



Tahoe Donner Association Finance Reports

August 2019

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MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members
Cc: Executive Assistant
From: Michael Salmon, Director of Finance and Accounting
Date: September 13, 2019
Re: **August 2019 – Operating Fund Financial Results**



Keynotes

1. A NOR loss of \$342,000 was favorable \$2,000 or 1% to Budget. YTD NOR loss of \$2,377,000 is favorable \$532,000/18% to Budget.
2. Operating Fund Members' Equity balance of \$3.0 million is \$1,553,000 over the policy peg balance of 10% of revenue budget.
3. Winter 18/19 snowfall/snowpack is 4th highest on record and approximately 200% of average for this region.
4. **Record favorable Winter (Nov-Apr) 18/19 Season Revenue and NORBO.** Operating revenues of \$8,715,000 are favorable to budget \$1.4 million and favorable \$1.2 million to prior season record in Winter 16/17. NORBO loss of 997,000 favorable to budget \$1.1 million and favorable \$350,000 to prior season record in Winter 12/13. The record winter 18/19 results are attributed to double whammy favorable impacts of great snow conditions and aggressive pricing increases (primarily Peak period premium pricing for Guests/Public, not Members) at Downhill, Cross Country and Snowplay; this revenue increase more than offsetting costs increases due to CA Minimum Wage increase and extreme weather costs burdens.
5. Summer Season (May-Oct) has record revenues Budget of \$6.7 million and is not probable due to known delayed golf season start. Despite golf projected headwinds, the Summer currently forecasted to achieve Budgeted NORBO results loss of \$3.7 million.
6. F04 – Repurposed, now latest Quarterly Financial Update. F14– Capital Funds reporting revised to include RRF Expenditure sub-schedule (last page).

Month

Month financials for the Association indicate that net operating results before overhead allocation (NORBO) (and before assessment revenues) for the month was a loss of (\$358,000) which was favorable to budget by \$2,000/1%. Month's operating revenues of \$1,545,000 were \$29,000/2% unfavorable to budget and total expenses of \$1,903,000 were \$31,000/2% favorable to budget. Compared to last year same month, revenues are up \$54,000/4% and NORBO is unfavorable \$14,000/4%. Golf's shortfall of \$58,000/58% was offset by Lodge's favorable \$33,000 result and favorable results in various areas.

Year to Date

Eight months in, the NORBO of loss of (\$2,506,000) is favorable \$532,000 or 18% to budget. These results are driven by excellent winter skiing conditions, with record snowfall for month of February for the region. Compared to the 1st seven months of last year, revenue is up \$1.5 million and NORBO is up \$955,000. The weather tapered just enough over the Presidents holiday week to have very strong visitations and record revenues. Similarly, while March also had variable weather conditions, visitation remained steady. April conditions allowed Cross Country to remain open two weeks beyond their scheduled closing date, whereas May presented operational challenges due to excess winter snowfall that hampered efforts to open the golf course. Unfortunately, these same challenges continued into June, forcing the further postponement of golf course operations to June 21st.

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

10 KEY FINANCIAL Related METRICS

	for the month of August 2019			For the eight months ending August 2019		
	Value	Variance to Budget		Value	Variance to Budget	
1 Operating Revenue	\$ 1,544,731	\$ (29,269)	-2%	\$ 11,075,550	\$ 232,550	2%
2 Operating Costs	\$ (1,886,577)	\$ 31,423	2%	\$ (13,452,053)	\$ 299,947	2%
3 Net Operating Result	\$ (341,847)	\$ 2,153	1%	\$ (2,376,502)	\$ 532,498	18%
	<i>3.1 Flow-thru %</i>		<i>-7%</i>			<i>229%</i>
4 Operating Expenses	\$ (484,078)	\$ (28,138)	-6%	\$ (3,539,700)	\$ (14,598)	0%
5 Payroll Direct	\$ (985,314)	\$ 7,760	1%	\$ (7,026,779)	\$ 79,458	1%
6 Payroll Direct % of Rev	-64%	(0.007)	-1%	-63%	0.021	3%
7 Non-Exempt FTEs	222	3.3	1%	184	4.6	2%
8 F&B COGS % of F&B Rev	-27.0%	0.010	4%	-29.2%	(0.005)	-2%
9 Downhill Ski NOR	(95,449)	4,652	5%	1,136,966	453,669	66%
10 OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,974,391	\$ 1,552,891	109%

Overall Operating Conditions

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

DEEP SNOWPACK CAUSES HEADACHES IN SIERRA NEVADA

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

.....THE SNOW INDUSTRY LETTER March 12, 2019

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

April 1st snowpack measurements are reporting this winter as 4th highest on record, with Tahoe region approximately 200% of average and statewide approximately 162% of average. Squaw Valley USA's reported season total snowfall as of 4/15/19, 677 inches or 56 feet and Sugar Bowl 619"! Tahoe Donner Downhill Ski's reported season total snowfall 482" or 40 feet (17/18 season total was 246" or 20.5 feet). **April** conditions allowed for unencumbered operations and an extended (by two weeks) season for Cross Country. Downhill last day 4/14 as planned and Cross Country last day was 4/21 (planned 4/7). **May** proved to be unseasonably cold and wet, further postponing golf course operations. Similarly, rain and snow throughout much of the Memorial Day weekend negatively impacted operations at locations that were open. Cooler daytime highs and cold overnight lows throughout much of **June** directly impacted Marina visitation and more importantly delayed the opening of the Golf Course, which opened on June 21st with reduced pricing. **July** saw a return to more average weather conditions with minimal impact to operations. For the most part **August** saw favorable operating conditions, except for Saturday, August 10th, which experienced unseasonably cool temperatures, affecting some operations.

Financial Notables of Operating Units

Downhill Ski. YTD NORBO of \$1,453,000 is favorable \$454k/45% to budget and favorable \$1M/249% to prior year. This was driven by excellent snow conditions and momentum for 18/19 winter season, as well as, aggressive Public pricing increases (peak and nonpeak). For the 17/18 season, skiing opened on Friday, 12/8/2017 with thin limited terrain on Snowbird lift only, and would clearly not have opened at all without snowmaking. Reliance on snowmaking continued through January and February as dry and unseasonably warm conditions persisted. March saw record snowfall, creating increased volume and

revenue. For 18/19 season, Downhill Ski managed to open on December 7th as planned and with the debut of new Snowbird Triple chairlift; primarily on snowmaking snow and Eagle Rock chair/terrain open, thin and ungroomed other than mile run trail. Downhill last day of 18/19 season was 4/14 as planned.

Cross Country Ski. YTD NORBO of \$298,000 is favorable \$103k/53% to budget and favorable \$129k/76% to prior year. For the 17/18 season, skiing opened on 12/21/2017 with thin limited terrain. Continued dry conditions forced the suspension of operations on 2/5/18, closed 18 days, reopening on 2/23rd. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30th with thin snow trails and fortunately colder temps holding the snow, particularly at higher elevations. XC last day for 18/19 was 4/21, two weeks after budgeted end date of 4/7.

The Lodge. YTD NORBO of \$20,000 is unfavorable \$44k to budget and favorable \$9k/78% to prior year. YTD cogs of 28% compares to budget 29% and prior year 29%. Results versus budget driven primarily by increased payroll cost and weather impacts of ~\$10,000 (snow removal primarily) and extreme weather in key month of February (off \$30k net in Feb) and the unexpected closure due to building repairs at the end of May. The payroll costs are being researched and addressed with management, with a portion of these fluxes attributable to budget spread, which should offset in future months. With strong banquet business this summer/fall and a good December, Lodge is forecasted to achieve Budget for year.

Pizza. YTD NORBO loss of (\$36,000) is unfavorable \$21k to budget and unfavorable \$3k to prior year. YTD cogs of 28% compares to budget 28% and prior year 29%. Results versus budget driven primarily by the severe weather impacting customer volume (unable to see restaurant from Northwoods), with May closure benefiting financial results ~\$5,000+. Closed 1st ½ of June, results for June beat budget by \$2k, however, July struggled due primarily to turnover of both Chef and Front Service Supervisor position. Management continues to evaluate options for improving financial performance of this operation.

Alder Creek Café. YTD NORBO loss of (\$47,000) is favorable \$12k to budget and favorable \$25k to prior year. YTD cogs of 35% compares to budget 32% and prior year 36%. The Café benefited from the favorable cross country ski conditions and skier volumes. Summer is performing ok, however, not meeting the banquet business expectations set in Budget, attributed primarily to turnover in event sales position. The Café's favorable to budget ytd \$12k will likely erode over remainder of this year.

Other Financial Noteworthy items:

- Defensible Space dumpster at Northwoods, not budgeted – Cost is approximately \$8k for summer.
- Governing Documents – YTD Actual \$27,000 – Cost charged to Operating Fund, Budgeted in Replacement Reserve Fund.
- Day Camps – Revenue not achieving budget expectations. Kid enrollments down, both Member and Guest. Researching reasons, but we may have hit price elasticity mark on rates charged.
- Pool Chemicals – The cost of chemicals, primarily Chlorine has nearly doubled over last year. This was not budgeted to occur. YTD July actual of \$37,000 is over budget \$14k and forecast for year is to be over budget ~20,000.

Other

a) Season Pass Products

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

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

Golf 2019 Pass/Pack sales sold as of 6/27/2019, sales of \$202,000 are \$33,000 or 14% behind 2018 pace, attributed to the large winter impacting. Total golf pass/pack sales were \$247,000 for 2018 season and \$217,000 for 2017 season.

b) Recreation Fee.

- 08/31/2019 -- **2019/2020** – sold 4,498 revenues of \$1,156,000, (vs py pace; volume up 3%, revenue up 12%)
- For full year cycle **2018/2019** – sold 4,582 revenues of \$1,069,000, (vs py cycle; volume up 4%, revenue up 2%)
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3595/56% (3581/55%) Base up to 4p | 845/13% (714/10%) 5th 6th | 142/2% (132/2%) 6th 7th
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +14/0.3% for Base up to 4p, +131/18% for 5th 6th, +10/8% for 7th 8th

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

For 2019/2020 cycle: \$290 (7%) core up to 4p, \$125 add 5&6, \$125 add 7&8.

