
NET RESULTS (NR)	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-163,712	-187,600	37,012	43,636	
CHANGE IN MEMBERS' EQUITY (CME)	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-163,712	-187,600	37,012	43,636	
Total Expenses (TE), (COGS+PAYROLL+E	-818,712	-732,338	-758,234	-809,672	-787,266	-839,696	-876,709	-874,028	-928,538	-981,501	-1,000,900	-928,023	-900,095	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Aquatics (130)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	16,000	131,719	131,983	138,374	141,453	138,620	148,393	158,169	177,018	201,959	192,000	179,049	164,832			
Direct Access & Use Fees	17,202	17,662	17,046	17,686	20,812	20,170	22,474	26,302	21,454	26,967	24,000	24,908	23,473			
Food and Beverage	0	-37	0	0	0	0	0	0	0	0	0	0	0			
Lessons & Rental	0	35,092	43,404	48,010	45,517	36,559	40,480	20,174	26,055	23,419	24,000	23,216	29,337			
Other Revenue	1,200	1,640	1,520	1,040	1,965	30	2,016	676	1,498	300	1,000	825	904			
Total Revenue	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	226,025	252,644	241,000	227,997	218,546			
GROSS MARGIN (GM)	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	226,025	252,644	241,000	227,997	218,546			
PAYROLL																
Salaries and Wages	-84,381	-104,490	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-57,669	-89,105	-88,400	-68,913	-78,400			
Payroll Taxes & Benefits	-13,912	-18,027	-17,291	-23,132	-31,085	-20,956	-21,247	-12,071	-11,323	-15,655	-17,600	-13,017	-16,250			
Total Payroll	-98,292	-122,517	-121,172	-155,821	-133,363	-111,127	-116,336	-72,037	-68,992	-104,761	-106,000	-81,930	-94,650			
EXPENSE																
Staff Expense	-4,807	-7,990	-5,109	-8,222	-3,924	-3,601	-4,987	-4,688	-6,211	-3,466	-5,980	-4,788	-4,591			
Utilities Expense	-10,259	-79,418	-61,518	-64,422	-61,127	-72,246	-83,572	-91,941	-81,240	-98,014	-88,760	-90,398	-85,403			
Supplies & Maintenance Expense	-7,773	-53,890	-50,688	-46,218	-33,101	-41,809	-38,994	-39,523	-39,261	-52,198	-39,950	-43,661	-42,357			
Insurance Expense	-480	-4,200	-4,200	-4,800	-4,190	-4,800	-4,246	-5,400	-6,000	-6,000	-6,000	-5,800	-5,289			
Administration & Other Expense	-385	-1,297	-1,498	-2,137	-531	-4,007	-3,931	-3,025	-4,181	-4,457	-5,710	-3,888	-3,920			
Total Expense	-23,704	-146,795	-123,012	-125,799	-102,873	-126,463	-135,729	-144,577	-136,893	-164,134	-146,400	-148,535	-141,559			
PAYROLL & EXPENSE TOTAL	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-205,885	-268,895	-252,400	-230,465	-236,210			
NOR BEFORE AllocOverhead (NORBO)	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-16,251	-11,400	-2,468	-17,663			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-197,800	-197,800	-65,933	-39,560			
NET OPERATING RESULTS (NOR)	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-214,051	-209,200	-68,401	-57,223			
NET RESULTS BEFORE ASSESSMENT (N)	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-214,051	-209,200	-68,401	-57,223			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-214,051	-209,200	-68,401	-57,223			
CHANGE IN MEMBERS' EQUITY (CME)	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-214,051	-209,200	-68,401	-57,223			
Total Expenses (TE), (COGS+PAYROLL+E	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-205,885	-268,895	-252,400	-230,465	-236,210			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Day Camp (145)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years		3 Year Average Years		2019 Budget	Actuals Average		
						2015	2016	2017	2018		2019 FORECAST	3-Yr	5-Yr
						Actual	Actual	Actual	Actual				
						Jan-Aug Act	Sep-Dec Bdg						
REVENUE													
Lessons & Rental	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	255,512	246,499	275,000	241,832	225,556
Other Revenue	250	350	490	930	660	680	1,125	1,230	1,155	1,220	0	1,202	1,082
Total Revenue	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	256,667	247,719	275,000	243,034	226,638
GROSS MARGIN (GM)	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	256,667	247,719	275,000	243,034	226,638
PAYROLL													
Salaries and Wages	-64,902	-52,825	-55,719	-77,448	-74,078	-87,851	-103,049	-120,305	-142,213	-163,807	-153,500	-142,108	-123,445
Payroll Taxes & Benefits	-16,431	-14,335	-9,572	-14,443	-16,896	-20,282	-22,269	-29,131	-30,587	-32,894	-34,000	-30,871	-27,033
Total Payroll	-81,334	-67,160	-65,290	-91,890	-90,974	-108,133	-125,318	-149,436	-172,799	-196,701	-187,500	-172,979	-150,478
EXPENSE													
Staff Expense	-1,589	-621	-1,460	-2,878	-1,497	-1,800	-2,426	-3,571	-2,977	-2,976	-2,990	-3,174	-2,750
Utilities Expense	-1,914	-1,888	-2,239	-2,018	-1,791	-1,479	-3,871	-3,638	-3,316	-3,348	-2,100	-3,434	-3,131
Supplies & Maintenance Expense	-13,227	-14,357	-16,067	-28,093	-29,980	-25,640	-29,089	-25,675	-34,163	-30,372	-35,610	-30,070	-28,988
Insurance Expense	-1,200	-1,200	-1,200	-1,200	-1,571	-1,800	-1,688	-1,800	-1,800	-1,800	-1,800	-1,800	-1,778
Administration & Other Expense	-2,345	-3,032	-4,473	-5,260	-4,794	-5,915	-9,396	-6,907	-10,377	-5,100	-8,900	-7,461	-7,539
Total Expense	-20,274	-21,099	-25,439	-39,449	-39,634	-36,633	-46,470	-41,591	-52,634	-43,596	-51,400	-45,940	-44,185
PAYROLL & EXPENSE TOTAL	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-225,433	-240,298	-238,900	-218,919	-194,662
NOR BEFORE AllocOverhead (NORBO)	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	7,421	36,100	24,114	31,976
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-67,000	-67,000	-22,333	-13,400
NET OPERATING RESULTS (NOR)	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-59,579	-30,900	1,781	18,576
NET RESULTS BEFORE ASSESSMENT (N)	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-59,579	-30,900	1,781	18,576
ASSESSMENT REVENUE													
NET RESULTS (NR)	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-59,579	-30,900	1,781	18,576
CHANGE IN MEMBERS' EQUITY (CME)	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-59,579	-30,900	1,781	18,576
Total Expenses (TE), (COGS+PAYROLL+E	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-225,433	-240,298	-238,900	-218,919	-194,662

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Recreation (140)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															FORECAST	
															Jan-Aug Act	Sep-Dec Bdg
REVENUE																
Direct Access & Use Fees	4,644	66,730	70,370	60,632	81,840	94,328	164,821	162,351	135,985	160,056	155,000	152,797	143,508			
Food and Beverage	4,138	0	0	0	0	0	-104	-37	-1	0	0	-13	-28			
Retail Product	-273	3,616	6,532	19,653	22,203	4,586	4,760	5,772	3,646	3,566	5,000	4,328	4,466			
Lessons & Rental	4,245	13,874	25,552	48,239	32,742	9,973	16,204	15,065	23,425	17,323	15,000	18,604	16,398			
Other Revenue	1,841	1,457	3,401	5,067	5,775	990	17	34	18,591	16,120	5,000	11,582	7,150			
Total Revenue	14,596	85,677	105,854	133,592	142,560	109,876	185,697	183,184	181,645	197,065	180,000	187,298	171,494			
COST OF GOODS SOLD (COGS)	-1,463	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-2,752	-1,650	-2,006	-4,000	-2,136	-2,053			
GROSS MARGIN (GM)	13,133	82,426	102,393	124,471	131,885	108,345	183,369	180,433	179,996	195,059	176,000	185,162	169,440			
PAYROLL																
Salaries and Wages	-56,386	-93,196	-85,894	-121,953	-106,063	-68,852	-81,617	-70,274	-73,471	-72,750	-80,600	-72,165	-73,393			
Payroll Taxes & Benefits	-18,834	-22,777	-22,614	-28,475	-23,798	-20,748	-23,624	-18,616	-18,822	-19,510	-22,700	-18,983	-20,264			
Total Payroll	-75,220	-115,972	-108,507	-150,428	-129,861	-89,600	-105,241	-88,890	-92,293	-92,260	-103,300	-91,148	-93,657			
EXPENSE																
Staff Expense	-1,289	-2,664	-1,853	-2,845	-1,240	-592	-243	-1,565	-1,291	-829	-1,900	-1,229	-904			
Utilities Expense	-180	-314	-407	-926	-623	-411	-450	-360	-146	-240	-360	-249	-321			
Supplies & Maintenance Expense	-30,277	-95,682	-99,187	-94,999	-69,367	-72,216	-107,150	-104,461	-112,785	-95,481	-112,540	-104,242	-98,418			
Insurance Expense	-600	-600	-600	-600	-524	-600	-2,785	-600	-600	-600	-600	-600	-1,037			
Administration & Other Expense	-1,030	-6,283	-4,805	-11,114	-3,717	-3,092	-3,839	-4,983	-8,612	-7,083	-8,100	-6,893	-5,522			
Total Expense	-33,376	-105,543	-106,852	-110,485	-75,472	-76,912	-114,467	-111,969	-123,435	-104,233	-123,500	-113,212	-106,203			
PAYROLL & EXPENSE TOTAL	-108,596	-221,515	-215,359	-260,914	-205,333	-166,512	-219,708	-200,859	-215,728	-196,493	-226,800	-204,360	-199,860			
NOR BEFORE AllocOverhead (NORBO)	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-1,434	-50,800	-19,198	-30,420			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-133,300	-133,300	-44,433	-26,660			
NET OPERATING RESULTS (NOR)	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-134,734	-184,100	-63,631	-57,080			
NET RESULTS BEFORE ASSESSMENT (N)	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-134,734	-184,100	-63,631	-57,080			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-134,734	-184,100	-63,631	-57,080			
CHANGE IN MEMBERS' EQUITY (CME)	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-134,734	-184,100	-63,631	-57,080			
Total Expenses (TE), (COGS+PAYROLL+E	-110,059	-224,767	-218,820	-270,034	-216,008	-168,042	-222,036	-203,611	-217,377	-198,499	-230,800	-206,496	-201,913			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Public Amenities Consolidated**

	5 Year Average Years									2019 Budget	Actuals Average		
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 FORECAST	3-Yr	5-Yr
								2017	2018				
								Jan-Aug Act	Sep-Dec Bdg				
REVENUE													
Recreation Fee	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	27,779	23,000	20,897	20,145
Direct Access & Use Fees	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	3,595,072	3,467,200	3,256,714	2,936,198
Food and Beverage	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	4,232,917	4,423,800	4,136,525	3,840,546
Retail Product	321,288	227,457	237,032	248,464	153,207	236,854	381,257	407,977	402,433	433,309	401,000	414,573	372,366
Lessons & Rental	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	2,492,288	2,330,800	2,252,135	1,944,915
Other Revenue	13,525	16,857	27,933	26,697	22,315	34,256	75,254	144,709	183,063	173,082	130,200	166,951	122,073
Total Revenue	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	10,954,447	10,776,000	10,247,796	9,236,243
COST OF GOODS SOLD (COGS)	-921,059	-885,738	-919,691	-1,044,609	-924,255	-1,069,004	-1,437,919	-1,510,330	-1,460,706	-1,463,843	-1,493,100	-1,478,293	-1,388,360
GROSS MARGIN (GM)	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	9,490,604	9,282,900	8,769,503	7,847,882
PAYROLL													
Salaries and Wages	-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	-4,913,221	-4,907,600	-4,724,487	-4,292,372
Payroll Taxes & Benefits	-707,069	-675,299	-729,052	-797,447	-836,417	-951,374	-1,318,591	-1,382,758	-1,182,355	-1,286,680	-1,355,800	-1,283,931	-1,224,351
Total Payroll	-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	-6,199,900	-6,263,400	-6,008,418	-5,516,724
EXPENSE													
Staff Expense	-78,639	-79,282	-64,961	-89,389	-55,447	-71,156	-141,621	-259,891	-224,620	-272,229	-261,821	-252,247	-193,903
Utilities Expense	-363,477	-351,155	-373,728	-380,299	-332,829	-320,215	-444,855	-419,146	-488,043	-506,676	-492,620	-471,288	-435,787
Supplies & Maintenance Expense	-673,788	-637,006	-509,094	-642,469	-442,891	-533,909	-789,871	-847,931	-765,509	-867,771	-823,159	-827,070	-760,998
Insurance Expense	-174,633	-171,400	-163,814	-234,100	-199,536	-219,936	-253,025	-260,200	-273,600	-288,000	-288,000	-273,933	-258,952
Administration & Other Expense	-307,733	-323,781	-284,749	-391,857	-317,782	-403,690	-489,503	-487,695	-478,085	-517,263	-530,600	-494,348	-475,247
Total Expense	-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	-2,451,939	-2,396,200	-2,318,886	-2,124,888
PAYROLL & EXPENSE TOTAL	-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	-8,651,839	-8,659,600	-8,327,304	-7,641,612
NOR BEFORE AllocOverhead (NORBO)	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	838,765	623,300	442,199	206,271
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-1,864,600	-1,864,600	-621,533	-372,920
NET OPERATING RESULTS (NOR)	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,025,835	-1,241,300	-179,334	-166,649
NET RESULTS BEFORE ASSESSMENT (N)	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,025,835	-1,241,300	-179,334	-166,649
ASSESSMENT REVENUE													
NET RESULTS (NR)	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,025,835	-1,241,300	-179,334	-166,649
CHANGE IN MEMBERS' EQUITY (CME)	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,025,835	-1,241,300	-179,334	-166,649
Total Expenses (TE), (COGS+PAYROLL+E	-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	-10,115,682	-10,152,700	-9,805,597	-9,029,972