For 2018/2019 cycle: \$270 (0%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2017/2018 cycle: \$270 (0%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2016/2017 cycle: \$270 (+4%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2015/2016 cycle: \$260 (+6%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2014/2015 cycle: \$245 (+9%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

c) Assessment Receivable.

as of 08/31/xx:	as of 07/31/xx:
08/31/19 - 2019 48 or 0.7% of units	07/31/19 - 2019 52 or 0.8% of units
08/31/18 - 2018 46 or 0.7% of units	07/31/18 - 2018 51 or 0.8% of units
08/31/17 - 2017 47 or 0.7% of units	07/31/17 - 2017 53 or 0.8% of units
08/31/16 - 2016 541 or 0.8% of units	07/31/16 - 2016 61 or 0.9% of units
as of 06/30/xx:	as of 05/31/xx:
06/30/19 - 2019 62 or 1.0% of units	05/31/19 - 2019 73 or 1.1% of units
06/30/18 - 2018 59 or 0.9% of units	05/31/18 - 2018 64 or 1.0% of units
06/30/17 - 2017 64 or 1.0% of units	05/31/17 - 2017 116 or 1.8% of units
06/30/16 - 2016 73 or 1.1% of units	05/31/16 - 2016 112 or 1.7% of units

For the Current Year’s Assessment Only, Assessment Receivable balances:

Year to Date assessment lost to foreclosures amounts to \$0. Note: while the assessment is due 1/1/xx, approximately 50% pay during the month of March, with the assessment becoming delinquent 3/1/xx.

d) Personnel Metrics

Personnel Report August 2019

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 August		2019 August	
	Status	9/7/2018	8/7/2019	9/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
Exempt	101	45	44	43	-2	-4%	-1	-2%	1	0	0	0
NonExempt	102	44	38	40	-4	-9%	2	5%	1	0	2	4
NonExempt	103	306	366	306	0	0%	-60	-16%	76	5	78	6
NonExempt	104	20	19	16	-4	-20%	-3	-16%	0	0	0	0
Totals	Total	415	467	405	-10	-2%	-62	-13%	78	5	80	10
Totals (FTYR)	101 + 102	89	82	83	-6	-7%	1	1%	2	0	2	4

See Next page for by Department details. Note, report is based on Headcount, so if employee works any hours during period, counts as 1.

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

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

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

Trout Creek Recreation Center

	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
						w/Mbr			onGCard			
2018	144,626	30,218	21%	23,296	16%	9,354	6%	40%	13,942	10%	60%	\$ 181,452
Jan-Mar17	30,001	19,645	65%	6,198	19%	0			0	0%	0%	\$ 46,124
Jan-Mar18	32,704	22,663	69%	5,096	15%	2,035	6%	40%	3,061	9%	60%	\$ 52,474
Jan-Mar19	31,047	20,760	67%	5,166	16%	2,131	7%	41%	3,035	10%	59%	\$ 65,935
Apr17	9,859	6,803	69%	1,692	17%							\$ 12,824
Apr18	8,893	6,414	72%	1,012	11%	420	5%	42%	592	7%	58%	\$ 10,346
Apr19	9,124	6,462	71%	1,085	12%	400	4%	37%	685	8%	63%	\$ 14,087
May17	8,661	6,131	71%	1,135	13%							\$ 8,196
May18	8,414	6,286	75%	683	8%	378	4%	55%	305	4%	45%	\$ 6,424
May19	7,820	6,443	82%	670	9%	394	5%	59%	276	4%	41%	\$ 7,830
Jun17	13,762	10,144	74%	2,846	21%							\$ 19,164
Jun18	13,426	9,795	73%	1,996	15%	911	7%	46%	1,085	8%	54%	\$ 19,626
Jun19	12,834	9,731	76%	2,129	17%	1,068	8%	50%	1,061	8%	50%	\$ 26,243
Jul17	25,508	16,036	63%	6,474	25%							\$ 48,388
Jul18	21,486	14,129	66%	5,351	25%	1,841	9%	34%	3,510	16%	66%	\$ 55,790
Jul19	21,276	14,871	70%	5,389	25%	2,356	11%	44%	3,033	14%	56%	\$ 67,148
Aug17	17,717	11,635	66%	4,005	23%							\$ 27,842
Aug18	17,184	11,361	66%	3,796	22%	1,309	8%	34%	2,487	14%	66%	\$ 38,970
Aug19	18,568	13,054	70%	4,657	25%	2,493	13%	54%	2,164	12%	46%	\$ 46,261
YTD Aug17	105,508	70,394	67%	20,658	20%							\$ 162,538
YTD Aug18	102,107	70,648	69%	16,922	17%	6,894	7%	41%	11,040	11%	65%	\$ 183,630
YTD Aug19	100,669	71,321	71%	19,096	19%	8,842	9%	46%	10,254	10%	54%	\$ 227,504
2019/day 243	414	294		79		36			42			\$ 936

YTD - Trout Creek Visits Mix

- 71% Member
- 9% Guests with Member
- 10% Guests on Guest Card
- 7% Employee
- 4% Fitness/Childcare/Massage

Beach Club Marina

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
2016 Total	39,743	14,555	37%							\$ 116,314
2017 Total	43,787	20,051	46%							\$ 141,176
2018 Total	41,852	15,540	37%	8,251	20%	53%	7,289	17%	47%	\$ 153,678
May17	1,316	305	23%							\$ 2,374
May18	781	192	25%	170	22%	89%	22	3%	11%	\$ 1,814
May19	140	4	3%	4	3%	100%	-	0%	0%	\$ 260
Jun17	7,160	2,331	23%							\$ 18,660
Jun18	6,992	2,169	25%	1,217	22%	56%	952	3%	44%	\$ 22,034
Jun19	5,471	1,504	27%	956	17%	64%	548	10%	36%	\$ 18,773
Jul17	16,926	6,763	23%							\$ 68,520
Jul18	18,732	7,726	25%	4,191	22%	54%	3,535	3%	46%	\$ 75,274
Jul19	16,188	6,497	40%	3,382	21%	52%	3,115	19%	48%	\$ 80,232
Aug17	11,351	4,721	23%							\$ 37,706
Aug18	11,197	4,224	25%	1,939	22%	46%	2,285	3%	54%	\$ 42,612
Aug19	11,772	4,197	36%	2,262	19%	54%	1,935	16%	46%	\$ 51,318
YTD Aug17	36,753	14,120	23%							\$ 127,260
YTD Aug18	37,702	14,311	25%	7,517	22%	53%	6,794	3%	47%	\$ 141,734
YTD Aug19	33,571	12,202	36%	6,604	20%	54%	5,598	17%	46%	\$ 150,583
2019/day 100	336	122		66			56			\$ 1,506

opened May 24

YTD

Member	64%
Guest w/member	20%
Guest on Guest Card	17%

Tennis

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
May17	1,313	330	25%							\$ 2,572
May18	1,428	422	30%	-	0%	0%	-	0%	0%	\$ 3,326
May19	844	246	29%	243	29%	99%	3	0%	1%	\$ 2,439
Jun17	3,654	439	12%							\$ 3,308
Jun18	3,432	285	8%	234	7%	82%	51	1%	18%	\$ 2,390
Jun19	2,862	453	16%	418	15%	92%	35	1%	8%	\$ 4,574
Jul17	5,763	471	8%							\$ 3,584
Jul18	5,619	702	12%	590	11%	84%	112	2%	16%	\$ 5,819
Jul19	6,111	681	11%	574	9%	84%	107	2%	16%	\$ 7,001
Aug 17	4,503	356	8%							\$ 2,730
Aug 18	5,008	500	10%	347	7%	69%	153	3%	31%	\$ 4,320
Aug 19	7,651	554	7%	441	6%	80%	113	1%	20%	\$ 5,883
YTD Aug17	15,233	1,596	10%							\$ 12,194
YTD Aug18	15,487	1,909	12%	1,171	8%	61%	316	2%	17%	\$ 15,855
YTD Aug19	17,468	1,934	11%	1,676	10%	87%	258	1%	13%	\$ 19,897
2019/day 114	153	17		15			2			\$ 175

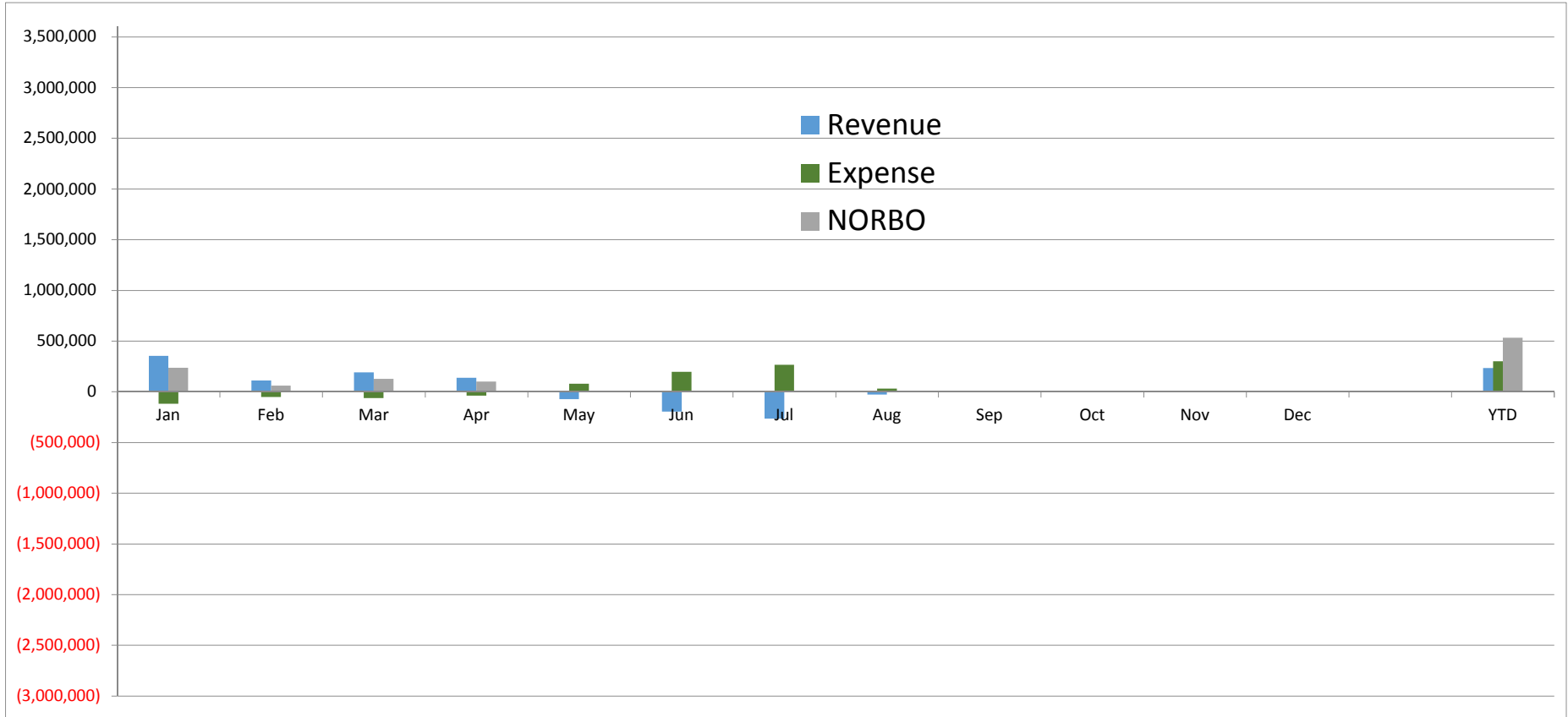
opened May 10

YTD	
Member	84%
Guest w/member	10%
Guest on Guest Card	1%
Employee	1%
Other	3%

Tahoe Donner Association
Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the eight months ending August 2019

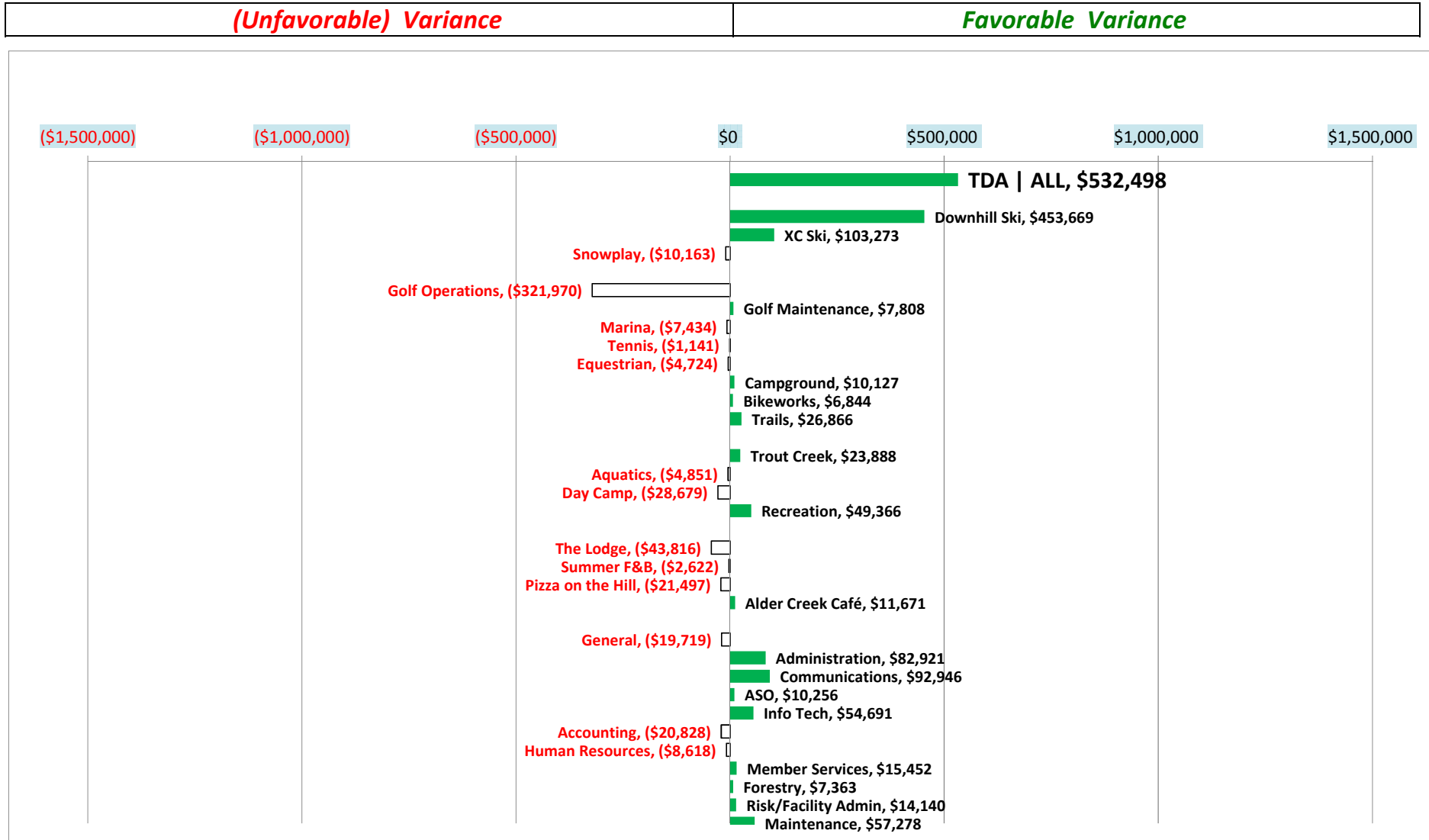
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	(29,269)	0	0	0	0	232,550
Expense	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,462	31,423	0	0	0	0	299,947
NORBO	235,817	59,514	126,877	99,445	6,964	932	795	2,153	0	0	0	0	532,498