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Consolidated Golf

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															FORECAST	
															Jan-Aug Act	Sep-Dec Bdg
REVENUE																
Direct Access & Use Fees	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	802,084	604,633	894,000	711,917	761,495			
Food and Beverage	0	0	0	0	0	0	0	-3	0	0	0	-1	-1			
Retail Product	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	94,637	70,877	90,000	84,828	87,344			
Lessons & Rental	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	202,639	105,077	165,000	157,925	166,987			
Other Revenue	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	3,464	5,098	11,000	6,234	6,338			
Total Revenue	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	785,685	1,160,000	960,903	1,022,164			
COST OF GOODS SOLD (COGS)	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-62,154	-43,927	-61,000	-55,220	-57,750			
GROSS MARGIN (GM)	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,040,670	741,757	1,099,000	905,683	964,414			
PAYROLL																
Salaries and Wages	-733,624	-699,121	-718,788	-723,588	-639,007	-660,533	-672,075	-675,512	-657,116	-664,887	-711,200	-665,839	-666,025			
Payroll Taxes & Benefits	-156,288	-145,358	-153,767	-157,883	-163,582	-162,504	-173,077	-178,404	-150,741	-156,571	-172,300	-161,905	-164,259			
Total Payroll	-889,912	-844,479	-872,555	-881,470	-802,589	-823,037	-845,151	-853,917	-807,857	-821,458	-883,500	-827,744	-830,284			
EXPENSE																
Staff Expense	-15,709	-14,358	-8,244	-13,844	-9,147	-9,727	-12,124	-13,706	-6,902	-10,774	-11,800	-10,461	-10,647			
Utilities Expense	-116,168	-111,116	-159,710	-145,918	-141,125	-107,287	-133,565	-123,086	-149,420	-139,703	-136,150	-137,403	-130,612			
Supplies & Maintenance Expense	-141,781	-132,417	-74,167	-141,120	-124,728	-116,395	-98,327	-113,902	-96,683	-106,677	-87,260	-105,754	-106,397			
Insurance Expense	-35,880	-33,900	-35,600	-44,000	-39,802	-45,600	-40,531	-46,200	-54,000	-55,200	-55,200	-51,800	-48,306			
Administration & Other Expense	-32,150	-27,076	-29,968	-30,955	-28,869	-32,616	-29,249	-37,833	-38,954	-26,508	-29,490	-34,432	-33,032			
Total Expense	-341,687	-318,867	-307,689	-375,838	-343,672	-311,625	-313,796	-334,726	-345,960	-338,862	-319,900	-339,849	-328,994			
PAYROLL & EXPENSE TOTAL	-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	-1,160,320	-1,203,400	-1,167,593	-1,159,278			
NOR BEFORE AllocOverhead (NORBO)	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-418,562	-104,400	-261,910	-194,864			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-222,900	-222,900	-74,300	-44,580			
NET OPERATING RESULTS (NOR)	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-641,462	-327,300	-336,210	-239,444			
NET RESULTS BEFORE ASSESSMENT (N)	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-641,462	-327,300	-336,210	-239,444			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-641,462	-327,300	-336,210	-239,444			
CHANGE IN MEMBERS' EQUITY (CME)	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-641,462	-327,300	-336,210	-239,444			
Total Expenses (TE), (COGS+PAYROLL+E	-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	-1,204,247	-1,264,400	-1,222,813	-1,217,027			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Golf Course Operations (120)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Direct Access & Use Fees	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	802,084	604,633	894,000	711,917	761,495			
Food and Beverage	0	0	0	0	0	0	0	-3	0	0	0	-1	-1			
Retail Product	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	94,637	70,877	90,000	84,828	87,344			
Lessons & Rental	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	202,639	105,077	165,000	157,925	166,987			
Other Revenue	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	3,464	5,098	11,000	6,234	6,338			
Total Revenue	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	785,685	1,160,000	960,903	1,022,164			
COST OF GOODS SOLD (COGS)	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-62,154	-43,927	-61,000	-55,220	-57,750			
GROSS MARGIN (GM)	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,040,670	741,757	1,099,000	905,683	964,414			
PAYROLL																
Salaries and Wages	-228,197	-208,899	-213,832	-215,730	-171,883	-190,293	-163,619	-163,132	-175,935	-162,078	-193,100	-167,048	-171,011			
Payroll Taxes & Benefits	-49,924	-45,517	-48,104	-48,354	-45,211	-42,168	-42,472	-42,895	-42,326	-42,098	-49,200	-42,440	-42,392			
Total Payroll	-278,121	-254,416	-261,936	-264,085	-217,095	-232,461	-206,091	-206,028	-218,260	-204,176	-242,300	-209,488	-213,403			
EXPENSE																
Staff Expense	-4,431	-197	-2,331	-3,503	-1,501	-1,820	-2,453	-2,742	-1,568	-2,172	-1,800	-2,161	-2,151			
Utilities Expense	-11,435	-11,136	-12,144	-12,231	-12,022	-12,383	-13,540	-12,861	-22,754	-16,816	-12,920	-17,477	-15,671			
Supplies & Maintenance Expense	-20,304	-15,024	-17,624	-18,698	-18,136	-20,847	-25,046	-18,106	-19,983	-18,938	-17,380	-19,009	-20,584			
Insurance Expense	-19,800	-17,900	-18,800	-24,800	-21,996	-25,200	-22,486	-25,800	-30,000	-30,600	-30,600	-28,800	-26,817			
Administration & Other Expense	-29,467	-23,426	-26,139	-27,374	-25,862	-26,702	-23,865	-33,301	-35,883	-23,326	-26,300	-30,837	-28,615			
Total Expense	-85,437	-67,683	-77,039	-86,605	-79,517	-86,952	-87,390	-92,811	-110,187	-91,852	-89,000	-98,283	-93,838			
PAYROLL & EXPENSE TOTAL	-363,558	-322,099	-338,975	-350,690	-296,612	-319,414	-293,481	-298,838	-328,448	-296,028	-331,300	-307,771	-307,242			
NOR BEFORE AllocOverhead (NORBO)	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	445,730	767,700	597,912	657,172			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-139,200	-139,200	-46,400	-27,840			
NET OPERATING RESULTS (NOR)	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	306,530	628,500	551,512	629,332			
NET RESULTS BEFORE ASSESSMENT (N)	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	306,530	628,500	551,512	629,332			
ASSESSMENT REVENUE																
NET RESULTS (NR)	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	306,530	628,500	551,512	629,332			
CHANGE IN MEMBERS' EQUITY (CME)	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	306,530	628,500	551,512	629,332			
Total Expenses (TE), (COGS+PAYROLL+E	-427,569	-399,698	-418,858	-432,589	-365,989	-383,797	-352,187	-358,416	-390,602	-339,955	-392,300	-362,991	-364,991			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Golf Course Maintenance (125)**

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	5 Year Average Years			3 Year Average Years		2019 <u>Budget</u>	Actuals <u>Average</u>		
						2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>FORECAST</u>		3-Yr	5-Yr	
										Jan-Aug Act Sep-Dec Bdg				
REVENUE														
PAYROLL														
Salaries and Wages	-505,427	-490,222	-504,956	-507,857	-467,123	-470,240	-508,456	-512,380	-481,182	-502,809	-518,100	-498,790	-495,013	
Payroll Taxes & Benefits	-106,364	-99,842	-105,663	-109,528	-118,371	-120,336	-130,604	-135,509	-108,415	-114,473	-123,100	-119,466	-121,868	
Total Payroll	-611,791	-590,063	-610,619	-617,386	-585,494	-590,576	-639,060	-647,889	-589,597	-617,282	-641,200	-618,256	-616,881	
EXPENSE														
Staff Expense	-11,278	-14,161	-5,913	-10,342	-7,646	-7,907	-9,671	-10,963	-5,334	-8,603	-10,000	-8,300	-8,495	
Utilities Expense	-104,734	-99,980	-147,566	-133,688	-129,104	-94,903	-120,025	-110,225	-126,666	-122,887	-123,230	-119,926	-114,941	
Supplies & Maintenance Expense	-121,477	-117,393	-56,543	-122,422	-106,592	-95,548	-73,281	-95,795	-76,701	-87,739	-69,880	-86,745	-85,813	
Insurance Expense	-16,080	-16,000	-16,800	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,600	-24,600	-23,000	-21,489	
Administration & Other Expense	-2,682	-3,651	-3,828	-3,582	-3,008	-5,914	-5,385	-4,532	-3,071	-3,182	-3,190	-3,595	-4,417	
Total Expense	-256,250	-251,184	-230,651	-289,233	-264,155	-224,673	-226,406	-241,916	-235,772	-247,010	-230,900	-241,566	-235,155	
PAYROLL & EXPENSE TOTAL	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-864,292	-872,100	-859,822	-852,036	
NOR BEFORE AllocOverhead (NORBO)	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-864,292	-872,100	-859,822	-852,036	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-83,700	-83,700	-27,900	-16,740	
NET OPERATING RESULTS (NOR)	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-947,992	-955,800	-887,722	-868,776	
NET RESULTS BEFORE ASSESSMENT (N)	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-947,992	-955,800	-887,722	-868,776	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-947,992	-955,800	-887,722	-868,776	
CHANGE IN MEMBERS' EQUITY (CME)	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-947,992	-955,800	-887,722	-868,776	
Total Expenses (TE), (COGS+PAYROLL+E	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-864,292	-872,100	-859,822	-852,036	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Cross Country Center (110)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015	2016	2017	2018	2019		3-Yr	5-Yr	
						Actual	Actual	Actual	Actual	FORECAST				
										Jan-Aug Act Sep-Dec Bdg				
REVENUE														
Direct Access & Use Fees	511,602	404,718	386,334	412,201	304,405	245,198	559,814	627,099	595,714	725,346	638,000	649,386	550,634	
Food and Beverage	53,980	33,267	33,336	55,760	11,510	1,635	0	0	0	0	0	0	327	
Retail Product	44,657	31,975	37,107	48,141	23,377	61,937	110,800	95,671	122,126	133,421	110,000	117,073	104,791	
Lessons & Rental	185,585	120,976	113,291	173,444	98,102	124,014	301,168	277,873	230,540	358,754	287,000	289,056	258,470	
Other Revenue	1,113	1,218	1,359	2,789	1,511	2,979	6,306	4,755	8,783	12,218	8,000	8,585	7,008	
Total Revenue	796,939	592,154	571,427	692,335	438,906	435,764	978,088	1,005,397	957,163	1,229,739	1,043,000	1,064,100	921,230	
COST OF GOODS SOLD (COGS)	-48,602	-31,591	-36,448	-50,200	-19,290	-37,527	-65,781	-52,080	-72,782	-74,769	-59,000	-66,544	-60,588	
GROSS MARGIN (GM)	748,336	560,563	534,979	642,135	419,616	398,237	912,307	953,318	884,381	1,154,970	984,000	997,556	860,642	
PAYROLL														
Salaries and Wages	-250,005	-213,631	-211,923	-286,600	-191,283	-232,493	-376,558	-396,649	-369,855	-447,697	-395,400	-404,733	-364,650	
Payroll Taxes & Benefits	-57,018	-48,907	-52,249	-63,019	-52,517	-60,632	-93,294	-92,412	-81,505	-90,770	-91,400	-88,229	-83,723	
Total Payroll	-307,024	-262,538	-264,171	-349,619	-243,799	-293,125	-469,852	-489,061	-451,360	-538,467	-486,800	-492,963	-448,373	
EXPENSE														
Staff Expense	-4,715	-4,507	-1,713	-7,212	-1,825	-4,334	-7,985	-5,376	-4,942	-8,725	-10,250	-6,348	-6,272	
Utilities Expense	-22,210	-22,290	-17,457	-20,508	-12,635	-13,544	-36,344	-32,870	-22,128	-29,736	-33,200	-28,245	-26,924	
Supplies & Maintenance Expense	-99,775	-81,487	-81,820	-105,397	-33,643	-55,883	-123,985	-161,807	-110,363	-163,514	-152,100	-145,228	-123,110	
Insurance Expense	-27,389	-24,100	-24,068	-33,800	-28,804	-30,787	-33,826	-39,200	-39,600	-40,800	-40,800	-39,867	-36,843	
Administration & Other Expense	-42,816	-31,139	-25,721	-34,109	-18,309	-26,212	-36,068	-51,980	-57,821	-72,755	-63,150	-60,852	-48,967	
Total Expense	-196,906	-163,523	-150,779	-201,026	-95,216	-130,758	-238,207	-291,232	-234,855	-315,530	-299,500	-280,539	-242,117	
PAYROLL & EXPENSE TOTAL	-503,929	-426,061	-414,951	-550,646	-339,015	-423,883	-708,059	-780,293	-686,215	-853,997	-786,300	-773,502	-690,489	
NOR BEFORE AllocOverhead (NORBO)	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	300,973	197,700	224,054	170,153	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-220,300	-220,300	-73,433	-44,060	
NET OPERATING RESULTS (NOR)	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	80,673	-22,600	150,621	126,093	
NET RESULTS BEFORE ASSESSMENT (N)	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	80,673	-22,600	150,621	126,093	
ASSESSMENT REVENUE														
NET RESULTS (NR)	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	80,673	-22,600	150,621	126,093	
CHANGE IN MEMBERS' EQUITY (CME)	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	80,673	-22,600	150,621	126,093	
Total Expenses (TE), (COGS+PAYROLL+E	-552,532	-457,652	-451,399	-600,846	-358,306	-461,410	-773,840	-832,373	-758,997	-928,767	-845,300	-840,046	-751,077	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Consolidated Downhill Ski**

	5 Year Average Years										2019 Budget	Actuals Average			
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years		2019 FORECAST		2019 Budget	3-Yr	5-Yr	
								2017 Actual	2018 Actual						Jan-Aug Act
								Sep-Dec Bdg							
REVENUE															
Direct Access & Use Fees	1,109,174	806,233	704,882	836,199	194,171	455,317	1,326,690	1,382,930	1,248,633	1,829,816	1,476,800	1,487,126	1,248,677		
Food and Beverage	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,172	379,010	468,766	479,700	434,316	383,996		
Retail Product	127,164	92,454	86,546	83,625	28,830	44,204	130,160	149,219	123,821	142,670	134,000	138,570	118,015		
Lessons & Rental	1,185,091	983,174	880,326	1,139,004	297,980	460,711	1,540,830	1,585,616	1,561,294	1,873,375	1,734,000	1,673,428	1,404,365		
Other Revenue	9,314	9,952	18,642	13,945	12,954	13,152	41,980	94,668	118,262	108,370	70,500	107,100	75,286		
Total Revenue	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	4,422,998	3,895,000	3,840,541	3,230,340		
COST OF GOODS SOLD (COGS)	-195,308	-145,076	-130,813	-131,735	-40,872	-66,063	-205,359	-205,947	-172,636	-192,122	-203,000	-190,235	-168,426		
GROSS MARGIN (GM)	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	4,230,875	3,692,000	3,650,306	3,061,915		
PAYROLL															
Salaries and Wages	-966,600	-953,377	-861,897	-991,205	-567,420	-666,354	-1,335,985	-1,478,043	-1,462,173	-1,647,843	-1,580,000	-1,529,353	-1,318,079		
Payroll Taxes & Benefits	-265,781	-269,058	-282,376	-307,326	-267,694	-296,047	-541,527	-525,952	-385,112	-438,687	-442,100	-449,917	-437,465		
Total Payroll	-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	-2,086,530	-2,022,100	-1,979,270	-1,755,545		
EXPENSE															
Staff Expense	-28,108	-29,240	-21,416	-30,989	-12,580	-23,478	-78,855	-161,751	-138,163	-185,881	-156,921	-161,932	-117,625		
Utilities Expense	-94,231	-92,034	-76,721	-81,603	-58,794	-70,504	-115,690	-106,378	-143,104	-155,692	-146,010	-135,058	-118,274		
Supplies & Maintenance Expense	-202,239	-206,260	-132,587	-131,416	-62,999	-79,897	-207,166	-217,215	-186,443	-244,326	-239,529	-215,995	-187,009		
Insurance Expense	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-132,048	-134,800	-138,600	-150,000	-150,000	-141,133	-133,368		
Administration & Other Expense	-120,009	-141,437	-100,982	-171,787	-125,502	-179,953	-217,746	-159,301	-150,998	-177,778	-200,440	-162,692	-177,155		
Total Expense	-534,396	-559,970	-417,506	-543,996	-364,095	-465,223	-751,504	-779,446	-757,308	-913,676	-892,900	-816,810	-733,431		
PAYROLL & EXPENSE TOTAL	-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	-3,000,206	-2,915,000	-2,796,080	-2,488,976		
NOR BEFORE AllocOverhead (NORBO)	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	1,230,669	777,000	854,226	572,938		
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-482,900	-482,900	-160,967	-96,580		
NET OPERATING RESULTS (NOR)	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	747,769	294,100	693,259	476,358		
NET RESULTS BEFORE ASSESSMENT (N)	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	747,769	294,100	693,259	476,358		
ASSESSMENT REVENUE															
NET RESULTS (NR)	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	747,769	294,100	693,259	476,358		
CHANGE IN MEMBERS' EQUITY (CME)	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	747,769	294,100	693,259	476,358		
Total Expenses (TE), (COGS+PAYROLL+E	-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	-3,192,329	-3,118,000	-2,986,315	-2,657,402		