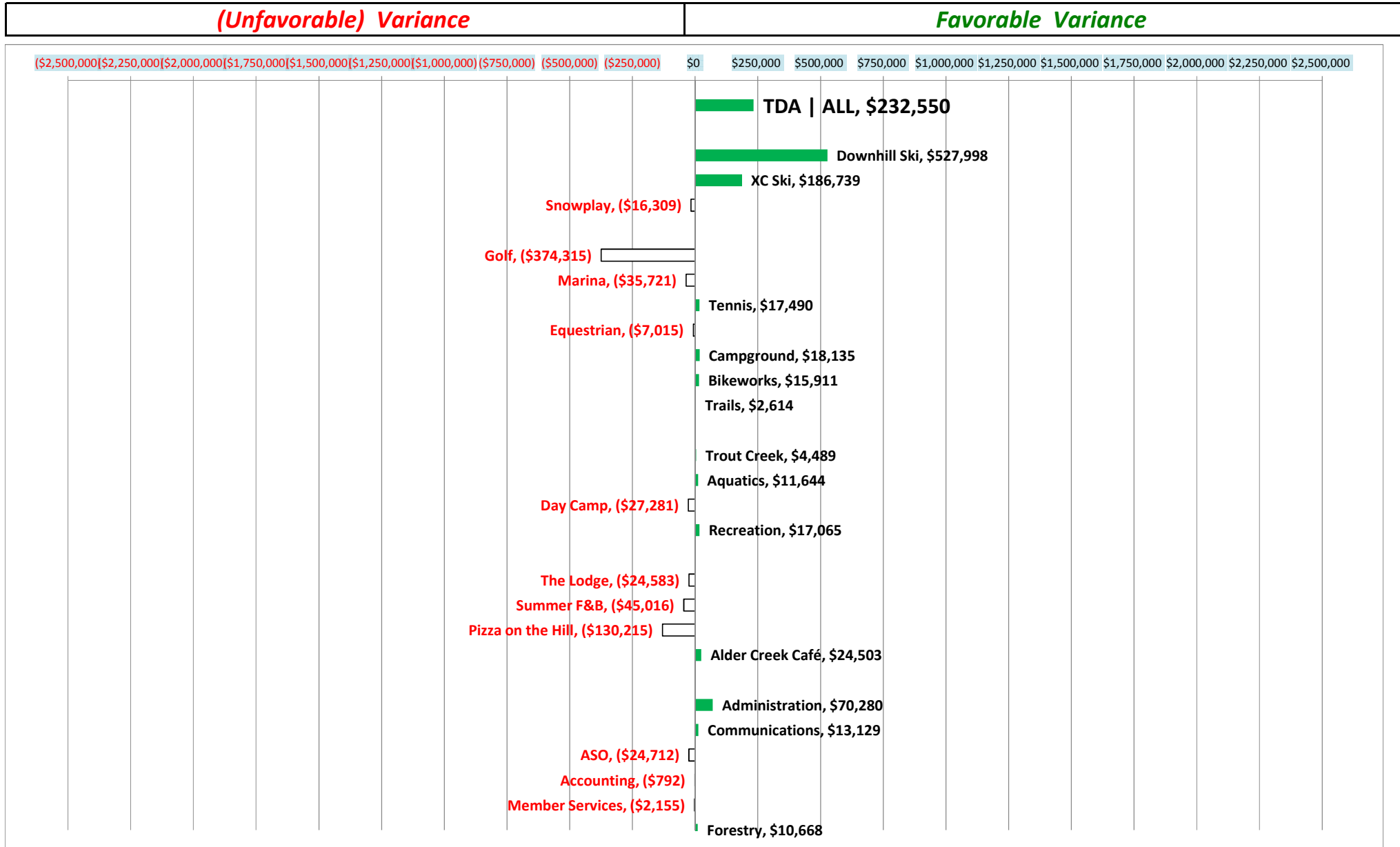
Tahoe Donner Association

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

Year to Date August 2019



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



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

Year to Date August 2019

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

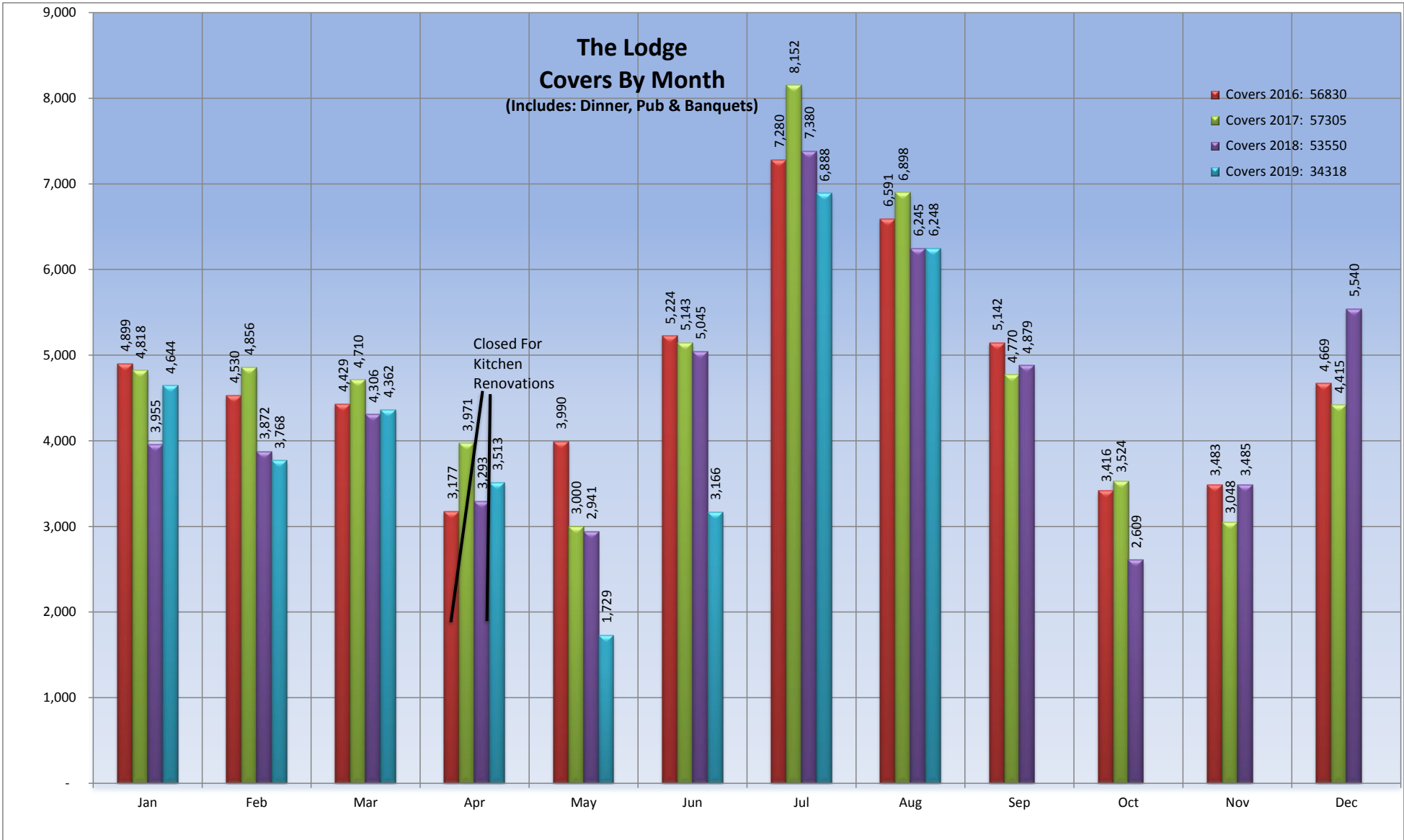
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 235,817	\$ 59,514	\$ 126,877	\$ 99,445	\$ 6,964	\$ 932	\$ 795	\$ 2,153	\$ -	\$ -	\$ -	\$ -	\$ 532,498
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	4,652	-	-	-	-	453,669
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	7,387	-	-	-	-	103,273
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	1,118	-	-	-	-	(10,163)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	(57,015)	-	-	-	-	(321,970)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	(1,149)	-	-	-	-	7,808
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	(2,735)	-	-	-	-	(7,434)
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	4,723	-	-	-	-	(1,141)
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	617	-	-	-	-	(4,724)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	3,156	-	-	-	-	10,127
Bikeworks	-	-	-	76	(2,432)	2,510	2,592	4,098	-	-	-	-	6,844
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	7,961	-	-	-	-	26,866
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	9,311	-	-	-	-	23,888
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	(1,785)	-	-	-	-	(4,851)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	(12,978)	-	-	-	-	(28,679)
Recreation	7	525	973	(678)	7,581	2,597	36,593	1,768	-	-	-	-	49,366
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	32,573	-	-	-	-	(43,816)
Summer F&B	173	329	222	498	8,423	(1,248)	141	(11,160)	-	-	-	-	(2,622)
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	5,555	-	-	-	-	(21,497)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	1,697	-	-	-	-	11,671
General	8,948	(22,701)	(9,976)	(918)	6,014	(23,966)	22,538	341	-	-	-	-	(19,719)
Administration	4,798	10,942	16,485	24,972	(110,635)	116,074	51,451	(31,166)	-	-	-	-	82,921
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	13,684	-	-	-	-	92,946
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	7,631	-	-	-	-	10,256
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	7,187	-	-	-	-	54,691
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	2,378	-	-	-	-	(20,828)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	1,964	-	-	-	-	(8,618)
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	2,281	-	-	-	-	15,452
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,077	(25,273)	-	-	-	-	7,363
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	14,710	-	-	-	-	14,140
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	10,620	-	-	-	-	57,278

Tahoe Donner Association
Operating Revenue Variances Report

Year to Date August 2019

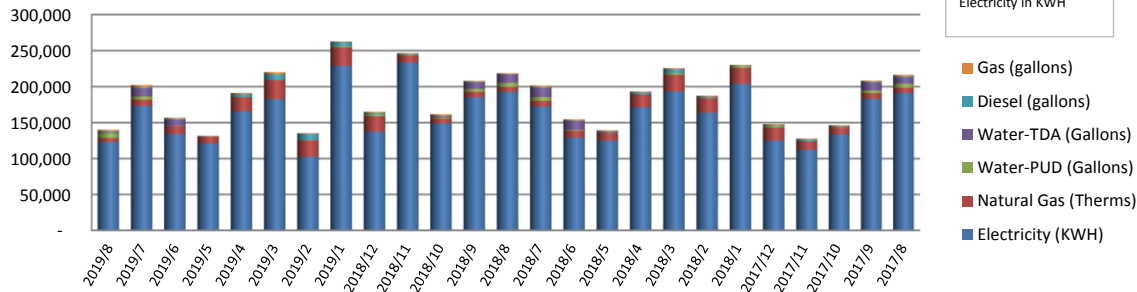
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 354,499	\$ 111,765	\$ 190,309	\$ 138,465	\$ (72,470)	\$ (196,081)	\$ (264,667)	\$ (29,269)	\$ -	\$ -	\$ -	\$ -	\$ 232,550
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	563	-	-	-	-	527,998
XC Ski	73,149	32,507	51,368	29,715	-	-	-	-	-	-	-	-	186,739
Snowplay	(12,291)	(23,910)	10,978	8,915	-	-	-	-	-	-	-	-	(16,309)
Golf	(500)	(500)	(450)	(450)	(22,711)	(127,836)	(160,726)	(61,143)	-	-	-	-	(374,315)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	890	-	-	-	-	(35,721)
Tennis	-	-	-	(19,643)	109	5,325	16,992	14,708	-	-	-	-	17,490
Equestrian	-	-	-	-	-	(1,868)	(9,206)	4,058	-	-	-	-	(7,015)
Campground	-	-	-	-	2,441	8,297	4,610	2,788	-	-	-	-	18,135
Bikeworks	-	-	-	7,009	(14,337)	12,491	4,248	6,500	-	-	-	-	15,911
Trails	-	-	-	-	-	835	777	1,002	-	-	-	-	2,614
Trout Creek	4,140	(8,830)	252	23,603	(4,623)	(2,958)	(10,183)	3,088	-	-	-	-	4,489
Aquatics	-	-	-	9,959	-	(3,727)	1,919	3,494	-	-	-	-	11,644
Day Camp	-	-	-	120	240	(3,009)	(16,117)	(8,515)	-	-	-	-	(27,281)
Recreation	-	-	-	(71)	58	571	14,770	1,737	-	-	-	-	17,065
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	10,238	-	-	-	-	(24,583)
Summer F&B	-	-	-	-	(4,500)	(24,475)	(11,445)	(4,597)	-	-	-	-	(45,016)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	(13,416)	(68,013)	(17,178)	-	-	-	-	(130,215)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	(3,700)	-	-	-	-	24,503
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	4,486	-	-	-	-	70,280
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	1,033	-	-	-	-	13,129
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	(759)	-	-	-	-	(24,712)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	(265)	-	-	-	-	(792)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	689	-	-	-	-	(2,155)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	11,613	-	-	-	-	10,668



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

Tahoe Donner Association Energy Consumption - Last 25 Months



Water in 000 Gallons
NatGas in Therms
Electricity in KWH

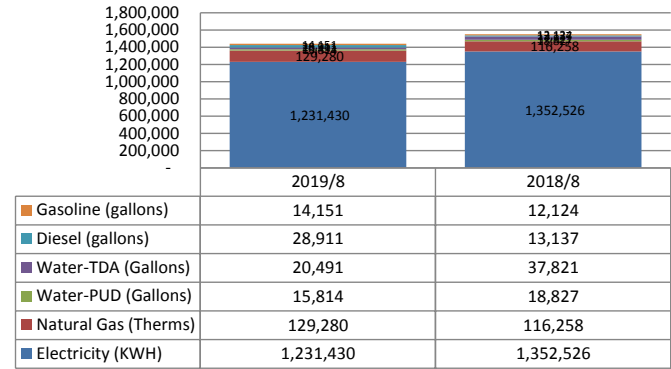
- Gas (gallons)
- Diesel (gallons)
- Water-TDA (Gallons)
- Water-PUD (Gallons)
- Natural Gas (Therms)
- Electricity (KWH)

2019 08

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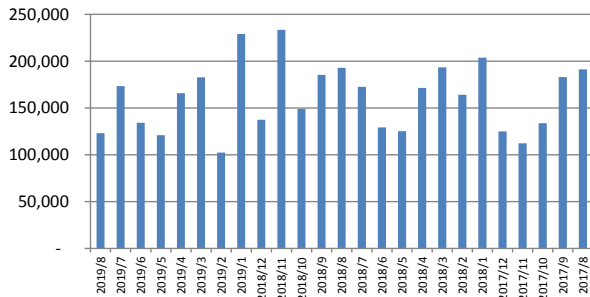
Gasoline Cost / Gallon	Diesel Cost / Gallon	Propane Cost / Gallon
\$3.66 13% 3%	\$4.14 13% 1%	\$3.15 10% -2%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD

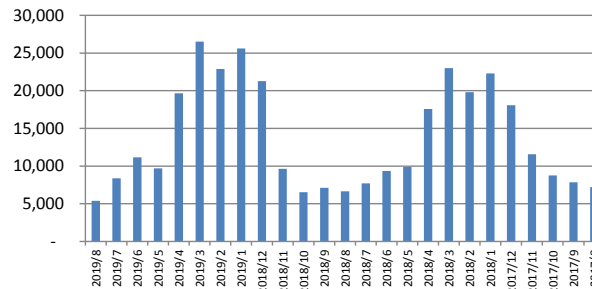


Data Available thru (yyyy/mm) - 2019/08
This Report is volumes not dollars
Note the scale varies with each Chart presented.