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Winter F & B (180)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals			
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	3 Year Average Years		2019 Forecast	3-Yr	5-Yr	
										2019					
										Jan-Aug Act					Sep-Dec Bdg
REVENUE															
Food and Beverage	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,315	379,010	468,766	479,700	434,364	384,025		
Retail Product	-17,533	0	-1	0	0	0	0	17	0	0	0	6	3		
Other Revenue	1,682	600	26	770	900	820	740	840	880	999	1,300	906	856		
Total Revenue	336,717	266,646	218,202	293,241	81,406	155,344	463,249	456,172	379,890	469,765	481,000	435,276	384,884		
COST OF GOODS SOLD (COGS)	-104,016	-88,555	-81,123	-87,542	-24,985	-44,209	-141,452	-131,727	-113,830	-126,736	-137,000	-124,098	-111,591		
GROSS MARGIN (GM)	232,702	178,090	137,079	205,699	56,421	111,135	321,797	324,445	266,060	343,029	344,000	311,178	273,293		
PAYROLL															
Salaries and Wages	-91,399	-86,695	-80,745	-87,005	-55,156	-69,479	-117,220	-138,554	-144,434	-156,111	-151,400	-146,366	-125,160		
Payroll Taxes & Benefits	-20,794	-18,886	-22,196	-26,593	-26,474	-32,397	-50,729	-48,426	-40,835	-45,457	-47,300	-44,906	-43,569		
Total Payroll	-112,193	-105,581	-102,942	-113,598	-81,629	-101,876	-167,949	-186,980	-185,269	-201,568	-198,700	-191,273	-168,728		
EXPENSE															
Staff Expense	-254	-391	-197	-703	-90	-499	-2,199	-4,333	-3,006	-4,547	-4,051	-3,962	-2,917		
Utilities Expense	-120	0	-60	-150	-180	-180	-206	-180	-180	-120	0	-160	-173		
Supplies & Maintenance Expense	-28,100	-22,665	-19,976	-19,890	-10,519	-15,858	-31,051	-28,241	-23,649	-25,817	-26,309	-25,902	-24,923		
Administration & Other Expense	-5,074	-5,859	-4,995	-6,614	-3,446	-4,923	-11,016	-12,162	-11,565	-14,013	-13,240	-12,580	-10,736		
Total Expense	-33,548	-28,916	-25,229	-27,357	-14,235	-21,460	-44,473	-44,917	-38,400	-44,497	-43,600	-42,605	-38,749		
PAYROLL & EXPENSE TOTAL	-145,741	-134,496	-128,170	-140,954	-95,865	-123,336	-212,422	-231,897	-223,670	-246,066	-242,300	-233,877	-207,478		
NOR BEFORE AllocOverhead (NORBO)	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	96,964	101,700	77,301	65,815		
NET OPERATING RESULTS (NOR)	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	96,964	101,700	77,301	65,815		
NET RESULTS BEFORE ASSESSMENT (N)	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	96,964	101,700	77,301	65,815		
ASSESSMENT REVENUE															
NET RESULTS (NR)	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	96,964	101,700	77,301	65,815		
CHANGE IN MEMBERS' EQUITY (CME)	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	96,964	101,700	77,301	65,815		
Total Expenses (TE), (COGS+PAYROLL+E	-249,757	-223,051	-209,293	-228,496	-120,849	-167,545	-353,873	-363,624	-337,499	-372,802	-379,300	-357,975	-319,069		

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Marketing (200)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
Other Revenue	0	0	0	0	0	0	0	0	703	0	0	234	141	
Total Revenue	0	0	0	0	0	0	0	0	703	0	0	234	141	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	0	703	0	0	234	141	
PAYROLL														
EXPENSE														
Staff Expense	0	0	0	-600	-86	-974	0	0	-15	0	0	-5	-198	
Utilities Expense	-695	-683	-989	-753	-687	-215	0	0	0	-300	-950	-100	-103	
Supplies & Maintenance Expense	-2,999	-194	-3,195	-5,073	-960	-2,743	-8,384	-14,477	-11,976	-11,977	-14,550	-12,810	-9,911	
Administration & Other Expense	-39,518	-61,744	-37,105	-92,874	-86,598	-127,549	-107,660	-52,732	-47,201	-46,377	-70,500	-48,770	-76,304	
Total Expense	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-58,653	-86,000	-61,685	-86,516	
PAYROLL & EXPENSE TOTAL	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-58,653	-86,000	-61,685	-86,516	
NOR BEFORE AllocOverhead (NORBO)	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-58,653	-86,000	-61,450	-86,375	
NET OPERATING RESULTS (NOR)	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-58,653	-86,000	-61,450	-86,375	
NET RESULTS BEFORE ASSESSMENT (N)	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-58,653	-86,000	-61,450	-86,375	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-58,653	-86,000	-61,450	-86,375	
CHANGE IN MEMBERS' EQUITY (CME)	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-58,653	-86,000	-61,450	-86,375	
Total Expenses (TE), (COGS+PAYROLL+E	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-58,653	-86,000	-61,685	-86,516	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Mountain Operations (210)

	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	5 Year Average Years			3 Year Average Years		2019 <i>Budget</i>	Actuals <i>Average</i>				
						2015 <i>Actual</i>	2016 <i>Actual</i>	2017 <i>Actual</i>	2018 <i>Actual</i>	2019 <i>FORECAST</i>		3-Yr	5-Yr			
														Jan-Aug Act		
														Sep-Dec Bdg		
REVENUE																
Other Revenue	0	0	0	0	0	0	13,082	67,863	95,743	85,493	50,000	83,033	52,436			
Total Revenue	0	0	0	0	0	0	13,082	67,863	95,743	85,493	50,000	83,033	52,436			
GROSS MARGIN (GM)	0	0	0	0	0	0	13,082	67,863	95,743	85,493	50,000	83,033	52,436			
PAYROLL																
Salaries and Wages	-274,281	-231,264	-304,991	-354,229	-195,172	-224,647	-499,723	-526,748	-492,625	-556,128	-559,400	-525,167	-459,974			
Payroll Taxes & Benefits	-69,901	-70,204	-97,326	-111,008	-85,876	-96,298	-193,333	-183,238	-124,846	-134,639	-144,300	-147,574	-146,471			
Total Payroll	-344,183	-301,468	-402,317	-465,237	-281,048	-320,945	-693,056	-709,986	-617,471	-690,767	-703,700	-672,741	-606,445			
EXPENSE																
Staff Expense	-22,249	-24,528	-13,944	-21,396	-6,001	-19,323	-65,395	-147,455	-130,286	-169,066	-137,200	-148,936	-106,305			
Utilities Expense	-90,126	-87,311	-71,797	-74,249	-51,832	-56,204	-78,482	-79,964	-84,243	-95,674	-89,360	-86,627	-78,913			
Supplies & Maintenance Expense	-140,303	-152,920	-111,110	-106,028	-42,461	-56,021	-147,950	-169,314	-149,212	-197,510	-179,970	-172,012	-144,002			
Insurance Expense	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-122,635	-134,800	-138,600	-150,000	-150,000	-141,133	-131,485			
Administration & Other Expense	-16,450	-21,948	-22,206	-20,541	-21,045	-25,290	-28,410	-23,484	-23,420	-28,563	-31,270	-25,155	-25,833			
Total Expense	-358,937	-377,708	-304,857	-350,414	-225,558	-268,229	-442,872	-555,017	-525,760	-640,813	-587,800	-573,863	-486,538			
PAYROLL & EXPENSE TOTAL	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,143,232	-1,331,580	-1,291,500	-1,246,605	-1,092,983			
NOR BEFORE AllocOverhead (NORBO)	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,246,087	-1,241,500	-1,163,572	-1,040,547			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-482,900	-482,900	-160,967	-96,580			
NET OPERATING RESULTS (NOR)	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,728,987	-1,724,400	-1,324,539	-1,137,127			
NET RESULTS BEFORE ASSESSMENT (N)	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,728,987	-1,724,400	-1,324,539	-1,137,127			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,728,987	-1,724,400	-1,324,539	-1,137,127			
CHANGE IN MEMBERS' EQUITY (CME)	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,728,987	-1,724,400	-1,324,539	-1,137,127			
Total Expenses (TE), (COGS+PAYROLL+E	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,143,232	-1,331,580	-1,291,500	-1,246,605	-1,092,983			

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Lift Maintenance (211)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-125,972	-197,968	-105,015	-113,467	-104,641	-108,748	-184,949	-162,042	-168,239	-179,252	-168,600	-169,844	-160,646	
Payroll Taxes & Benefits	-50,447	-67,100	-56,032	-48,043	-56,064	-56,094	-81,014	-66,577	-53,185	-62,776	-58,200	-60,846	-63,929	
Total Payroll	-176,418	-265,068	-161,047	-161,509	-160,705	-164,842	-265,963	-228,619	-221,424	-242,029	-226,800	-230,690	-224,575	
EXPENSE														
Staff Expense	-46	-501	-2,847	-2,987	-3,942	-951	-7,145	-1,581	-1,747	-3,710	-4,170	-2,346	-3,027	
Utilities Expense	-2,931	-3,490	-3,443	-5,912	-5,409	-5,774	-7,854	-6,614	-5,385	-6,968	-6,750	-6,322	-6,519	
Supplies & Maintenance Expense	-7,183	-10,977	20,600	9,067	3,124	2,177	-596	13,599	16,949	12,803	14,620	14,450	8,987	
Administration & Other Expense	-2,383	-2,608	-3,367	-5,435	-3,517	-626	-5,068	-6,269	-7,053	-4,690	-7,100	-6,004	-4,741	
Total Expense	-12,543	-17,575	10,942	-5,266	-9,745	-5,174	-20,662	-865	2,764	-2,564	-3,400	-222	-5,300	
PAYROLL & EXPENSE TOTAL	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
NOR BEFORE AllocOverhead (NORBO)	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
NET OPERATING RESULTS (NOR)	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
NET RESULTS BEFORE ASSESSMENT (N)	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
CHANGE IN MEMBERS' EQUITY (CME)	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	
Total Expenses (TE), (COGS+PAYROLL+E	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-244,593	-230,200	-230,912	-229,876	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Snowmaking (212)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	0	0	0	0	0	-937	-3,720	-13,597	-11,170	-24,903	-24,700	-16,556	-10,865	
Payroll Taxes & Benefits	0	0	0	0	0	-135	-1,333	-4,525	-2,820	-8,740	-8,700	-5,362	-3,511	
Total Payroll	0	0	0	0	0	-1,072	-5,053	-18,122	-13,990	-33,642	-33,400	-21,918	-14,376	
EXPENSE														
Staff Expense	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100	
Utilities Expense	0	0	0	0	0	-7,142	-28,236	-18,068	-52,709	-51,576	-47,000	-40,784	-31,546	
Supplies & Maintenance Expense	0	0	0	0	0	-830	-1,525	-1,355	-3,251	-2,742	-5,700	-2,450	-1,941	
Administration & Other Expense	0	0	0	0	0	0	-11	-15	-2	0	0	-6	-6	
Total Expense	0	0	0	0	0	-7,972	-29,772	-19,439	-55,962	-54,818	-53,200	-43,406	-33,593	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-88,461	-86,600	-65,325	-47,969	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski Retail (214)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals Average			
						2015 Actual	2016 Actual	3 Year Average Years		2019 FORECAST		2019 Budget	3-Yr	5-Yr	
								2017 Actual	2018 Actual						2019 Jan-Aug Act
REVENUE															
Food and Beverage	0	0	0	0	0	0	0	-58	0	0	0	-19	-12		
Retail Product	145,153	93,089	86,870	84,724	29,334	44,277	131,573	150,213	125,530	143,792	134,000	139,845	119,077		
Other Revenue	14,894	11,353	8,360	9,967	955	3,663	13,116	14,701	10,004	11,884	13,000	12,196	10,674		
Total Revenue	160,047	104,442	95,230	94,691	30,289	47,940	144,689	164,857	135,533	155,677	147,000	152,022	129,739		
COST OF GOODS SOLD (COGS)	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-74,265	-58,807	-65,386	-66,000	-66,153	-56,844		
GROSS MARGIN (GM)	68,710	47,920	45,540	50,499	14,403	26,087	80,782	90,591	76,727	90,291	81,000	85,870	72,895		
PAYROLL															
Salaries and Wages	-36,312	-38,470	-36,833	-38,978	-25,197	-21,315	-31,886	-30,792	-27,510	-33,705	-32,700	-30,669	-29,042		
Payroll Taxes & Benefits	-14,294	-15,036	-14,937	-15,717	-17,137	-8,937	-12,786	-14,094	-11,853	-13,375	-13,300	-13,107	-12,209		
Total Payroll	-50,607	-53,506	-51,770	-54,696	-42,335	-30,253	-44,672	-44,886	-39,363	-47,080	-46,000	-43,776	-41,251		
EXPENSE															
Staff Expense	0	0	0	0	0	0	0	0	0	-13	0	-4	-3		
Utilities Expense	-359	-390	-432	-539	-686	-989	-715	-777	0	-400	-1,200	-392	-576		
Supplies & Maintenance Expense	-797	-137	-221	-471	-329	-624	91	-220	-545	-1,199	-480	-654	-499		
Administration & Other Expense	-5,921	-4,483	-3,381	-2,911	-537	-1,124	-8,355	-4,732	-3,765	-7,003	-4,620	-5,167	-4,996		
Total Expense	-7,077	-5,009	-4,034	-3,921	-1,552	-2,737	-8,979	-5,729	-4,310	-8,615	-6,300	-6,218	-6,074		
PAYROLL & EXPENSE TOTAL	-57,684	-58,515	-55,804	-58,616	-43,887	-32,990	-53,650	-50,615	-43,672	-55,695	-52,300	-49,994	-47,325		
NOR BEFORE AllocOverhead (NORBO)	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	34,596	28,700	35,875	25,571		
NET OPERATING RESULTS (NOR)	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	34,596	28,700	35,875	25,571		
NET RESULTS BEFORE ASSESSMENT (N)	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	34,596	28,700	35,875	25,571		
ASSESSMENT REVENUE															
NET RESULTS (NR)	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	34,596	28,700	35,875	25,571		
CHANGE IN MEMBERS' EQUITY (CME)	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	34,596	28,700	35,875	25,571		
Total Expenses (TE), (COGS+PAYROLL+E	-149,022	-115,036	-105,494	-102,809	-59,773	-54,843	-117,558	-124,881	-102,479	-121,081	-118,300	-116,147	-104,168		

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski Rental (215)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals Average			
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Aug Act	Sep-Dec Bdg
REVENUE															
Retail Product	-377	-635	-323	-1,099	-505	-73	-1,194	-918	-1,708	-993	0	-1,207	-977		
Lessons & Rental	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,659	649,109	752,616	796,000	705,461	620,412		
Other Revenue	3,556	2,200	5,654	1,591	1,265	2,432	7,295	5,534	5,274	6,070	4,000	5,626	5,321		
Total Revenue	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,275	652,675	757,693	800,000	709,881	624,756		
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	0	45	0	0	0	15	9		
GROSS MARGIN (GM)	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,320	652,675	757,693	800,000	709,896	624,765		
PAYROLL															
Salaries and Wages	-105,500	-82,156	-75,810	-83,405	-32,822	-51,065	-103,641	-97,166	-100,594	-123,159	-117,600	-106,973	-95,125		
Payroll Taxes & Benefits	-30,810	-21,407	-22,618	-22,773	-14,272	-21,362	-41,698	-32,757	-23,728	-29,400	-28,800	-28,628	-29,789		
Total Payroll	-136,310	-103,562	-98,428	-106,178	-47,095	-72,427	-145,338	-129,923	-124,322	-152,559	-146,400	-135,601	-124,914		
EXPENSE															
Staff Expense	-1,343	-2,688	-1,407	-568	-774	-786	-303	-549	-261	-1,922	-2,050	-910	-764		
Supplies & Maintenance Expense	-5,180	-3,804	-4,340	-2,675	-119	-1,092	-2,183	-2,474	-1,354	-3,600	-5,840	-2,476	-2,140		
Administration & Other Expense	-14,808	-13,518	-9,688	-13,727	-1,920	-5,821	-18,309	-16,244	-11,149	-18,666	-16,210	-15,353	-14,038		
Total Expense	-21,331	-20,010	-15,434	-16,969	-2,813	-7,698	-20,794	-19,267	-12,764	-24,187	-24,100	-18,739	-16,942		
PAYROLL & EXPENSE TOTAL	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,190	-137,086	-176,746	-170,500	-154,341	-141,856		
NOR BEFORE AllocOverhead (NORBO)	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	580,947	629,500	555,555	482,909		
NET OPERATING RESULTS (NOR)	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	580,947	629,500	555,555	482,909		
NET RESULTS BEFORE ASSESSMENT (N)	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	580,947	629,500	555,555	482,909		
ASSESSMENT REVENUE															
NET RESULTS (NR)	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	580,947	629,500	555,555	482,909		
CHANGE IN MEMBERS' EQUITY (CME)	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	580,947	629,500	555,555	482,909		
Total Expenses (TE), (COGS+PAYROLL+E	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,144	-137,086	-176,746	-170,500	-154,326	-141,847		

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski School (220)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Direct Access & Use Fees	16,749	22,395	12,524	8,570	0	302	10,550	14,515	15,804	24,129	14,000	18,149	13,060			
Retail Product	-80	0	0	0	0	0	-144	0	0	-129	0	-43	-55			
Lessons & Rental	365,770	335,821	292,557	419,413	111,915	227,062	788,800	870,957	912,185	1,120,759	938,000	967,967	783,953			
Other Revenue	-5,635	-1,605	-562	-4,383	-240	0	0	0	0	0	0	0	0			
Total Revenue	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	927,989	1,144,759	952,000	986,073	796,958			
GROSS MARGIN (GM)	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	927,989	1,144,759	952,000	986,073	796,958			
PAYROLL																
Salaries and Wages	-158,212	-161,847	-147,751	-179,691	-82,994	-143,287	-309,990	-414,508	-422,886	-476,925	-427,600	-438,106	-353,519			
Payroll Taxes & Benefits	-36,512	-38,449	-44,668	-51,155	-37,311	-61,847	-127,007	-143,218	-105,644	-120,599	-116,000	-123,154	-111,663			
Total Payroll	-194,724	-200,296	-192,419	-230,847	-120,305	-205,133	-436,997	-557,726	-528,530	-597,524	-543,600	-561,260	-465,182			
EXPENSE																
Staff Expense	-2,834	-1,087	-1,910	-4,563	-1,630	-882	-3,786	-7,366	-2,586	-5,573	-8,150	-5,175	-4,039			
Utilities Expense	0	0	0	0	0	0	-198	-776	-588	-654	-750	-673	-443			
Supplies & Maintenance Expense	-3,232	-3,984	-2,835	-1,494	-2,354	-2,314	-5,264	-3,683	-5,356	-7,553	-11,850	-5,531	-4,834			
Insurance Expense	0	0	0	0	0	0	-6,228	0	0	0	0	0	-1,246			
Administration & Other Expense	-353	-592	-751	-844	-741	-1,123	-2,609	-1,098	-1,674	-1,001	-1,450	-1,258	-1,501			
Total Expense	-6,418	-5,663	-5,496	-6,902	-4,725	-4,319	-18,085	-12,922	-10,203	-14,782	-22,200	-12,636	-12,062			
PAYROLL & EXPENSE TOTAL	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-538,734	-612,306	-565,800	-573,896	-477,244			
NOR BEFORE AllocOverhead (NORBO)	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	532,453	386,200	412,177	319,714			
NET OPERATING RESULTS (NOR)	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	532,453	386,200	412,177	319,714			
NET RESULTS BEFORE ASSESSMENT (N)	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	532,453	386,200	412,177	319,714			
ASSESSMENT REVENUE																
NET RESULTS (NR)	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	532,453	386,200	412,177	319,714			
CHANGE IN MEMBERS' EQUITY (CME)	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	532,453	386,200	412,177	319,714			
Total Expenses (TE), (COGS+PAYROLL+E	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-538,734	-612,306	-565,800	-573,896	-477,244			

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Snowflakes (230)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals Average			
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	3 Year Average Years		2019 FORECAST	3-Yr	5-Yr	
										2019					
										Jan-Aug Act					Sep-Dec Bdg
REVENUE															
Lessons & Rental	285,282	256,600	208,259	235,996	63,964	0	0	0	0	0	0	0	0	0	
Other Revenue	-685	0	-33	-264	0	0	0	0	0	0	0	0	0	0	
Total Revenue	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	0	0	
PAYROLL															
Salaries and Wages	-106,629	-96,040	-57,764	-64,517	-33,153	0	0	0	0	0	0	0	0	0	
Payroll Taxes & Benefits	-31,776	-28,494	-13,210	-16,324	-14,513	0	0	0	0	0	0	0	0	0	
Total Payroll	-138,405	-124,534	-70,974	-80,841	-47,666	0	0	0	0	0	0	0	0	0	
EXPENSE															
Staff Expense	-1,232	-85	-756	-53	0	0	0	0	0	0	0	0	0	0	
Utilities Expense	0	-160	0	0	0	0	0	0	0	0	0	0	0	0	
Supplies & Maintenance Expense	-859	-832	-1,154	-1,558	-55	0	0	0	0	0	0	0	0	0	
Administration & Other Expense	-327	-729	-116	0	0	0	0	0	0	0	0	0	0	0	
Total Expense	-2,418	-1,806	-2,026	-1,610	-55	0	0	0	0	0	0	0	0	0	
PAYROLL & EXPENSE TOTAL	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	0	0	
NOR BEFORE AllocOverhead (NORBO)	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	0	0	
NET OPERATING RESULTS (NOR)	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	0	0	
NET RESULTS BEFORE ASSESSMENT (N)	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	0	0	
ASSESSMENT REVENUE															
NET RESULTS (NR)	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	0	0	
CHANGE IN MEMBERS' EQUITY (CME)	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	0	0	
Total Expenses (TE), (COGS+PAYROLL+E	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	0	0	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ticket Office Administration (240)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals				
						2015 Actual	2016 Actual	3 Year Average Years		2019 FORECAST		2019 Budget	3-Yr	5-Yr		
								2017 Actual	2018 Actual						2019	
															Jan-Aug Act	Sep-Dec Bdg
REVENUE																
Direct Access & Use Fees	1,092,425	783,838	692,359	827,630	194,171	455,015	1,316,140	1,368,415	1,232,829	1,805,687	1,462,800	1,468,977	1,235,617			
Food and Beverage	0	0	0	0	0	0	0	-86	0	0	0	-29	-17			
Retail Product	0	0	0	0	0	0	-75	-92	0	0	0	-31	-33			
Lessons & Rental	0	0	0	0	132	0	0	0	0	0	0	0	0			
Other Revenue	-4,498	-2,595	5,197	6,265	10,074	6,237	7,747	5,730	5,659	3,924	2,200	5,104	5,859			
Total Revenue	1,087,927	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,238,488	1,809,610	1,465,000	1,474,022	1,241,426			
COST OF GOODS SOLD (COGS)	45	0	0	0	0	0	0	0	0	0	0	0	0			
GROSS MARGIN (GM)	1,087,971	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,238,488	1,809,610	1,465,000	1,474,022	1,241,426			
PAYROLL																
Salaries and Wages	-68,295	-58,938	-52,988	-69,913	-38,284	-46,876	-84,856	-94,637	-94,715	-97,659	-98,000	-95,670	-83,749			
Payroll Taxes & Benefits	-11,246	-9,482	-11,387	-15,713	-16,047	-18,977	-33,629	-33,117	-22,200	-23,701	-25,500	-26,339	-26,325			
Total Payroll	-79,541	-68,420	-64,375	-85,626	-54,331	-65,853	-118,485	-127,754	-116,915	-121,361	-123,500	-122,010	-110,073			
EXPENSE																
Staff Expense	-150	41	-355	-120	-56	-63	-27	-467	-262	-550	-800	-426	-274			
Supplies & Maintenance Expense	-13,586	-10,747	-10,357	-3,294	-9,327	-2,593	-10,303	-11,050	-8,049	-6,731	-9,450	-8,610	-7,745			
Insurance Expense	0	0	0	0	0	0	-3,184	0	0	0	0	0	-637			
Administration & Other Expense	-35,174	-29,956	-19,372	-28,843	-7,698	-13,498	-36,308	-42,564	-45,170	-57,465	-56,050	-48,400	-39,001			
Total Expense	-48,909	-40,662	-30,085	-32,257	-17,082	-16,153	-49,822	-54,082	-53,480	-64,746	-66,300	-57,436	-47,657			
PAYROLL & EXPENSE TOTAL	-128,451	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-170,395	-186,107	-189,800	-179,446	-157,730			
NOR BEFORE AllocOverhead (NORBO)	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,623,503	1,275,200	1,294,576	1,083,696			
NET OPERATING RESULTS (NOR)	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,623,503	1,275,200	1,294,576	1,083,696			
NET RESULTS BEFORE ASSESSMENT (N)	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,623,503	1,275,200	1,294,576	1,083,696			
ASSESSMENT REVENUE																
NET RESULTS (NR)	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,623,503	1,275,200	1,294,576	1,083,696			
CHANGE IN MEMBERS' EQUITY (CME)	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,623,503	1,275,200	1,294,576	1,083,696			
Total Expenses (TE), (COGS+PAYROLL+E	-128,406	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-170,395	-186,107	-189,800	-179,446	-157,730			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Snowplay (216)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Recreation Fee	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	27,779	23,000	20,897	20,145			
Direct Access & Use Fees	97,480	97,603	82,363	137,253	61,093	105,874	238,419	223,801	178,919	227,465	246,100	210,062	194,896			
Food and Beverage	0	0	0	0	0	7,574	19,486	11,676	10,969	8,829	10,100	10,492	11,707			
Retail Product	-18	0	3,337	4,498	1,560	2,785	4,239	3,606	1,229	1,619	2,800	2,151	2,695			
Other Revenue	0	-132	0	0	150	0	0	0	0	0	0	0	0			
Total Revenue	97,462	97,471	95,706	161,229	69,890	126,246	290,166	263,541	201,572	265,691	282,000	243,601	229,443			
COST OF GOODS SOLD (COGS)	0	0	-860	-1,786	-511	-3,465	-6,895	-5,365	-3,553	-2,966	-4,000	-3,961	-4,449			
GROSS MARGIN (GM)	97,462	97,471	94,846	159,443	69,379	122,781	283,271	258,176	198,019	262,725	278,000	239,640	224,994			
PAYROLL																
Salaries and Wages	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-70,956	-72,562	-91,992	-93,700	-78,504	-59,464			
Payroll Taxes & Benefits	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-21,051	-18,722	-23,390	-24,300	-21,054	-17,560			
Total Payroll	-25,019	-29,070	-23,535	-42,413	-16,021	-24,752	-61,695	-92,007	-91,284	-115,382	-118,000	-99,558	-77,024			
EXPENSE																
Staff Expense	-1,106	-2,780	-266	-1,233	-142	35	-352	-926	-143	-1,150	-1,500	-740	-507			
Utilities Expense	0	-156	-160	-1,220	-1,191	-1,934	-8,094	-7,129	-7,160	-8,140	-7,600	-7,476	-6,491			
Supplies & Maintenance Expense	-13,874	-18,182	-14,256	-22,352	-8,974	-15,079	-27,275	-17,071	-17,484	-21,054	-24,900	-18,536	-19,593			
Insurance Expense	-2,548	-3,000	-2,600	-5,000	-3,142	-3,359	-4,720	-4,600	-4,200	-4,200	-4,200	-4,333	-4,216			
Administration & Other Expense	-252	-2,637	-1,845	-2,945	-859	-2,749	-6,194	-6,734	-5,181	-6,863	-5,700	-6,259	-5,544			
Total Expense	-17,781	-26,755	-19,127	-32,749	-14,308	-23,086	-46,635	-36,460	-34,168	-41,406	-43,900	-37,345	-36,351			
PAYROLL & EXPENSE TOTAL	-42,799	-55,825	-42,662	-75,162	-30,329	-47,838	-108,330	-128,468	-125,452	-156,789	-161,900	-136,903	-113,375			
NOR BEFORE AllocOverhead (NORBO)	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	105,937	116,100	102,737	111,619			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-56,700	-56,700	-18,900	-11,340			
NET OPERATING RESULTS (NOR)	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	49,237	59,400	83,837	100,279			
NET RESULTS BEFORE ASSESSMENT (N)	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	49,237	59,400	83,837	100,279			
ASSESSMENT REVENUE																
NET RESULTS (NR)	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	49,237	59,400	83,837	100,279			
CHANGE IN MEMBERS' EQUITY (CME)	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	49,237	59,400	83,837	100,279			
Total Expenses (TE), (COGS+PAYROLL+E	-42,799	-55,825	-43,522	-76,948	-30,839	-51,304	-115,225	-133,832	-129,005	-159,755	-165,900	-140,864	-117,824			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Campground (100)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Direct Access & Use Fees	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	85,642	87,513	69,300	79,060	69,719			
Other Revenue	202	85	207	301	197	184	172	208	1,115	622	700	648	460			
Total Revenue	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	86,757	88,135	70,000	79,708	70,179			
GROSS MARGIN (GM)	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	86,757	88,135	70,000	79,708	70,179			
PAYROLL																
Salaries and Wages	-28,388	-23,414	-24,563	-25,889	-25,836	-26,967	-29,138	-33,429	-34,606	-40,189	-35,100	-36,075	-32,866			
Payroll Taxes & Benefits	-5,377	-4,565	-4,888	-5,090	-5,419	-6,163	-5,560	-6,305	-6,470	-7,283	-7,600	-6,686	-6,356			
Total Payroll	-33,765	-27,980	-29,451	-30,980	-31,255	-33,130	-34,697	-39,734	-41,075	-47,472	-42,700	-42,760	-39,222			
EXPENSE																
Staff Expense	-226	0	-479	-604	-464	-389	0	-37	0	-175	-90	-71	-120			
Utilities Expense	-21,327	-22,369	-21,986	-23,545	-22,560	-25,305	-25,559	-25,286	-28,049	-28,983	-27,680	-27,440	-26,637			
Supplies & Maintenance Expense	-3,727	-2,302	-2,617	-5,456	-4,546	-3,783	-3,308	-4,587	-6,610	-5,674	-3,400	-5,624	-4,792			
Insurance Expense	-600	-600	-600	-600	-524	-600	-607	-600	-600	-600	-600	-600	-601			
Administration & Other Expense	-1,406	-1,336	-682	-1,699	-1,657	-1,172	-1,599	-1,679	-359	-604	-1,030	-881	-1,083			
Total Expense	-27,285	-26,607	-26,364	-31,905	-29,751	-31,250	-31,073	-32,189	-35,618	-36,036	-32,800	-34,614	-33,233			
PAYROLL & EXPENSE TOTAL	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-76,693	-83,508	-75,500	-77,375	-72,455			
NOR BEFORE AllocOverhead (NORBO)	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	4,627	-5,500	2,334	-2,275			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-36,100	-36,100	-12,033	-7,220			
NET OPERATING RESULTS (NOR)	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-31,473	-41,600	-9,700	-9,495			
NET RESULTS BEFORE ASSESSMENT (N)	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-31,473	-41,600	-9,700	-9,495			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-31,473	-41,600	-9,700	-9,495			
CHANGE IN MEMBERS' EQUITY (CME)	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-31,473	-41,600	-9,700	-9,495			
Total Expenses (TE), (COGS+PAYROLL+E	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-76,693	-83,508	-75,500	-77,375	-72,455			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Equestrian (080)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															FORECAST	
															Jan-Aug Act	Sep-Dec Bdg
REVENUE																
Direct Access & Use Fees	81,312	61,702	71,018	73,394	0	83,390	112,594	115,028	120,706	119,685	142,000	118,473	110,281			
Retail Product	5,020	4,949	7,848	7,602	0	5,921	9,089	8,428	12,432	14,647	12,200	11,836	10,103			
Lessons & Rental	69,759	66,792	16,920	59,895	12,918	58,621	64,747	71,986	92,456	111,252	100,800	91,898	79,812			
Other Revenue	-90	0	-210	0	0	0	350	320	1,800	2,400	0	1,507	974			
Total Revenue	156,001	133,443	95,576	140,891	12,918	147,932	186,780	195,762	227,394	247,985	255,000	223,713	201,171			
COST OF GOODS SOLD (COGS)	-3,244	-3,621	-4,785	-4,730	0	-3,393	-4,694	-6,111	-6,040	-7,198	-6,500	-6,450	-5,487			
GROSS MARGIN (GM)	152,757	129,822	90,791	136,161	12,918	144,539	182,086	189,650	221,354	240,787	248,500	217,264	195,683			
PAYROLL																
Salaries and Wages	-122,808	-121,910	-106,918	-118,070	-68,595	-118,628	-133,560	-153,373	-158,382	-168,413	-168,500	-160,056	-146,471			
Payroll Taxes & Benefits	-33,202	-31,952	-28,146	-30,673	-20,159	-32,371	-40,070	-46,039	-44,680	-45,159	-50,900	-45,293	-41,664			
Total Payroll	-156,011	-153,861	-135,064	-148,743	-88,754	-150,999	-173,630	-199,412	-203,063	-213,572	-219,400	-205,349	-188,135			
EXPENSE																
Staff Expense	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-873	-1,729	-1,227	-1,375	-1,450	-1,444	-1,289			
Utilities Expense	-26,902	-21,191	-16,705	-17,601	-10,564	-12,514	-18,208	-15,791	-19,387	-16,695	-18,980	-17,291	-16,519			
Supplies & Maintenance Expense	-57,737	-50,509	-47,737	-49,552	-33,418	-50,303	-53,955	-59,536	-65,843	-61,044	-57,620	-62,141	-58,136			
Insurance Expense	-4,200	-4,400	-4,200	-4,800	-4,713	-5,400	-5,906	-5,400	-6,000	-6,600	-6,600	-6,000	-5,861			
Administration & Other Expense	-8,455	-7,271	-4,982	-8,022	-1,718	-4,561	-12,962	-10,931	-10,400	-11,225	-9,450	-10,852	-10,016			
Total Expense	-99,378	-85,353	-74,885	-81,934	-50,652	-74,017	-91,905	-93,387	-102,857	-96,939	-94,100	-97,728	-91,821			
PAYROLL & EXPENSE TOTAL	-255,388	-239,214	-209,949	-230,676	-139,406	-225,016	-265,535	-292,800	-305,920	-310,511	-313,500	-303,077	-279,956			
NOR BEFORE AllocOverhead (NORBO)	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-69,724	-65,000	-85,813	-84,273			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-75,500	-75,500	-25,167	-15,100			
NET OPERATING RESULTS (NOR)	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-145,224	-140,500	-110,980	-99,373			
NET RESULTS BEFORE ASSESSMENT (N)	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-145,224	-140,500	-110,980	-99,373			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-145,224	-140,500	-110,980	-99,373			
CHANGE IN MEMBERS' EQUITY (CME)	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-145,224	-140,500	-110,980	-99,373			
Total Expenses (TE), (COGS+PAYROLL+E	-258,633	-242,835	-214,734	-235,406	-139,406	-228,409	-270,229	-298,911	-311,960	-317,708	-320,000	-309,526	-285,443			