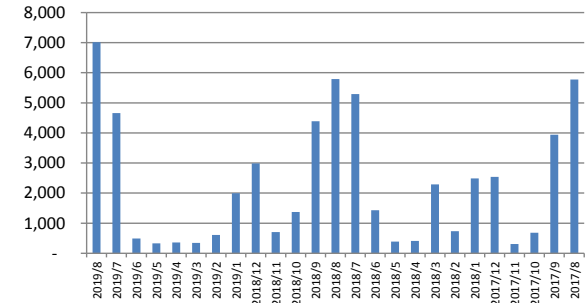
Electricity (KWH)



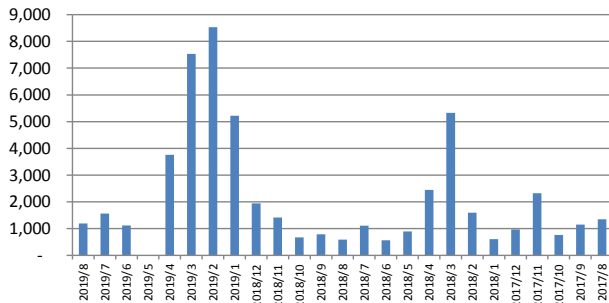
Natural Gas (Therms)



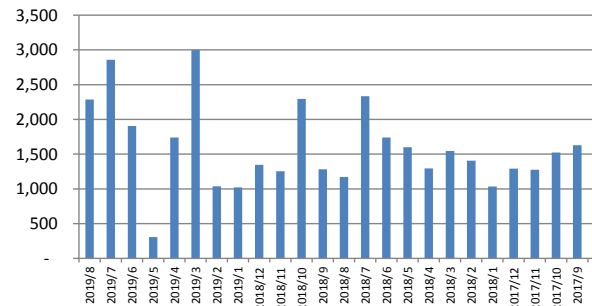
Water-PUD (000 Gallons)



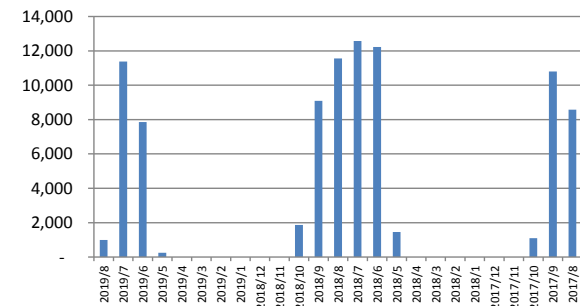
Diesel (gallons)



Gasoline (gallons)

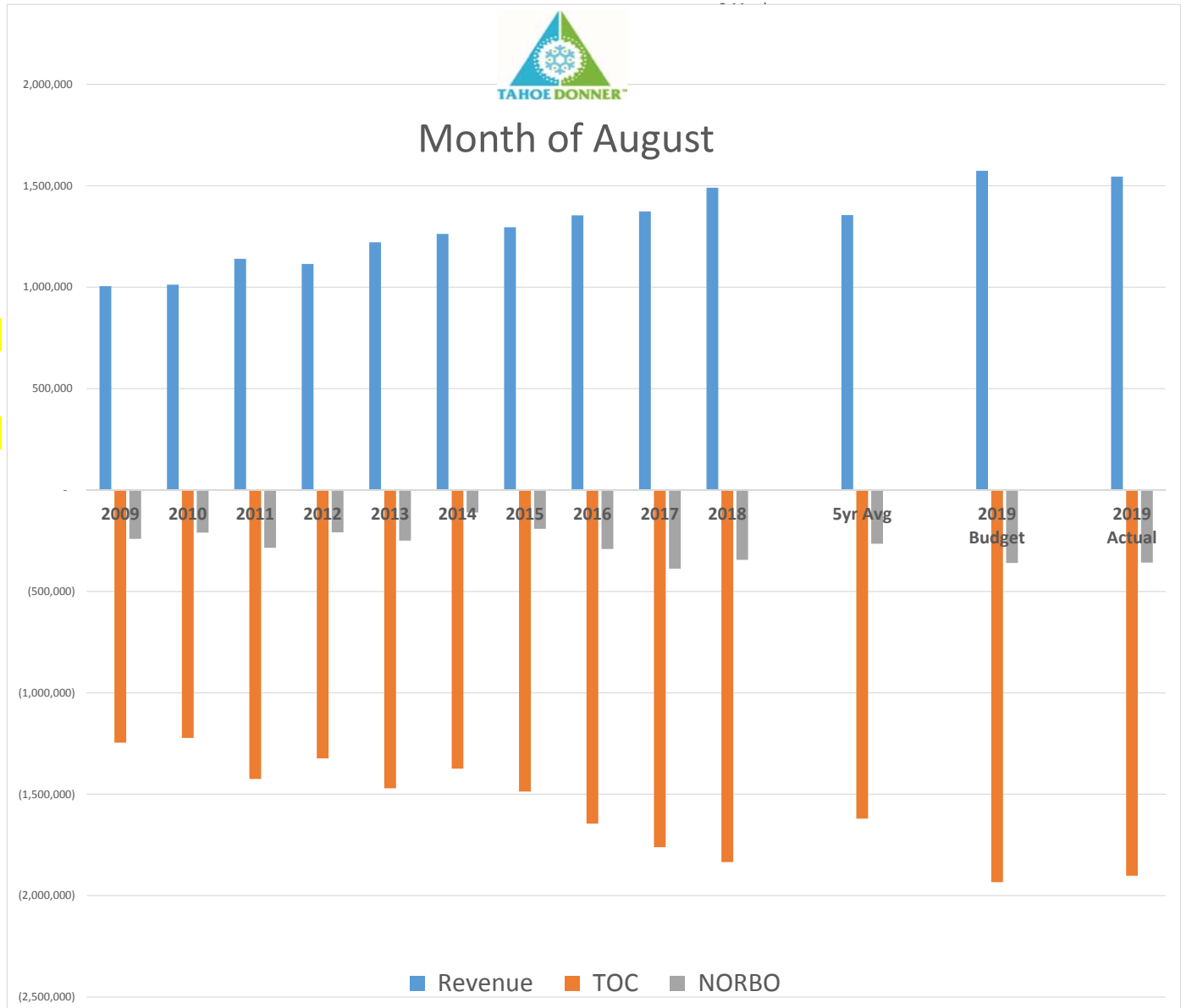


Water-TDA (000 Gallons)





Month of August



	Revenue	TOC	NORBO
2009	1,004,951	(1,246,283)	(241,332)
2010	1,012,126	(1,222,602)	(210,476)
2011	1,139,812	(1,424,878)	(285,067)
2012	1,114,250	(1,323,280)	(209,030)
2013	1,221,403	(1,471,268)	(249,866)
2014	1,262,936	(1,374,105)	(111,169)
2015	1,295,317	(1,486,767)	(191,450)
2016	1,354,026	(1,645,253)	(291,227)
2017	1,373,616	(1,761,508)	(387,891)
2018	1,490,375	(1,834,658)	(344,283)
5yr Avg	1,355,254	(1,620,458)	(265,204)
2019 Budget	1,574,000	(1,934,000)	(360,000)
2019 Actual	1,544,731	(1,902,577)	(357,847)
Var to Bdg	(29,269) -2%	31,423 2%	2,153 1%
Var to PY	54,355 4%	(67,919) -4%	(13,564) -4%

Variance FlowThru
vs Bdg -7%
vs PY -25%

PY Records
New Record(s) if applicable

**Tahoe Donner Association
Visitation Report
August 2019**

Month							Department	Year to Date							ANNUAL BUDGET
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg		
39,982	37,260	35,273	2,722	7%	4,709	13%	Private Amenities	160,260	170,600	164,209	(10,340)	-6%	(3,949)	-2%	216,300
18,568	17,500	17,184	1,068	6%	1,384	8%	Trout Creek Rec Ctr	101,029	104,300	102,107	(3,271)	-3%	(1,078)	-1%	143,000
1,236	2,600	974	(1,364)	-52%	262	27%	NW Pool	3,787	7,800	4,103	(4,013)	-51%	(316)	-8%	8,100
11,772	11,700	11,197	72	1%	575	5%	Beach Club Marina	33,571	39,100	37,702	(5,529)	-14%	(4,131)	-11%	42,000
7,651	4,600	5,008	3,051	66%	2,643	53%	Tennis Center	17,468	14,700	15,487	2,768	19%	1,981	13%	18,500
755	860	910	(105)	-12%	(155)	-17%	Day Camps	4,405	4,700	4,810	(295)	-6%	(405)	-8%	4,700
27,140	31,117	29,346	(3,977)	-13%	(2,206)	-8%	Public Amenities	190,517	204,512	183,820	(13,995)	-7%	6,697	4%	270,000
-	-	-	-	0%	-	0%	DH Ski - Total Skier Visits	36,567	36,900	28,594	(333)	-1%	7,973	28%	45,000
-	-	-	-	0%	-	0%	XC Ski - Total Skier Visits	28,727	17,700	14,866	11,027	62%	13,861	93%	22,000
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	9,667	12,375	8,634	(2,708)	-22%	1,033	12%	18,000
4,190	4,900	4,472	(710)	-14%	(282)	-6%	Golf Rounds	9,167	13,700	12,857	(4,533)	-33%	(3,690)	-29%	18,000
728	622	653	106	17%	75	11%	Campground Campers	2,098	1,612	1,928	486	30%	170	9%	1,700
1,469	1,625	1,293	(156)	-10%	176	14%	Equestrian Visitors	4,573	4,690	3,539	(117)	-2%	1,034	29%	5,300
796	700	536	96	14%	260	49%	Bikeworks Rentals	2,157	2,100	2,095	57	3%	62	3%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
6,248	7,305	6,245	(1,057)	-14%	3	0%	The Lodge Covers	34,318	39,650	37,037	(5,332)	-13%	(2,719)	-7%	56,000
4,983	5,525	5,127	(542)	-10%	(144)	-3%	Summer Food and Bev	12,190	17,090	14,850	(4,900)	-29%	(2,660)	-18%	20,800
4,801	6,150	7,695	(1,349)	-22%	(2,894)	-38%	Pizza on the Hill Covers	22,656	32,140	37,335	(9,484)	-30%	(14,679)	-39%	43,000
3,925	4,290	3,325	(365)	-9%	600	18%	Alder Creek Café Covers	28,397	26,555	22,085	1,842	7%	6,312	29%	37,700
67,122	68,377	64,619	(1,255)	-2%	2,503	4%	Amenities Total	350,777	375,112	348,029	(24,335)	-6%	2,748	1%	486,300
17	-	-	17	0%	17	0%	HOA & Amenities Support Services	7,351	7,173	6,473	178	2%	878	14%	7,173
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
17	-	-	17	0%	17	0%	STR Registrants	878	700	-	178	25%	878	0%	700
-	-	-	-	0%	-	0%	Member Services	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Risk & Facility Admin	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Forestry	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Maintenance	-	-	-	-	0%	-	0%	-