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Trails (051)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015	2016	2017	2018	2019 FORECAST		3-Yr	5-Yr	
						Actual	Actual	Actual	Actual					
						Actual	Actual	Actual	Actual	Jan-Aug Act		Sep-Dec Bdg		
REVENUE														
Direct Access & Use Fees	0	0	0	0	0	103	307	951	504	614	1,000	690	496	
Other Revenue	0	0	0	0	0	0	0	0	0	3,000	0	1,000	600	
Total Revenue	0	0	0	0	0	103	307	951	504	3,614	1,000	1,690	1,096	
GROSS MARGIN (GM)	0	0	0	0	0	103	307	951	504	3,614	1,000	1,690	1,096	
PAYROLL														
Salaries and Wages	0	0	0	0	-47,506	-49,660	-75,744	-68,284	-98,902	-100,117	-122,300	-89,101	-78,541	
Payroll Taxes & Benefits	0	0	0	0	-21,734	-18,767	-23,140	-16,940	-21,642	-26,944	-33,800	-21,842	-21,487	
Total Payroll	0	0	0	0	-69,240	-68,428	-98,884	-85,224	-120,545	-127,061	-156,100	-110,943	-100,028	
EXPENSE														
Staff Expense	0	0	0	0	-17	-1,434	-1,424	-1,685	-2,235	-613	-1,060	-1,511	-1,478	
Utilities Expense	0	0	0	0	-630	-315	-809	-427	-1,786	-1,080	-660	-1,098	-883	
Supplies & Maintenance Expense	0	0	0	0	9,191	3,974	-4,146	-11,167	-12,490	-9,431	-7,160	-11,029	-6,652	
Insurance Expense	0	0	0	0	-3,142	-3,600	-3,187	-3,600	-4,800	-4,800	-4,800	-4,400	-3,997	
Administration & Other Expense	0	0	0	0	-409	-373	-1,019	-314	-6,448	-5,863	-3,320	-4,208	-2,803	
Total Expense	0	0	0	0	4,993	-1,749	-10,584	-17,194	-27,760	-21,787	-17,000	-22,247	-15,815	
PAYROLL & EXPENSE TOTAL	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-148,304	-148,848	-173,100	-133,190	-115,843	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-145,234	-172,100	-131,501	-114,747	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-61,600	-61,600	-20,533	-12,320	
NET OPERATING RESULTS (NOR)	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-206,834	-233,700	-152,034	-127,067	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-206,834	-233,700	-152,034	-127,067	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-206,834	-233,700	-152,034	-127,067	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-206,834	-233,700	-152,034	-127,067	
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-148,304	-148,848	-173,100	-133,190	-115,843	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Bikeworks (141)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	3 Year Average Years		2019 FORECAST		2019 Budget	3-Yr	5-Yr		
								2017 Actual	2018 Actual						2019	
															Jan-Aug Act	Sep-Dec Bdg
REVENUE																
Food and Beverage	0	0	0	0	0	0	-10	0	0	0	0	0	0	-2		
Retail Product	0	0	0	0	0	28,583	35,424	59,043	43,488	64,814	52,000	55,782	46,270			
Lessons & Rental	0	0	0	0	0	22,673	34,245	32,904	42,751	43,830	44,000	39,828	35,281			
Other Revenue	0	0	0	0	0	14,168	17,229	18,208	20,648	24,267	21,000	21,041	18,904			
Total Revenue	0	0	0	0	0	65,424	86,888	110,155	106,887	132,911	117,000	116,651	100,453			
COST OF GOODS SOLD (COGS)	0	0	0	0	0	-21,098	-28,589	-44,402	-33,280	-50,990	-39,000	-42,891	-35,672			
GROSS MARGIN (GM)	0	0	0	0	0	44,326	58,299	65,753	73,607	81,920	78,000	73,760	64,781			
PAYROLL																
Salaries and Wages	0	0	0	0	0	-31,755	-37,808	-38,800	-46,322	-44,716	-45,800	-43,279	-39,880			
Payroll Taxes & Benefits	0	0	0	0	0	-9,081	-9,152	-9,700	-10,521	-9,948	-11,700	-10,056	-9,681			
Total Payroll	0	0	0	0	0	-40,836	-46,960	-48,500	-56,843	-54,664	-57,500	-53,336	-49,561			
EXPENSE																
Staff Expense	0	0	0	0	0	-101	-1,445	-2,520	-30	-266	-800	-939	-872			
Utilities Expense	0	0	0	0	0	0	-6,901	-5,806	-5,641	-6,637	-6,580	-6,028	-4,997			
Supplies & Maintenance Expense	0	0	0	0	0	-1,748	-3,151	-2,096	-3,629	-1,941	-1,500	-2,555	-2,513			
Insurance Expense	0	0	0	0	0	-1,800	-3,237	-1,800	-2,400	-2,400	-2,400	-2,200	-2,327			
Administration & Other Expense	0	0	0	0	0	-1,849	-2,607	-7,764	-3,744	-4,867	-4,920	-5,459	-4,166			
Total Expense	0	0	0	0	0	-5,498	-17,340	-19,986	-15,445	-16,112	-16,200	-17,181	-14,876			
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	-46,334	-64,301	-68,486	-72,288	-70,776	-73,700	-70,517	-64,437			
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	11,144	4,300	3,243	344			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-33,800	-33,800	-11,267	-6,760			
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-22,656	-29,500	-8,024	-6,416			
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-22,656	-29,500	-8,024	-6,416			
ASSESSMENT REVENUE																
NET RESULTS (NR)	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-22,656	-29,500	-8,024	-6,416			
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-22,656	-29,500	-8,024	-6,416			
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	-67,432	-92,889	-112,888	-105,569	-121,767	-112,700	-113,408	-100,109			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Lodge and Summer F&B Combined**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Food and Beverage	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	2,813,294	2,881,000	2,748,124	2,596,580			
Retail Product	65,267	0	0	0	0	0	0	0	0	0	0	0	0			
Other Revenue	0	0	0	0	0	0	0	16,411	28,991	17,107	19,000	20,836	12,502			
Total Revenue	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	2,830,401	2,900,000	2,768,960	2,609,082			
COST OF GOODS SOLD (COGS)	-511,748	-537,743	-587,256	-657,676	-685,951	-708,505	-792,055	-825,351	-796,467	-797,816	-810,000	-806,545	-784,039			
GROSS MARGIN (GM)	971,718	1,064,062	1,186,980	1,335,463	1,499,604	1,489,787	1,748,183	1,858,269	1,996,392	2,032,585	2,090,000	1,962,415	1,825,043			
PAYROLL																
Salaries and Wages	-676,051	-693,845	-730,655	-857,092	-925,832	-973,483	-1,113,516	-1,214,319	-1,190,171	-1,209,849	-1,206,500	-1,204,780	-1,140,268			
Payroll Taxes & Benefits	-150,870	-140,276	-166,361	-184,049	-253,251	-278,589	-300,626	-349,653	-324,573	-358,297	-367,200	-344,174	-322,348			
Total Payroll	-826,921	-834,122	-897,017	-1,041,141	-1,179,083	-1,252,072	-1,414,142	-1,563,971	-1,514,744	-1,568,146	-1,573,700	-1,548,954	-1,462,615			
EXPENSE																
Staff Expense	-20,468	-21,662	-26,333	-27,910	-26,291	-24,821	-27,731	-56,394	-54,484	-48,623	-61,150	-53,167	-42,411			
Utilities Expense	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,597	-85,370	-88,119	-95,785	-92,510	-89,758	-87,433			
Supplies & Maintenance Expense	-124,889	-123,828	-136,019	-159,544	-157,287	-162,049	-195,676	-180,017	-185,431	-180,101	-176,980	-181,850	-180,655			
Insurance Expense	-12,969	-13,200	-9,746	-16,500	-14,140	-16,200	-20,180	-17,200	-18,600	-18,600	-18,600	-18,133	-18,156			
Administration & Other Expense	-90,769	-103,014	-111,585	-131,410	-130,105	-135,724	-154,908	-177,682	-166,976	-175,768	-175,060	-173,475	-162,212			
Total Expense	-325,892	-337,709	-358,113	-418,941	-406,784	-421,089	-484,092	-516,663	-513,610	-518,878	-524,300	-516,383	-490,866			
PAYROLL & EXPENSE TOTAL	-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	-2,087,023	-2,098,000	-2,065,337	-1,953,481			
NOR BEFORE AllocOverhead (NORBO)	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-54,438	-8,000	-102,922	-128,438			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-468,200	-468,200	-156,067	-93,640			
NET OPERATING RESULTS (NOR)	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-522,638	-476,200	-258,988	-222,078			
NET RESULTS BEFORE ASSESSMENT (N)	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-522,638	-476,200	-258,988	-222,078			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-522,638	-476,200	-258,988	-222,078			
CHANGE IN MEMBERS' EQUITY (CME)	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-522,638	-476,200	-258,988	-222,078			
Total Expenses (TE), (COGS+PAYROLL+E	-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	-2,884,839	-2,908,000	-2,871,882	-2,737,520			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
The Lodge (128)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
Food and Beverage	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	2,605,417	2,630,000	2,528,304	2,378,950	
Total Revenue	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	2,605,417	2,630,000	2,528,304	2,378,950	
COST OF GOODS SOLD (COGS)	-449,179	-484,090	-528,576	-592,279	-625,873	-636,962	-716,951	-749,702	-725,279	-731,153	-740,000	-735,378	-712,010	
GROSS MARGIN (GM)	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	1,874,264	1,890,000	1,792,926	1,666,941	
PAYROLL														
Salaries and Wages	-551,864	-578,872	-596,028	-682,127	-788,147	-825,372	-959,933	-1,044,169	-1,054,334	-1,068,411	-1,050,000	-1,055,638	-990,444	
Payroll Taxes & Benefits	-133,296	-128,162	-148,268	-162,508	-228,470	-250,576	-269,787	-314,282	-295,175	-324,499	-326,100	-311,319	-290,864	
Total Payroll	-685,160	-707,033	-744,297	-844,635	-1,016,617	-1,075,948	-1,229,720	-1,358,452	-1,349,509	-1,392,911	-1,376,100	-1,366,957	-1,281,308	
EXPENSE														
Staff Expense	-20,280	-20,569	-20,675	-20,740	-20,113	-18,852	-22,332	-20,865	-19,760	-22,921	-22,100	-21,182	-20,946	
Utilities Expense	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,527	-85,370	-88,091	-95,785	-92,510	-89,749	-87,414	
Supplies & Maintenance Expense	-91,927	-94,330	-103,064	-120,769	-123,549	-128,207	-162,299	-145,136	-152,643	-147,259	-143,820	-148,346	-147,109	
Insurance Expense	-12,369	-12,600	-9,146	-15,900	-13,617	-15,600	-19,351	-16,600	-18,000	-18,000	-18,000	-17,533	-17,510	
Administration & Other Expense	-85,171	-94,026	-103,573	-120,533	-119,991	-119,518	-139,972	-160,618	-152,537	-161,205	-157,470	-158,120	-146,770	
Total Expense	-286,543	-297,531	-310,887	-361,519	-356,232	-364,472	-429,480	-428,589	-431,032	-445,170	-433,900	-434,930	-419,748	
PAYROLL & EXPENSE TOTAL	-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	-1,838,080	-1,810,000	-1,801,887	-1,701,056	
NOR BEFORE AllocOverhead (NORBO)	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	36,184	80,000	-8,961	-34,116	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-417,000	-417,000	-139,000	-83,400	
NET OPERATING RESULTS (NOR)	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-380,816	-337,000	-147,961	-117,516	
NET RESULTS BEFORE ASSESSMENT (N)	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-380,816	-337,000	-147,961	-117,516	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-380,816	-337,000	-147,961	-117,516	
CHANGE IN MEMBERS' EQUITY (CME)	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-380,816	-337,000	-147,961	-117,516	
Total Expenses (TE), (COGS+PAYROLL+E	-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	-2,569,233	-2,550,000	-2,537,265	-2,413,066	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Summer Food and Beverage (170)**