Tahoe Donner Association 2019 Q2 Financial Briefing

Michael Salmon, Director of Finance and Accounting

July 27, 2019

7/27/2019

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2019 Budget By Quarter

Operating Fund, Consolidated - BUDGET

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

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

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

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

7/27/2019

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2019 Q2 – April May June - Results

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

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

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

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

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

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

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

7/27/2019

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2019 Q2 – April May June – Results

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

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

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

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

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

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

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

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

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

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

7/27/2019

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2019 Q2 – April May June

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

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

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

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

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

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

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2019 Q2 – April May June

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

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

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

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2019 YTD Q2 – Jan-Jun - Results

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

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

Notable variances:

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

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

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

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

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

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2019 YTD Q2 – Jan-Jun - Results

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

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

Notable variances:

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

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

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

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

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

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2019 YTD Q2 – Jan-Jun

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

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

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

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Operating Fund - 2019 FORECAST

Q3 – Jul Aug Sep

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

The Lodge Dining and Banquets – the strongest months

Headwinds -

Golf headwinds due to greens conditions.

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

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

Q4 – Oct Nov Dec

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

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

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

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

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

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

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

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Capital Funds- 2019 FORECAST

Replacement Reserve Fund

\$5.0 Million Expenditure Budget 2019

\$4.6 Million Expenditure Forecast 2019

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

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

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

Development Fund

\$1.9 Million Expenditure Budget 2019

\$2.2 Million Expenditure Forecast 2019

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

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

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

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Balance Sheet as of June 30, 2019

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

Information is TDA Consolidated (all funds) unless otherwise indicated

Assets

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

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

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

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

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

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

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

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

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

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

See next page for Cash Flow Information

Liabilities and Members Equity

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

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

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

- Accounts Payable, Deferred Assessment and other Revenues, Deposits

- No long term debt

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

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

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

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

\$13.9 Million – Replacement Reserve Fund

\$7.2 Million – Development Fund

\$0.2 Million – New Equipment Fund

\$41.3 Million – Property Fund

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

Cash and Investments Position Overview

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

Information is TDA Consolidated (all funds) unless otherwise indicated

Current Cash Balance – Flow Thru

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

Distribution of Raw Ending Balance

YE Forecasted Members Equity, RRF	10,650
YE Forecasted Members Equity, NEF	65
YE Forecasted Members Equity, DVF	5,320
PYE Members Equity, OPF	2,442
YTD NOR Performance to Bdg, OPF	529
<i>OPF ME excess to target \$1.5m</i>	
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY	19,006
	-

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Thank you

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

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

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



Total Operating Fund - Month						Component	Amenities - Month				Homeowners Association - Month					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 1,544,731	\$ 1,574,000	\$ 1,490,375	\$ (29,269)	-2%	\$ 54,355	4%	\$ 1,467,834	\$ (46,066)	-3%	\$ 39,395	3%	\$ 76,896	\$ 16,796	28%	\$ 14,961	24%
165,000	165,000	155,000	-	0%	10,000	6%	165,000	-	0%	10,000	6%	-	-	0%	-	0%
399,850	433,300	379,571	(33,450)	-8%	20,279	5%	399,850	(33,450)	-8%	20,279	5%	-	-	0%	-	0%
619,789	636,320	609,406	(16,531)	-3%	10,383	2%	620,426	(16,094)	-3%	11,020	2%	(637)	(437)	219%	(637)	0%
80,188	59,680	59,331	20,508	34%	20,858	35%	66,432	9,352	16%	9,266	16%	13,757	11,157	429%	11,592	535%
206,166	205,900	212,449	266	0%	(6,283)	-3%	203,474	(26)	0%	(8,976)	-4%	2,692	292	12%	2,692	0%
73,737	73,800	74,619	(63)	0%	(881)	-1%	12,653	(5,847)	-32%	(2,195)	-15%	61,085	5,785	10%	1,314	2%
(209,792)	(214,650)	(204,071)	4,858	2%	(5,721)	-3%	(209,792)	4,858	2%	(5,721)	-3%	-	-	0%	-	0%
(985,314)	(993,074)	(954,244)	7,760	1%	(31,070)	-3%	(616,475)	10,622	2%	(16,647)	-3%	(368,839)	(2,862)	-1%	(14,424)	-4%
(207,393)	(254,336)	(217,549)	46,943	18%	10,157	5%	(130,484)	26,269	17%	7,786	6%	(76,908)	20,675	21%	2,371	3%
(1,192,707)	(1,247,410)	(1,171,793)	54,703	4%	(20,914)	-2%	(746,960)	36,890	5%	(8,861)	-1%	(445,747)	17,813	4%	(12,053)	-3%
(484,078)	(455,940)	(458,794)	(28,138)	-6%	(25,285)	-6%	(484,382)	2,113	0%	(234,435)	-94%	303	(30,252)	99%	209,151	100%
(20,737)	(20,438)	(37,085)	(299)	-1%	16,348	44%	(9,576)	1,587	14%	2,443	20%	(11,161)	(1,886)	-20%	13,905	55%
(100,928)	(95,205)	(84,984)	(5,723)	-6%	(15,944)	-19%	(80,305)	(4,680)	-6%	(10,137)	-14%	(20,624)	(1,044)	-5%	(5,808)	-39%
(13,250)	(13,170)	(16,617)	(80)	-1%	3,368	20%	(6,071)	(1,141)	-23%	1,419	19%	(7,179)	1,061	13%	1,949	21%
(179,214)	(143,462)	(139,458)	(35,752)	-25%	(39,756)	-29%	(69,454)	(3,493)	-5%	2,126	3%	(109,760)	(32,259)	-42%	(41,882)	-62%
(53,370)	(67,582)	(64,643)	14,212	21%	11,273	17%	(34,913)	12,397	26%	4,838	12%	(18,457)	1,815	9%	6,435	26%
(91,416)	(51,400)	(41,403)	(40,016)	-78%	(50,013)	-121%	(461)	(361)	-361%	(188)	-69%	(90,956)	(39,656)	-77%	(49,825)	-121%
(37,800)	(37,800)	(29,500)	-	0%	(8,300)	-28%	(15,400)	-	0%	(400)	-3%	(22,400)	-	0%	(7,900)	-54%
(23,463)	(24,750)	(22,938)	1,287	5%	(525)	-2%	-	-	0%	-	0%	(23,463)	1,287	5%	(525)	-2%
(32,115)	(30,800)	(30,101)	(1,315)	-4%	(2,013)	-7%	(31,147)	(1,117)	-4%	(2,069)	-7%	(968)	(198)	-26%	55	5%
(10,217)	(6,520)	(7,470)	(3,697)	-57%	(2,748)	-37%	(2,184)	(684)	-46%	523	19%	(8,033)	(3,013)	-60%	(3,271)	-69%
62,431	19,187	15,405	43,244	-225%	47,027	-305%	(6,935)	(396)	-6%	(5,055)	-269%	69,367	43,641	-170%	52,082	-301%
16,000	16,000	-	-	0%	16,000	#####	(227,937)	-	0%	(227,937)	0%	243,937	-	0%	243,937	#####
\$ (341,847)	\$ (344,000)	\$ (344,283)	\$ 2,153	1%	\$ 2,436	1%	\$ 26,701	\$ (2,204)	-8%	\$ (209,622)	-89%	\$ (368,548)	\$ 4,357	-1%	\$ 212,058	-37%
(1,886,577)	(1,918,000)	(1,834,658)	31,423	2%	(51,919)	-3%	(1,441,133)	43,862	3%	(249,017)	-21%	(445,444)	(12,439)	-3%	197,098	31%
344,000	344,000	386,000	-	0%	(42,000)	-11%						344,000	-	0%	(42,000)	-11%
-	-	-	-	0%	-	0%						-	-	0%	-	0%
-	-	-	-	0%	-	0%						-	-	0%	-	0%
-	-	-	-	0%	-	0%						-	-	0%	-	0%
344,000	344,000	386,000	-	0%	(42,000)	-11%						344,000	-	0%	(42,000)	-11%
\$ 2,153	\$ -	\$ 41,717	\$ 2,153	NA	\$ (39,564)	-95%	\$ 26,701	\$ (2,204)	-8%	\$ (209,622)	-89%	\$ (24,548)	\$ 4,357	-15%	\$ 170,058	-87%

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

Total Operating Fund - YTD						Component	Amenities - YTD				Homeowners Association - YTD						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount			Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount	Pctg
\$ 11,075,550	\$ 10,843,000	\$ 9,510,300	\$ 232,550	2%	\$ 1,565,251	16%	\$ 10,520,533	\$ 166,133	2%	\$ 1,521,773	17%	\$ 555,017	\$ 66,417	14%	\$ 43,477	8%	
792,450	769,000	751,610	23,450	3%	40,840	5%	792,450	23,450	3%	40,840	5%	-	-	0%	-	0%	
3,446,406	3,312,500	2,650,629	133,906	4%	795,777	30%	3,446,406	133,906	4%	795,777	30%	-	-	0%	-	0%	
3,120,335	3,333,580	2,979,783	(213,245)	-6%	140,552	5%	3,130,326	(204,654)	-6%	142,559	5%	(9,991)	(8,591)	614%	(2,007)	25%	
435,571	402,820	401,923	32,751	8%	33,647	8%	412,624	23,004	6%	40,200	11%	22,946	9,746	74%	(6,553)	-22%	
2,587,792	2,436,200	2,097,174	151,592	6%	490,618	23%	2,577,110	150,510	6%	492,586	24%	10,683	1,083	11%	(1,967)	-16%	
692,997	588,900	629,180	104,097	18%	63,817	10%	161,617	39,917	33%	9,812	6%	531,380	64,180	14%	54,005	11%	
(1,149,902)	(1,188,040)	(1,110,137)	38,138	3%	(39,765)	-4%	(1,149,902)	38,138	3%	(39,765)	-4%	-	-	0%	-	0%	
(7,026,779)	(7,106,237)	(6,701,574)	79,458	1%	(325,205)	-5%	(4,402,294)	3,009	0%	(345,204)	-9%	(2,624,484)	76,450	3%	19,999	1%	
(1,735,672)	(1,932,621)	(1,689,740)	196,949	10%	(45,932)	-3%	(1,074,280)	102,341	9%	(34,572)	-3%	(661,393)	94,607	13%	(11,360)	-2%	
(8,762,451)	(9,038,858)	(8,391,314)	276,407	3%	(371,137)	-4%	(5,476,574)	105,350	2%	(379,776)	-7%	(3,285,877)	171,057	5%	8,639	0%	
(3,539,700)	(3,525,102)	(3,456,419)	(14,598)	0%	(83,281)	-2%	(4,031,190)	(63,007)	-2%	(1,959,863)	-95%	491,490	48,409	-11%	1,876,582	135%	
(296,715)	(305,590)	(283,330)	8,875	3%	(13,385)	-5%	(194,355)	(4,530)	-2%	(15,860)	-9%	(102,360)	13,405	12%	2,475	2%	
(652,775)	(636,175)	(623,710)	(16,600)	-3%	(29,065)	-5%	(506,856)	(28,371)	-6%	(32,873)	-7%	(145,919)	11,771	7%	3,808	3%	
(152,349)	(117,920)	(102,308)	(34,429)	-29%	(50,041)	-49%	(106,136)	(28,886)	-37%	(41,078)	-63%	(46,214)	(5,544)	-14%	(8,963)	-24%	
(898,062)	(912,180)	(872,259)	14,118	2%	(25,803)	-3%	(605,463)	(11,611)	-2%	(18,372)	-3%	(292,600)	25,728	8%	(7,432)	-3%	
(522,186)	(478,376)	(449,471)	(43,810)	-9%	(72,715)	-16%	(344,064)	(25,874)	-8%	(40,806)	-13%	(178,122)	(17,936)	-11%	(31,909)	-22%	
(153,985)	(137,900)	(111,696)	(16,085)	-12%	(42,289)	-38%	(1,143)	257	18%	1,141	50%	(152,841)	(16,341)	-12%	(43,429)	-40%	
(393,200)	(393,200)	(320,000)	-	0%	(73,200)	-23%	(214,000)	-	0%	(10,000)	-5%	(179,200)	-	0%	(63,200)	-54%	
(187,705)	(192,300)	(183,504)	4,595	2%	(4,201)	-2%	-	-	0%	-	0%	(187,705)	4,595	2%	(4,201)	-2%	
(256,931)	(232,800)	(206,085)	(24,131)	-10%	(50,846)	-25%	(244,379)	(20,839)	-9%	(50,311)	-26%	(12,552)	(3,292)	-36%	(535)	-4%	
(101,706)	(70,628)	(85,009)	(31,078)	-44%	(16,696)	-20%	(29,479)	(1,779)	-6%	(2,244)	-8%	(72,226)	(29,298)	-68%	(14,453)	-25%	
(54,086)	(178,033)	(219,047)	123,947	70%	164,961	75%	26,439	58,626	182%	62,293	174%	(80,525)	65,321	45%	102,667	56%	
130,000	130,000	-	-	0%	130,000	#####	(1,811,754)	-	0%	(1,811,754)	0%	1,941,754	-	0%	1,941,754	#####	
\$ (2,376,502)	\$ (2,909,000)	\$ (3,447,570)	\$ 532,498	18%	\$ 1,071,068	31%	\$ (137,132)	\$ 246,615	64%	\$ (857,631)	-119%	\$ (2,239,370)	\$ 285,883	-11%	\$ 1,928,699	-46%	
(13,452,053)	(13,752,000)	(12,957,870)	299,947	2%	(494,183)	-4%	(10,657,665)	80,482	1%	(2,379,404)	-29%	(2,794,387)	219,466	7%	1,885,221	40%	
9,932,000	9,932,000	9,563,000	-	0%	369,000	4%	Assessment Revenue					9,932,000	-	0%	369,000	4%	
(4,661,000)	(4,661,000)	(4,013,000)	-	0%	(648,000)	16%	Replacement Reserve Fund					(4,661,000)	-	0%	(648,000)	16%	
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund					(194,000)	-	0%	-	0%	
(2,168,000)	(2,168,000)	(2,007,000)	-	0%	(161,000)	8%	New Equipment Fund					(2,168,000)	-	0%	(161,000)	8%	
2,909,000	2,909,000	3,349,000	-	0%	(440,000)	-13%	Net, Operating Fund Portion					2,909,000	-	0%	(440,000)	-13%	
\$ 532,498	\$ -	\$ (98,570)	\$ 532,498	NA	\$ 631,068	640%	Net Result	\$ (137,132)	\$ 246,615	-64%	\$ (857,631)	-119%	\$ 669,630	\$ 285,883	74%	\$ 1,488,699	-182%

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

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead			
Net Operating Results (NOR)					Total Operating Expenses							
Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		
		Amount	Pctg			Amount	Pctg			Amount	Pctg	
\$ 81,875	\$ 83,571	\$ (1,696)	-2%	Private Amenities	\$ 500,702	\$ 485,300	\$ 15,402	3%	\$ (418,827)	\$ (401,729)	\$ (17,098)	-4%
31,298	21,987	9,311	42%	Trout Creek Rec Ctr	137,388	134,300	3,088	2%	(106,091)	(112,313)	6,222	6%
(20,663)	(18,878)	(1,785)	-9%	Aquatics	38,494	35,000	3,494	10%	(59,157)	(53,878)	(5,279)	-10%
103,086	105,821	(2,735)	-3%	Beach Club Marina	211,190	210,300	890	0%	(108,104)	(104,479)	(3,625)	-3%
3,138	(1,585)	4,723	298%	Tennis Center	63,608	48,900	14,708	30%	(60,470)	(50,485)	(9,985)	-20%
(11,011)	1,967	(12,978)	-660%	Day Camps	42,485	51,000	(8,515)	-17%	(53,496)	(49,033)	(4,463)	-9%
(23,973)	(25,741)	1,768	7%	Recreation Programs	7,537	5,800	1,737	30%	(31,509)	(31,541)	32	0%
(55,174)	(54,666)	(508)	-1%	Public Amenities	967,133	\$ 1,028,600	(61,467)	-6%	(1,022,306)	\$ (1,083,266)	60,960	6%
(95,449)	(100,101)	4,652	5%	Downhill Ski	563	-	563	0%	(96,011)	(100,101)	4,090	4%
(32,423)	(39,810)	7,387	19%	Cross Country Ski	-	-	-	0%	(32,423)	(39,810)	7,387	19%
(6,913)	(8,031)	1,118	14%	Snowplay	-	-	-	0%	(6,913)	(8,031)	1,118	14%
23,110	81,273	(58,163)	-72%	Golf	251,857	313,000	(61,143)	-20%	(228,748)	(231,727)	2,979	1%
10,558	7,402	3,156	43%	Campground	28,388	25,600	2,788	11%	(17,829)	(18,198)	369	2%
9,582	8,965	617	7%	Equestrian	78,458	74,400	4,058	5%	(68,876)	(65,435)	(3,441)	-5%
2,893	(1,205)	4,098	340%	Bikeworks	30,000	23,500	6,500	28%	(27,107)	(24,705)	(2,402)	-10%
(22,381)	(30,342)	7,961	26%	Trails	1,302	300	1,002	334%	(23,683)	(30,642)	6,959	23%
88,732	56,159	32,573	58%	The Lodge	392,338	382,100	10,238	3%	(303,606)	(325,941)	22,335	7%
(23,546)	(12,386)	(11,160)	-90%	Summer Food and Bev	67,803	72,400	(4,597)	-6%	(91,349)	(84,786)	(6,563)	-8%
(668)	(6,223)	5,555	89%	Pizza on the Hill	68,822	86,000	(17,178)	-20%	(69,490)	(92,223)	22,733	25%
(8,670)	(10,367)	1,697	16%	Alder Creek Café	47,600	51,300	(3,700)	-7%	(56,270)	(61,667)	5,397	9%
26,701	28,905	(2,204)	-8%	Amenities Total	1,467,834	1,513,900	(46,066)	-3%	(1,441,133)	(1,484,995)	43,862	3%
(368,548)	(372,905)	4,357	1%	HOA & Amenities								
				Support Services	76,896	\$ 60,100	16,796	28%	(445,444)	\$ (433,005)	(12,439)	-3%
(176,880)	(177,221)	341	0%	General	-	-	-	0%	(176,880)	(177,221)	341	0%
(31,166)	-	(31,166)	#####	Administration	14,486	10,000	4,486	45%	(45,652)	(10,000)	(35,652)	-357%
13,684	-	13,684	#####	Communications	20,933	19,900	1,033	5%	(7,249)	(19,900)	12,651	64%
7,187	-	7,187	#####	Information Tech	-	-	-	0%	7,187	-	7,187	#####
2,378	-	2,378	#####	Accounting	535	800	(265)	-33%	1,842	(800)	2,642	330%
1,964	-	1,964	#####	Human Resources	-	-	-	0%	1,964	-	1,964	#####
(24,085)	(31,716)	7,631	24%	Architectural Standards	17,741	18,500	(759)	-4%	(41,826)	(50,216)	8,390	17%
2,281	-	2,281	#####	Member Services	5,389	4,700	689	15%	(3,108)	(4,700)	1,592	34%
14,710	-	14,710	#####	Risk & Facility Admin	-	-	-	0%	14,710	-	14,710	#####
(189,241)	(163,968)	(25,273)	-15%	Forestry	17,813	6,200	11,613	187%	(207,053)	(170,168)	(36,885)	-22%
10,620	-	10,620	#####	Maintenance	-	-	-	0%	10,620	-	10,620	#####
\$ (341,847)	\$ (344,000)	\$ 2,153	1%	TDA Operating Fund	\$ 1,544,731	\$ 1,574,000	\$ (29,269)	-2%	\$ (1,886,577)	\$ (1,918,000)	\$ 31,423	2%