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	5 Year Average Years					2019 <u>Budget</u>	Actuals		
						2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year Average Years		2019 <u>FORECAST</u>		Average		
								2017 <u>Actual</u>	2018 <u>Actual</u>			Jan-Aug Act	5-Yr	
														Sep-Dec Bdg
REVENUE														
Food and Beverage	88,953	137,557	152,482	167,660	183,846	200,699	227,992	222,356	229,226	207,877	251,000	219,820	217,630	
Retail Product	65,267	0	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	0	0	0	0	0	0	0	16,411	28,991	17,107	19,000	20,836	12,502	
Total Revenue	154,220	137,557	152,482	167,660	183,846	200,699	227,992	238,767	258,217	224,984	270,000	240,656	230,132	
COST OF GOODS SOLD (COGS)	-62,569	-53,653	-58,680	-65,397	-60,077	-71,542	-75,103	-75,649	-71,188	-66,663	-70,000	-71,167	-72,029	
GROSS MARGIN (GM)	91,651	83,904	93,802	102,263	123,768	129,157	152,888	163,119	187,029	158,321	200,000	169,490	158,103	
PAYROLL														
Salaries and Wages	-124,187	-114,973	-134,627	-174,965	-137,685	-148,110	-153,583	-170,150	-135,837	-141,437	-156,500	-149,141	-149,823	
Payroll Taxes & Benefits	-17,574	-12,115	-18,093	-21,541	-24,780	-28,013	-30,839	-35,370	-29,398	-33,798	-41,100	-32,855	-31,484	
Total Payroll	-141,761	-127,088	-152,720	-196,506	-162,466	-176,124	-184,422	-205,520	-165,235	-175,235	-197,600	-181,997	-181,307	
EXPENSE														
Staff Expense	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-35,529	-34,724	-25,703	-39,050	-31,985	-21,465	
Utilities Expense	0	0	0	0	0	0	-70	0	-27	0	0	-9	-20	
Supplies & Maintenance Expense	-32,962	-29,498	-32,955	-38,775	-33,737	-33,842	-33,377	-34,881	-32,788	-32,842	-33,160	-33,504	-33,546	
Insurance Expense	-600	-600	-600	-600	-524	-600	-829	-600	-600	-600	-600	-600	-646	
Administration & Other Expense	-5,598	-8,987	-8,013	-10,877	-10,114	-16,206	-14,937	-17,064	-14,439	-14,563	-17,590	-15,355	-15,442	
Total Expense	-39,349	-40,179	-47,226	-57,422	-50,552	-56,618	-54,612	-88,074	-82,578	-73,708	-90,400	-81,453	-71,118	
PAYROLL & EXPENSE TOTAL	-181,110	-167,267	-199,946	-253,928	-213,018	-232,742	-239,034	-293,594	-247,813	-248,943	-288,000	-263,450	-252,425	
NOR BEFORE AllocOverhead (NORBO)	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-90,622	-88,000	-93,960	-94,322	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-51,200	-51,200	-17,067	-10,240	
NET OPERATING RESULTS (NOR)	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-141,822	-139,200	-111,027	-104,562	
NET RESULTS BEFORE ASSESSMENT (N)	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-141,822	-139,200	-111,027	-104,562	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-141,822	-139,200	-111,027	-104,562	
CHANGE IN MEMBERS' EQUITY (CME)	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-141,822	-139,200	-111,027	-104,562	
Total Expenses (TE), (COGS+PAYROLL+E	-243,679	-220,920	-258,626	-319,325	-273,095	-304,284	-314,137	-369,243	-319,001	-315,606	-358,000	-334,616	-324,454	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Pizza on the Hill (150)

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	5 Year Average Years					2019 <u>Budget</u>	Actuals Average			
						2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year Average Years		2019 <u>FORECAST</u>		3-Yr	5-Yr		
								2017 <u>Actual</u>	2018 <u>Actual</u>					FORECAST	
														Jan-Aug Act	Sep-Dec Bdg
REVENUE															
Food and Beverage	260,761	257,309	265,598	308,785	347,020	473,254	518,060	518,002	590,922	472,785	603,000	527,236	514,605		
Retail Product	-5,312	0	0	0	0	0	0	0	0	0	0	0	0		
Other Revenue	-4,289	-20	0	0	0	0	0	0	0	0	0	0	0		
Total Revenue	251,161	257,288	265,598	308,785	347,020	473,254	518,060	518,002	590,922	472,785	603,000	527,236	514,605		
COST OF GOODS SOLD (COGS)	-98,144	-90,107	-79,646	-116,583	-108,255	-134,980	-155,956	-168,174	-175,579	-132,669	-166,600	-158,807	-153,472		
GROSS MARGIN (GM)	153,017	167,181	185,952	192,201	238,765	338,275	362,103	349,828	415,343	340,116	436,400	368,429	361,133		
PAYROLL															
Salaries and Wages	-153,783	-145,236	-141,115	-164,808	-168,149	-240,469	-240,173	-266,031	-322,471	-251,350	-301,600	-279,951	-264,099		
Payroll Taxes & Benefits	-34,537	-30,595	-36,219	-40,244	-46,975	-72,640	-73,957	-78,026	-82,422	-70,179	-86,700	-76,876	-75,445		
Total Payroll	-188,320	-175,831	-177,334	-205,053	-215,124	-313,109	-314,130	-344,057	-404,893	-321,529	-388,300	-356,826	-339,543		
EXPENSE															
Staff Expense	-6,224	-4,753	-5,249	-5,637	-4,743	-5,654	-6,513	-7,510	-7,660	-6,307	-7,600	-7,159	-6,729		
Utilities Expense	-5,842	-5,994	-6,560	-6,326	-6,367	-6,518	-4,829	-4,877	-6,087	-6,445	-6,800	-5,803	-5,751		
Supplies & Maintenance Expense	-29,766	-22,021	-19,891	-27,632	-26,487	-46,457	-40,028	-37,731	-43,979	-36,617	-37,000	-39,442	-40,962		
Insurance Expense	-1,237	-1,200	-1,200	-1,200	-1,047	-1,200	-4,238	-3,400	-2,400	-2,400	-2,400	-2,733	-2,728		
Administration & Other Expense	-11,876	-9,872	-8,983	-10,930	-10,353	-17,966	-20,110	-23,514	-24,756	-21,515	-27,500	-23,262	-21,572		
Total Expense	-54,945	-43,840	-41,883	-51,725	-48,998	-77,795	-75,717	-77,032	-84,881	-73,284	-81,300	-78,399	-77,742		
PAYROLL & EXPENSE TOTAL	-243,265	-219,671	-219,217	-256,777	-264,122	-390,903	-389,847	-421,089	-489,774	-394,813	-469,600	-435,225	-417,285		
NOR BEFORE AllocOverhead (NORBO)	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-54,697	-33,200	-66,796	-56,152		
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-118,500	-118,500	-39,500	-23,700		
NET OPERATING RESULTS (NOR)	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-173,197	-151,700	-106,296	-79,852		
NET RESULTS BEFORE ASSESSMENT (N)	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-173,197	-151,700	-106,296	-79,852		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-173,197	-151,700	-106,296	-79,852		
CHANGE IN MEMBERS' EQUITY (CME)	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-173,197	-151,700	-106,296	-79,852		
Total Expenses (TE), (COGS+PAYROLL+E	-341,409	-309,779	-298,863	-373,361	-372,377	-525,883	-545,803	-589,263	-665,353	-527,482	-636,200	-594,033	-570,757		

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Alder Creek Cafe (155)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years					2019 Budget	Actuals		
						2015 Actual	2016 Actual	3 Year Average Years		2019 FORECAST		2019 Budget	Average	
								2017 Actual	2018 Actual				Jan-Aug Act	5-Yr
REVENUE														
Food and Beverage	0	0	0	0	0	66,626	350,965	396,641	383,192	469,243	450,000	416,358	333,333	
Retail Product	0	0	0	0	0	0	2,733	3,040	4,700	5,261	0	4,334	3,147	
Total Revenue	0	0	0	0	0	66,626	353,697	399,681	387,892	474,503	450,000	420,692	336,480	
COST OF GOODS SOLD (COGS)	0	0	0	0	0	-29,590	-119,884	-143,323	-138,213	-161,385	-144,000	-147,640	-118,479	
GROSS MARGIN (GM)	0	0	0	0	0	37,036	233,814	256,358	249,679	313,118	306,000	273,052	218,001	
PAYROLL														
Salaries and Wages	0	0	0	0	0	-34,367	-177,324	-226,437	-225,845	-246,169	-247,500	-232,817	-182,028	
Payroll Taxes & Benefits	0	0	0	0	0	-7,311	-40,820	-58,276	-55,966	-59,451	-67,800	-57,898	-44,365	
Total Payroll	0	0	0	0	0	-41,678	-218,144	-284,713	-281,811	-305,620	-315,300	-290,715	-226,393	
EXPENSE														
Staff Expense	0	0	0	0	0	-13	-4,322	-8,259	-8,833	-8,338	-9,200	-8,477	-5,953	
Utilities Expense	0	0	0	0	0	0	-9,261	-12,125	-17,163	-17,779	-16,450	-15,689	-11,265	
Supplies & Maintenance Expense	0	0	0	0	0	-6,290	-32,855	-42,801	-36,553	-37,393	-35,710	-38,916	-31,178	
Insurance Expense	0	0	0	0	0	-4,546	-3,400	-3,400	-2,400	-2,400	-2,400	-2,733	-2,549	
Administration & Other Expense	0	0	0	0	0	-514	-7,039	-9,962	-12,448	-13,518	-10,540	-11,976	-8,696	
Total Expense	0	0	0	0	0	-6,817	-58,022	-76,547	-77,397	-79,428	-74,300	-77,790	-59,642	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	-48,495	-276,167	-361,260	-359,208	-385,047	-389,600	-368,505	-286,035	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-71,929	-83,600	-95,454	-68,034	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-88,100	-88,100	-29,367	-17,620	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-160,029	-171,700	-124,820	-85,654	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-160,029	-171,700	-124,820	-85,654	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-160,029	-171,700	-124,820	-85,654	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-160,029	-171,700	-124,820	-85,654	
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	-78,085	-396,050	-504,583	-497,421	-546,433	-533,600	-516,146	-404,514	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 General (005)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
						Jan-Aug Act		Sep-Dec Bdg						
REVENUE														
PAYROLL														
Salaries and Wages	-68,302	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-41,162	-36,824	-46,889	-65,800	-41,625	-38,864	
Payroll Taxes & Benefits	-18,991	-2,733	-4,088	-7,982	-7,178	-9,470	-8,109	-4,228	-3,215	-5,106	-7,800	-4,183	-6,026	
Total Payroll	-87,293	-28,608	-31,634	-39,431	-40,115	-43,141	-43,882	-45,391	-40,039	-51,996	-73,600	-45,808	-44,890	
EXPENSE														
Staff Expense	-442	-120	-142	0	0	0	0	-307	-81	-445	0	-278	-167	
Utilities Expense	-66,930	-67,491	-62,732	-62,809	-62,388	-65,037	-65,597	-67,738	-73,838	-90,977	-80,020	-77,518	-72,637	
Supplies & Maintenance Expense	-12,305	-24,960	-29,584	-34,558	-35,917	-37,729	-37,520	-56,433	-46,822	-53,924	-49,880	-52,393	-46,486	
Insurance Expense	-81,346	-77,133	-85,120	-105,843	-101,252	-114,582	-95,530	-104,535	-124,075	-222,200	-222,200	-150,270	-132,184	
Administration & Other Expense	-323,281	-274,557	-313,965	-370,020	-245,370	-382,870	-396,131	-505,549	-548,287	-660,145	-634,900	-571,327	-498,596	
Total Expense	-484,304	-444,261	-491,543	-573,229	-444,927	-600,217	-594,778	-734,563	-793,103	-1,027,690	-987,000	-851,785	-750,070	
PAYROLL & EXPENSE TOTAL	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,079,686	-1,060,600	-897,594	-794,960	
NOR BEFORE AllocOverhead (NORBO)	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,079,686	-1,060,600	-897,594	-794,960	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-1,207,200	-1,207,200	-402,400	-241,440	
NET OPERATING RESULTS (NOR)	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-2,286,886	-2,267,800	-1,299,994	-1,036,400	
Contributions to Capital Funds	-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	-7,023,000	-6,408,333	-5,957,600	
NET RESULTS BEFORE ASSESSMENT (N)	-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	-9,309,886	-9,290,800	-7,708,327	-6,994,000	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	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	5,696,000	6,030,467	6,295,049	
Replacement Reserve Fund Assessment Co	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	4,661,000	4,175,333	3,893,000	
NMEFF Fund Assessment Contribution	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	
Development Fund Assessment Contribution	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	2,168,000	2,039,000	1,870,600	
TOTAL ASSESSMENT REVENUE (AREV)	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	12,719,000	12,438,800	12,252,649	
NET RESULTS (NR)	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	3,409,114	3,428,200	4,730,473	5,258,649	
CHANGE IN MEMBERS' EQUITY (CME)	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	3,409,114	3,428,200	4,730,473	5,258,649	
Total Expenses (TE), (COGS+PAYROLL+E	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,079,686	-1,060,600	-897,594	-794,960	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Administration (010)**

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	5 Year Average Years			3 Year Average Years		2019 <u>Budget</u>	Actuals <u>Average</u>		
						2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019		3-Yr	5-Yr	
										FORECAST				
										Jan-Aug Act				Sep-Dec Bdg
REVENUE														
Food and Beverage	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-7,985	-10,591	-2,000	-8,370	-5,442	
Other Revenue	211,996	197,052	209,201	213,304	216,094	225,776	315,704	267,558	253,014	264,871	186,000	261,814	265,384	
Total Revenue	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	245,029	254,280	184,000	253,444	259,942	
GROSS MARGIN (GM)	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	245,029	254,280	184,000	253,444	259,942	
PAYROLL														
Salaries and Wages	-498,829	-506,061	-609,074	-562,952	-642,280	-598,898	-704,356	-612,073	-739,368	-546,804	-533,600	-632,748	-640,300	
Payroll Taxes & Benefits	-99,398	-108,258	-117,874	-127,890	-144,692	-129,665	-132,212	-141,435	-142,724	-127,658	-134,600	-137,272	-134,739	
Total Payroll	-598,228	-614,319	-726,948	-690,842	-786,972	-728,563	-836,568	-753,509	-882,092	-674,461	-668,200	-770,021	-775,039	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	-1,474	0	0	-491	-295	
Staff Expense	-4,537	-5,338	-5,672	-11,538	-11,971	-12,262	-14,309	-14,394	-31,890	-30,278	-44,400	-25,521	-20,627	
Utilities Expense	-10,865	-14,650	-11,683	-11,792	-12,197	-15,967	-9,920	-11,151	-6,875	-7,286	-8,300	-8,437	-10,240	
Supplies & Maintenance Expense	-30,695	-36,653	-40,778	-50,159	-42,573	-42,854	-46,553	-50,941	-47,491	-42,436	-44,590	-46,956	-46,055	
Insurance Expense	-3,711	-3,600	-3,629	-3,600	-4,190	-4,800	-4,246	-4,800	-4,800	-4,800	-4,800	-4,800	-4,689	
Administration & Other Expense	-4,577	-1,671	-9,034	-15,621	-16,574	-20,685	-25,529	-24,794	-44,977	-37,931	-38,910	-35,901	-30,783	
Total Expense	-54,384	-61,912	-70,796	-92,710	-87,505	-96,567	-100,557	-106,081	-137,507	-122,730	-141,000	-122,106	-112,689	
PAYROLL & EXPENSE TOTAL	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-1,019,599	-797,192	-809,200	-892,127	-887,727	
NOR BEFORE AllocOverhead (NORBO)	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	-542,912	-625,200	-638,683	-627,785	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	625,200	625,200	208,400	125,040	
NET OPERATING RESULTS (NOR)	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	82,288	0	-430,283	-502,745	
NET RESULTS BEFORE ASSESSMENT (N)	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	82,288	0	-430,283	-502,745	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	82,288	0	-430,283	-502,745	
CHANGE IN MEMBERS' EQUITY (CME)	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	82,288	0	-430,283	-502,745	
Total Expenses (TE), (COGS+PAYROLL+E	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-1,019,599	-797,192	-809,200	-892,127	-887,727	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Communications (015)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															FORECAST	
															Jan-Aug Act	Sep-Dec Bdq
REVENUE																
Other Revenue	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	223,129	210,000	203,476	197,253			
Total Revenue	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	223,129	210,000	203,476	197,253			
GROSS MARGIN (GM)	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	223,129	210,000	203,476	197,253			
PAYROLL																
Salaries and Wages	-194,582	-213,366	-200,888	-281,226	-282,276	-292,559	-302,215	-304,680	-374,039	-372,319	-395,200	-350,346	-329,163			
Payroll Taxes & Benefits	-64,407	-60,732	-59,796	-68,981	-65,885	-64,941	-66,644	-62,734	-68,458	-82,982	-88,900	-71,391	-69,152			
Total Payroll	-258,989	-274,098	-260,684	-350,207	-348,160	-357,500	-368,859	-367,414	-442,497	-455,302	-484,100	-421,738	-398,314			
EXPENSE																
Staff Expense	-1,402	-3,574	-2,440	-7,857	-2,061	-2,086	-4,096	-1,577	-1,524	-3,301	-7,360	-2,134	-2,517			
Utilities Expense	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-1,807	-1,814	-1,116	-2,520	-1,579	-1,896			
Supplies & Maintenance Expense	-17,921	-30,258	-30,295	-28,741	-24,927	-25,815	-22,728	-37,358	-88,987	-45,538	-73,412	-57,295	-44,085			
Administration & Other Expense	-166,420	-182,836	-201,690	-219,725	-202,064	-200,456	-206,380	-204,595	-161,351	-158,625	-176,308	-174,857	-186,281			
Total Expense	-186,583	-217,612	-237,251	-258,917	-232,144	-230,609	-235,692	-245,336	-253,676	-208,581	-259,600	-235,864	-234,779			
PAYROLL & EXPENSE TOTAL	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-696,173	-663,883	-743,700	-657,602	-633,093			
NOR BEFORE AllocOverhead (NORBO)	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	-440,754	-533,700	-454,126	-435,840			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	533,700	533,700	177,900	106,740			
NET OPERATING RESULTS (NOR)	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	92,946	0	-276,226	-329,100			
NET RESULTS BEFORE ASSESSMENT (N)	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	92,946	0	-276,226	-329,100			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	92,946	0	-276,226	-329,100			
CHANGE IN MEMBERS' EQUITY (CME)	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	92,946	0	-276,226	-329,100			
Total Expenses (TE), (COGS+PAYROLL+E	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-696,173	-663,883	-743,700	-657,602	-633,093			

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Member Services (040)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Retail Product	2,426	4,727	6,243	8,940	11,314	10,047	17,165	13,911	13,207	11,738	14,100	12,952	13,214			
Lessons & Rental	0	0	0	0	0	0	0	0	12,650	13,083	12,000	8,578	5,147			
Other Revenue	21,007	18,833	19,767	17,733	19,750	17,398	19,578	19,429	6,522	7,024	7,900	10,992	13,990			
Total Revenue	23,433	23,560	26,010	26,673	31,064	27,445	36,743	33,340	32,379	31,845	34,000	32,521	32,350			
COST OF GOODS SOLD (COGS)	0	-160	0	0	0	0	0	0	0	0	0	0	0			
GROSS MARGIN (GM)	23,433	23,400	26,010	26,673	31,064	27,445	36,743	33,340	32,379	31,845	34,000	32,521	32,350			
PAYROLL																
Salaries and Wages	-120,683	-131,973	-132,462	-154,357	-159,104	-154,516	-141,786	-153,397	-162,884	-169,789	-175,600	-162,024	-156,475			
Payroll Taxes & Benefits	-45,894	-44,402	-35,301	-38,849	-43,335	-42,285	-39,653	-40,995	-46,544	-61,848	-66,900	-49,795	-46,265			
Total Payroll	-166,578	-176,375	-167,763	-193,206	-202,439	-196,801	-181,439	-194,392	-209,428	-231,637	-242,500	-211,819	-202,739			
EXPENSE																
Contract Labor Expense	0	0	0	0	0	0	0	0	-705	0	0	-235	-141			
Staff Expense	-51	-161	-98	-1,849	-1,069	-478	-1,922	-1,120	-1,048	-2,919	-3,380	-1,696	-1,497			
Utilities Expense	0	0	0	0	-30	-360	-360	-360	-360	-360	-360	-360	-360			
Supplies & Maintenance Expense	-7,240	-10,641	-12,503	-22,410	-18,213	-21,064	-24,564	-28,156	-22,058	-18,946	-27,320	-23,053	-22,958			
Administration & Other Expense	-9,381	-10,410	-10,867	-14,134	-13,023	-14,374	-12,356	-13,531	-11,071	-13,030	-10,940	-12,544	-12,872			
Total Expense	-16,672	-21,213	-23,468	-38,393	-32,335	-36,276	-39,201	-43,167	-35,242	-35,255	-42,000	-37,888	-37,828			
PAYROLL & EXPENSE TOTAL	-183,250	-197,588	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-244,669	-266,892	-284,500	-249,707	-240,567			
NOR BEFORE AllocOverhead (NORBO)	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	-235,048	-250,500	-217,186	-208,217			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	250,500	250,500	83,500	50,100			
NET OPERATING RESULTS (NOR)	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	15,452	0	-133,686	-158,117			
NET RESULTS BEFORE ASSESSMENT (N)	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	15,452	0	-133,686	-158,117			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	15,452	0	-133,686	-158,117			
CHANGE IN MEMBERS' EQUITY (CME)	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	15,452	0	-133,686	-158,117			
Total Expenses (TE), (COGS+PAYROLL+E	-183,250	-197,748	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-244,669	-266,892	-284,500	-249,707	-240,567			

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 ASO (020)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
										Jan-Aug Act				Sep-Dec Bdg
REVENUE														
Other Revenue	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	171,288	196,000	183,211	158,564	
Total Revenue	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	171,288	196,000	183,211	158,564	
GROSS MARGIN (GM)	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	171,288	196,000	183,211	158,564	
PAYROLL														
Salaries and Wages	-127,951	-131,568	-124,931	-127,739	-148,219	-174,838	-193,768	-216,468	-266,042	-284,253	-299,000	-255,588	-227,074	
Payroll Taxes & Benefits	-35,700	-43,194	-42,792	-44,445	-44,345	-45,309	-65,013	-63,917	-79,474	-87,616	-97,800	-77,003	-68,266	
Total Payroll	-163,652	-174,761	-167,724	-172,184	-192,564	-220,147	-258,781	-280,385	-345,517	-371,869	-396,800	-332,591	-295,340	
EXPENSE														
Staff Expense	-351	-92	-108	-178	-1,439	-936	-1,812	-1,658	-4,842	-3,703	-5,840	-3,401	-2,590	
Utilities Expense	-1,210	-1,242	-1,525	-1,276	-1,264	-1,024	-671	-2,288	-928	-1,423	-2,520	-1,546	-1,267	
Supplies & Maintenance Expense	-7,309	-7,803	-6,793	-7,762	-7,937	-8,643	-8,576	-14,679	-10,589	-14,740	-23,410	-13,336	-11,445	
Insurance Expense	-990	-1,200	-1,080	-1,200	-1,047	-1,200	-1,061	-1,200	-1,200	-1,200	-1,200	-1,200	-1,172	
Administration & Other Expense	-3,204	-3,428	-1,765	-3,927	-2,550	-4,619	-5,526	-7,344	-13,491	-9,696	-7,830	-10,177	-8,135	
Total Expense	-13,064	-13,765	-11,272	-14,343	-14,237	-16,422	-17,647	-27,169	-31,049	-30,762	-40,800	-29,660	-24,610	
PAYROLL & EXPENSE TOTAL	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-376,566	-402,632	-437,600	-362,251	-319,950	
NOR BEFORE AllocOverhead (NORBO)	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-231,344	-241,600	-179,040	-161,386	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-124,100	-124,100	-41,367	-24,820	
NET OPERATING RESULTS (NOR)	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-355,444	-365,700	-220,407	-186,206	
NET RESULTS BEFORE ASSESSMENT (N)	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-355,444	-365,700	-220,407	-186,206	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-355,444	-365,700	-220,407	-186,206	
CHANGE IN MEMBERS' EQUITY (CME)	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-355,444	-365,700	-220,407	-186,206	
Total Expenses (TE), (COGS+PAYROLL+E	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-376,566	-402,632	-437,600	-362,251	-319,950	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 MIS (025)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-214,430	-244,473	-245,831	-260,665	-279,603	-295,559	-322,252	-339,624	-381,068	-378,538	-399,600	-366,410	-343,408	
Payroll Taxes & Benefits	-54,035	-53,396	-55,172	-60,984	-66,077	-67,781	-70,727	-68,358	-86,205	-95,632	-101,200	-83,398	-77,741	
Total Payroll	-268,465	-297,868	-301,003	-321,648	-345,680	-363,340	-392,978	-407,982	-467,273	-474,170	-500,800	-449,808	-421,149	
EXPENSE														
Staff Expense	-8,157	-8,170	-6,006	-4,195	-111	-2,199	-2,784	-4,971	-5,741	-3,194	-4,740	-4,636	-3,778	
Utilities Expense	-66,604	-65,941	-74,944	-82,821	-116,051	-124,293	-119,833	-129,484	-95,968	-80,428	-97,200	-101,960	-110,001	
Supplies & Maintenance Expense	-56,152	-61,144	-56,989	-63,189	-53,777	-63,794	-60,176	-63,771	-53,468	-56,455	-68,530	-57,898	-59,533	
Administration & Other Expense	-9,285	-1,840	-3,509	-5,869	-2,385	-2,988	-3,723	-12,899	-9,356	-8,462	-6,130	-10,239	-7,486	
Total Expense	-140,198	-137,096	-141,448	-156,075	-172,325	-193,274	-186,516	-211,126	-164,533	-148,540	-176,600	-174,733	-180,798	
PAYROLL & EXPENSE TOTAL	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-622,709	-677,400	-624,541	-601,946	
NOR BEFORE AllocOverhead (NORBO)	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-622,709	-677,400	-624,541	-601,946	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	677,400	677,400	225,800	135,480	
NET OPERATING RESULTS (NOR)	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	54,691	0	-398,741	-466,466	
NET RESULTS BEFORE ASSESSMENT (N)	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	54,691	0	-398,741	-466,466	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	54,691	0	-398,741	-466,466	
CHANGE IN MEMBERS' EQUITY (CME)	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	54,691	0	-398,741	-466,466	
Total Expenses (TE), (COGS+PAYROLL+E	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-622,709	-677,400	-624,541	-601,946	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Accounting (030)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
						Jan-Aug Act		Sep-Dec Bdq						
REVENUE														
Other Revenue	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	5,208	6,000	5,801	4,936	
Total Revenue	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	5,208	6,000	5,801	4,936	
GROSS MARGIN (GM)	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	5,208	6,000	5,801	4,936	
PAYROLL														
Salaries and Wages	-374,227	-424,443	-425,181	-455,810	-449,249	-469,688	-510,887	-507,082	-546,769	-588,186	-575,800	-547,346	-524,522	
Payroll Taxes & Benefits	-102,205	-112,426	-112,654	-140,291	-129,279	-141,118	-140,134	-141,902	-140,904	-155,804	-166,400	-146,203	-143,972	
Total Payroll	-476,431	-536,869	-537,835	-596,101	-578,528	-610,806	-651,021	-648,984	-687,673	-743,990	-742,200	-693,549	-668,495	
EXPENSE														
Staff Expense	-5,104	-4,621	-4,037	-5,308	-1,848	-3,398	-12,875	-5,012	-3,449	-4,864	-7,200	-4,442	-5,920	
Utilities Expense	-3,274	-3,940	-5,133	-5,942	-6,073	-6,441	-5,730	-4,218	-1,910	-4,053	-6,260	-3,394	-4,471	
Supplies & Maintenance Expense	-21,995	-20,854	-18,851	-16,203	-11,020	-13,404	-15,550	-14,513	-21,422	-24,539	-25,940	-20,158	-17,886	
Administration & Other Expense	-47,281	-45,715	-35,881	-36,655	-40,658	-34,983	-43,037	-38,474	-52,748	-63,789	-39,600	-51,671	-46,606	
Total Expense	-77,655	-75,128	-63,902	-64,109	-59,599	-58,226	-77,192	-62,217	-79,531	-97,246	-79,000	-79,664	-74,882	
PAYROLL & EXPENSE TOTAL	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-767,203	-841,236	-821,200	-773,213	-743,377	
NOR BEFORE AllocOverhead (NORBO)	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-836,028	-815,200	-767,412	-738,441	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	815,200	815,200	271,733	163,040	
NET OPERATING RESULTS (NOR)	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-20,828	0	-495,679	-575,401	
NET RESULTS BEFORE ASSESSMENT (N)	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-20,828	0	-495,679	-575,401	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-20,828	0	-495,679	-575,401	
CHANGE IN MEMBERS' EQUITY (CME)	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-20,828	0	-495,679	-575,401	
Total Expenses (TE), (COGS+PAYROLL+E	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-767,203	-841,236	-821,200	-773,213	-743,377	

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Human Resources (035)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-144,244	-131,019	-128,729	-136,977	-131,159	-143,192	-162,298	-158,280	-207,854	-232,969	-221,600	-199,701	-180,919	
Payroll Taxes & Benefits	-37,172	-35,262	-34,869	-36,922	-31,844	-33,112	-38,859	-38,466	-45,842	-52,871	-64,400	-45,727	-41,830	
Total Payroll	-181,416	-166,281	-163,598	-173,899	-163,003	-176,305	-201,157	-196,746	-253,696	-285,840	-286,000	-245,427	-222,749	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	-40,110	-1,620	0	0	-13,910	-8,346	
Staff Expense	-112,058	-89,419	-80,149	-72,883	-55,618	-79,747	-89,715	-121,584	-103,840	-115,567	-109,100	-113,663	-102,090	
Utilities Expense	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-801	-510	-1,020	-1,080	-777	-855	
Supplies & Maintenance Expense	-9,924	-6,604	-6,615	-7,414	-7,134	-6,184	-8,691	-9,114	-10,750	-12,704	-11,820	-10,856	-9,489	
Administration & Other Expense	-10,585	-19,638	-4,544	-11,267	-6,713	-10,460	-7,309	-4,150	-3,549	-5,887	-4,400	-4,529	-6,271	
Total Expense	-133,130	-116,401	-92,392	-92,889	-70,788	-97,404	-106,649	-175,758	-120,269	-135,177	-126,400	-143,735	-127,051	
PAYROLL & EXPENSE TOTAL	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-421,018	-412,400	-389,162	-349,800	
NOR BEFORE AllocOverhead (NORBO)	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-421,018	-412,400	-389,162	-349,800	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	412,400	412,400	137,467	82,480	
NET OPERATING RESULTS (NOR)	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-8,618	0	-251,696	-267,320	
NET RESULTS BEFORE ASSESSMENT (N)	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-8,618	0	-251,696	-267,320	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-8,618	0	-251,696	-267,320	
CHANGE IN MEMBERS' EQUITY (CME)	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-8,618	0	-251,696	-267,320	
Total Expenses (TE), (COGS+PAYROLL+E	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-421,018	-412,400	-389,162	-349,800	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Facility Administration (165)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-186,969	-157,344	-286,783	-315,139	-324,484	-348,529	-155,535	-199,911	-241,691	-230,412	-238,800	-224,005	-235,216	
Payroll Taxes & Benefits	-53,709	-40,795	-63,088	-79,646	-83,556	-84,655	-58,245	-53,277	-65,413	-72,237	-76,300	-63,642	-66,765	
Total Payroll	-240,678	-198,139	-349,871	-394,784	-408,040	-433,184	-213,780	-253,188	-307,105	-302,649	-315,100	-287,647	-301,981	
EXPENSE														
Staff Expense	-902	-694	-3,377	-3,717	-3,455	-6,994	-7,293	-11,096	-7,555	-7,896	-5,900	-8,849	-8,167	
Utilities Expense	-2,673	-2,425	-3,685	-4,783	-3,897	-3,092	-3,576	-3,891	-3,635	-4,097	-4,200	-3,874	-3,658	
Supplies & Maintenance Expense	-1,051	9,783	127,217	199,852	204,368	219,382	-3,305	-4,186	-6,664	-4,676	-3,300	-5,175	40,110	
Administration & Other Expense	-882	-1,265	-1,005	-2,079	-5,373	-5,330	-6,831	-7,485	-3,794	-6,442	-11,400	-5,907	-5,976	
Total Expense	-5,508	5,399	119,151	189,273	191,643	203,967	-21,004	-26,658	-21,648	-23,111	-24,800	-23,806	22,309	
PAYROLL & EXPENSE TOTAL	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-325,760	-339,900	-311,453	-279,672	
NOR BEFORE AllocOverhead (NORBO)	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-325,760	-339,900	-311,453	-279,672	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	339,900	339,900	113,300	67,980	
NET OPERATING RESULTS (NOR)	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	14,140	0	-198,153	-211,692	
NET RESULTS BEFORE ASSESSMENT (N)	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	14,140	0	-198,153	-211,692	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	14,140	0	-198,153	-211,692	
CHANGE IN MEMBERS' EQUITY (CME)	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	14,140	0	-198,153	-211,692	
Total Expenses (TE), (COGS+PAYROLL+E	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-325,760	-339,900	-311,453	-279,672	

**Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Forestry (050)**

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average				
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		2019 Budget	3-Yr	5-Yr		
															Jan-Aug Act	
															Sep-Dec Bdg	
REVENUE																
Retail Product	46,746	34,897	9,028	31,323	12,100	32,489	13,616	23,994	41,717	17,108	5,000	27,606	25,785			
Other Revenue	0	76,280	25,600	74,114	0	0	44,000	1,645	95,693	49,560	51,000	48,966	38,180			
Total Revenue	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	137,410	66,668	56,000	76,572	63,964			
GROSS MARGIN (GM)	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	137,410	66,668	56,000	76,572	63,964			
PAYROLL																
Salaries and Wages	-362,573	-375,229	-354,489	-407,933	-324,718	-348,055	-421,786	-448,270	-471,053	-583,939	-597,400	-501,087	-454,621			
Payroll Taxes & Benefits	-78,225	-76,869	-80,712	-89,440	-82,247	-86,489	-103,141	-106,669	-96,383	-127,440	-141,600	-110,164	-104,024			
Total Payroll	-440,797	-452,098	-435,200	-497,373	-406,965	-434,544	-524,927	-554,939	-567,436	-711,379	-739,000	-611,251	-558,645			
EXPENSE																
Staff Expense	-2,356	-3,757	-3,365	-4,906	-1,453	-742	-2,110	-811	-2,075	-3,071	-3,600	-1,986	-1,762			
Utilities Expense	-5,022	-5,780	-7,858	-9,676	-6,401	-5,303	-7,114	-5,947	-6,626	-7,693	-7,180	-6,755	-6,537			
Supplies & Maintenance Expense	-372,076	-415,326	-139,605	-466,379	-149,446	-381,470	-346,431	-252,138	-411,963	-389,359	-359,220	-351,153	-356,272			
Insurance Expense	-14,843	-13,800	-14,400	-16,800	-12,569	-14,400	-13,622	-14,400	-16,800	-16,800	-16,800	-16,000	-15,204			
Administration & Other Expense	-5,404	-6,579	-7,957	-8,301	-6,774	-6,711	-7,450	-7,133	-9,155	-10,102	-9,300	-8,797	-8,110			
Total Expense	-399,702	-445,242	-173,185	-506,062	-176,644	-408,626	-376,727	-280,429	-446,620	-427,025	-396,100	-384,691	-387,885			
PAYROLL & EXPENSE TOTAL	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-1,014,055	-1,138,404	-1,135,100	-995,943	-946,530			
NOR BEFORE AllocOverhead (NORBO)	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,071,737	-1,079,100	-919,371	-882,566			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	-184,300	-184,300	-61,433	-36,860			
NET OPERATING RESULTS (NOR)	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,256,037	-1,263,400	-980,804	-919,426			
NET RESULTS BEFORE ASSESSMENT (N)	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,256,037	-1,263,400	-980,804	-919,426			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,256,037	-1,263,400	-980,804	-919,426			
CHANGE IN MEMBERS' EQUITY (CME)	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,256,037	-1,263,400	-980,804	-919,426			
Total Expenses (TE), (COGS+PAYROLL+E	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-1,014,055	-1,138,404	-1,135,100	-995,943	-946,530			

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Vehicle Maintenance

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-153,383	-87,059	0	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits	-53,919	-41,342	0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll	-207,302	-128,401	0	0	0	0	0	0	0	0	0	0	0	0
EXPENSE														
Staff Expense	-6,780	-4,386	0	0	0	0	0	0	0	0	0	0	0	0
Utilities Expense	-14,575	-14,740	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense	32,900	29,542	0	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-3,711	-3,600	0	0	0	0	0	0	0	0	0	0	0	0
Administration & Other Expense	-1,738	-2,351	0	0	0	0	0	0	0	0	0	0	0	0
Total Expense	6,096	4,465	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL & EXPENSE TOTAL	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
NOR BEFORE AllocOverhead (NORBO)	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
NET OPERATING RESULTS (NOR)	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULTS BEFORE ASSESSMENT (N)	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
ASSESSMENT REVENUE														
NET RESULTS (NR)	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
CHANGE IN MEMBERS' EQUITY (CME)	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses (TE), (COGS+PAYROLL+E	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0	0

Tahoe Donner Association
 Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
 Maintenance (160)

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	5 Year Average Years			3 Year Average Years		2019 Budget	Actuals Average		
						2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 FORECAST		3-Yr	5-Yr	
														Jan-Aug Act
REVENUE														
PAYROLL														
Salaries and Wages	-337,410	-400,083	-421,523	-446,088	-404,701	-466,906	-492,997	-550,759	-576,941	-584,451	-592,600	-570,717	-534,411	
Payroll Taxes & Benefits	-113,649	-124,863	-152,079	-151,058	-150,297	-152,494	-158,318	-163,328	-168,002	-178,698	-196,600	-170,009	-164,168	
Total Payroll	-451,060	-524,946	-573,602	-597,147	-554,998	-619,400	-651,315	-714,088	-744,943	-763,149	-789,200	-740,726	-698,579	
EXPENSE														
Staff Expense	-1,868	-1,388	-3,100	-4,769	-6,513	-4,243	-4,147	-7,619	-5,933	-11,578	-8,700	-8,377	-6,704	
Utilities Expense	-27,357	-35,320	-39,102	-41,124	-36,785	-32,883	-29,926	-30,536	-21,481	-25,485	-26,070	-25,834	-28,062	
Supplies & Maintenance Expense	-38,598	-29,875	25,202	14,730	33,509	57,781	55,401	56,062	67,655	64,933	30,570	62,883	60,366	
Insurance Expense	-12,369	-12,800	-15,600	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-24,000	-22,800	-21,369	
Administration & Other Expense	-2,229	-6,252	-8,494	-8,576	-8,132	-7,813	-7,410	-8,464	-7,443	-9,043	-8,200	-8,317	-8,035	
Total Expense	-82,421	-85,635	-41,093	-58,939	-35,728	-7,558	-4,127	-10,958	8,798	-5,173	-36,400	-2,444	-3,804	
PAYROLL & EXPENSE TOTAL	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-768,322	-825,600	-743,171	-702,382	
NOR BEFORE AllocOverhead (NORBO)	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-768,322	-825,600	-743,171	-702,382	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	825,600	825,600	275,200	165,120	
NET OPERATING RESULTS (NOR)	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	57,278	0	-467,971	-537,262	
NET RESULTS BEFORE ASSESSMENT (N)	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	57,278	0	-467,971	-537,262	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	57,278	0	-467,971	-537,262	
CHANGE IN MEMBERS' EQUITY (CME)	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	57,278	0	-467,971	-537,262	
Total Expenses (TE), (COGS+PAYROLL+E	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-768,322	-825,600	-743,171	-702,382	