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

For the eight months ending August 2019

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead		
Net Operating Results (NOR)					Total Operating Expenses				ANNUAL BUDGET AMOUNTS						
Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Revenue	T O E	N O R	
		Amount	Pctg			Amount	Pctg			Amount	Pctg	BUDGET	BUDGET	BUDGET	
\$ (191,035)	\$ (222,185)	\$ 31,150	14%	\$ 2,197,086	\$ 2,209,400	\$ (12,314)	-1%	\$ (2,388,121)	\$ (2,431,585)	\$ 43,464	2%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)	
(76,171)	(100,059)	23,888	24%	Trout Creek Rec Ctr	763,689	759,200	4,489	1%	(839,860)	(859,259)	19,399	2%	1,094,000	(1,281,600)	(187,600)
(164,914)	(160,063)	(4,851)	-3%	Aquatics	191,644	180,000	11,644	6%	(356,558)	(340,063)	(16,495)	-5%	241,000	(450,200)	(209,200)
194,208	201,641	(7,434)	-4%	Beach Club Marina	630,079	665,800	(35,721)	-5%	(435,871)	(464,159)	28,288	6%	750,000	(602,700)	147,300
(57,666)	(56,525)	(1,141)	-2%	Tennis Center	185,290	167,800	17,490	10%	(242,957)	(224,325)	(18,632)	-8%	213,000	(306,300)	(93,300)
(24,194)	4,485	(28,679)	-639%	Day Camps	247,719	275,000	(27,281)	-10%	(271,913)	(270,515)	(1,398)	-1%	275,000	(305,900)	(30,900)
(62,298)	(111,664)	49,366	44%	Recreation Programs	178,665	161,600	17,065	11%	(240,963)	(273,264)	32,301	12%	180,000	(364,100)	(184,100)
53,903	(161,562)	215,465	133%	Public Amenities	8,323,447	\$ 8,145,000	178,447	2%	(8,269,544)	\$ (8,306,562)	37,018	0%	10,776,000	(12,017,300)	(1,241,300)
1,136,966	683,297	453,669	66%	Downhill Ski	3,651,998	3,124,000	527,998	17%	(2,515,032)	(2,440,703)	(74,329)	-3%	3,895,000	(3,600,900)	294,100
153,411	50,138	103,273	206%	Cross Country Ski	967,339	780,600	186,739	24%	(813,929)	(730,462)	(83,467)	-11%	1,043,000	(1,065,600)	(22,600)
41,126	51,289	(10,163)	-20%	Snowplay	177,691	194,000	(16,309)	-8%	(136,566)	(142,711)	6,145	4%	282,000	(222,600)	59,400
(499,600)	(185,438)	(314,162)	-169%	Golf	491,885	866,200	(374,315)	-43%	(991,485)	(1,051,638)	60,153	6%	1,160,000	(1,487,300)	(327,300)
(3,893)	(14,020)	10,127	72%	Campground	84,635	66,500	18,135	27%	(88,528)	(80,520)	(8,008)	-10%	70,000	(111,600)	(41,600)
(72,297)	(67,573)	(4,724)	-7%	Equestrian	219,985	227,000	(7,015)	-3%	(292,281)	(294,573)	2,292	1%	255,000	(395,500)	(140,500)
(7,085)	(13,929)	6,844	49%	Bikeworks	112,111	96,200	15,911	17%	(119,196)	(110,129)	(9,067)	-8%	117,000	(146,500)	(29,500)
(139,143)	(166,009)	26,866	16%	Trails	3,514	900	2,614	290%	(142,657)	(166,909)	24,252	15%	1,000	(234,700)	(233,700)
(252,890)	(209,074)	(43,816)	-21%	The Lodge	1,775,017	1,799,600	(24,583)	-1%	(2,027,907)	(2,008,674)	(19,233)	-1%	2,630,000	(2,967,000)	(337,000)
(84,727)	(82,105)	(2,622)	-3%	Summer Food and Bev	178,284	223,300	(45,016)	-20%	(263,011)	(305,405)	42,394	14%	270,000	(409,200)	(139,200)
(113,200)	(91,703)	(21,497)	-23%	Pizza on the Hill	319,785	450,000	(130,215)	-29%	(432,985)	(541,703)	108,718	20%	603,000	(754,700)	(151,700)
(104,764)	(116,435)	11,671	10%	Alder Creek Café	341,203	316,700	24,503	8%	(445,968)	(433,135)	(12,833)	-3%	450,000	(621,700)	(171,700)
(137,132)	(383,747)	246,615	64%	Amenities Total	10,520,533	10,354,400	166,133	2%	(10,657,665)	(10,738,147)	80,482	1%	13,529,000	(15,328,100)	(1,799,100)
(2,239,370)	(2,525,253)	285,883	11%	HOA & Amenities Support Services	555,017	\$ 488,600	66,417	14%	(2,794,387)	\$ (3,013,853)	219,466	7%	686,000	(4,582,900)	(3,896,900)
(1,542,626)	(1,522,907)	(19,719)	-1%	General	-	-	-	0%	(1,542,626)	(1,522,907)	(19,719)	-1%	-	(2,267,800)	(2,267,800)
82,921	-	82,921	#####	Administration	215,080	144,800	70,280	49%	(132,159)	(144,800)	12,641	9%	184,000	(184,000)	-
92,946	-	92,946	#####	Communications	161,829	148,700	13,129	9%	(68,883)	(148,700)	79,817	54%	210,000	(210,000)	-
54,691	-	54,691	#####	Information Tech	-	-	-	0%	54,691	-	54,691	#####	-	-	-
(20,828)	-	(20,828)	#####	Accounting	3,608	4,400	(792)	-18%	(24,436)	(4,400)	(20,036)	-455%	6,000	(6,000)	-
(8,618)	-	(8,618)	#####	Human Resources	-	-	-	0%	(8,618)	-	(8,618)	#####	-	-	-
(232,321)	(242,577)	10,256	4%	Architectural Standards	107,088	131,800	(24,712)	-19%	(339,409)	(374,377)	34,968	9%	196,000	(561,700)	(365,700)
15,452	-	15,452	#####	Member Services	23,145	25,300	(2,155)	-9%	(7,692)	(25,300)	17,608	70%	34,000	(34,000)	-
14,140	-	14,140	#####	Risk & Facility Admin	-	-	-	0%	14,140	-	14,140	#####	-	-	-
(752,406)	(759,769)	7,363	1%	Forestry	44,268	33,600	10,668	32%	(796,673)	(793,369)	(3,304)	0%	56,000	(1,319,400)	(1,263,400)
57,278	-	57,278	#####	Maintenance	-	-	-	0%	57,278	-	57,278	#####	-	-	-
\$ (2,376,502)	\$ (2,909,000)	\$ 532,498	18%	TDA Operating Fund	\$ 11,075,550	\$ 10,843,000	\$ 232,550	2%	\$ (13,452,053)	\$ (13,752,000)	\$ 299,947	2%	\$ 14,215,000	\$ (19,911,000)	\$ (5,696,000)

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				<i>Before Allocated Overhead</i> Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ 156,229	\$ 157,925	\$ 147,544	\$ (1,696)	-1%	\$ 8,685	6%	\$ 500,702	\$ 15,402	3%	\$ 41,589	9%	\$ (344,473)	\$ (17,098)	-5%	\$ (32,904)	-11%	
54,419	45,108	41,747	9,311	21%	12,671	30%	Private Amenities										
(4,371)	(2,586)	(2,110)	(1,785)	-69%	(2,261)	-107%	Trout Creek Rec Ctr	137,388	3,088	2%	12,721	10%	(82,970)	6,222	7%	(50)	0%
114,107	116,842	100,448	(2,735)	-2%	13,659	14%	Aquatics	38,494	3,494	10%	10,228	36%	(42,865)	(5,279)	-14%	(12,489)	-41%
10,559	5,836	13,944	4,723	81%	(3,385)	-24%	Beach Club Marina	211,190	890	0%	20,636	11%	(97,083)	(3,625)	-4%	(6,977)	-8%
(5,492)	7,486	(4,471)	(12,978)	-173%	(1,021)	-23%	Tennis Center	63,608	14,708	30%	1,577	3%	(53,049)	(9,985)	-23%	(4,962)	-10%
(12,993)	(14,761)	(2,014)	1,768	12%	(10,979)	-545%	Day Camps	42,485	(8,515)	-17%	(4,913)	-10%	(47,977)	(4,463)	-10%	3,892	8%
							Recreation Programs	7,537	1,737	30%	1,338	22%	(20,529)	32	0%	(12,317)	-150%
98,409	98,917	88,779	(508)	-1%	9,630	11%	Public Amenities	967,133	(61,467)	-6%	(2,194)	0%	(868,723)	60,960	7%	11,824	1%
(55,674)	(60,326)	(54,324)	4,652	8%	(1,350)	-2%	Downhill Ski	563	563	0%	563	0%	(56,236)	4,090	7%	(1,912)	-4%
(14,277)	(21,664)	(14,709)	7,387	34%	431	3%	Cross Country Ski	28,388	-	0%	-	0%	(14,277)	7,387	34%	431	3%
(2,243)	(3,361)	(2,217)	1,118	33%	(27)	-1%	Snowplay	-	-	0%	-	0%	(2,243)	1,118	33%	(27)	-1%
41,470	99,633	80,883	(58,163)	-58%	(39,413)	-49%	Golf	251,857	(61,143)	-20%	(34,782)	-12%	(210,388)	2,979	1%	(4,631)	-2%
13,531	10,375	12,632	3,156	30%	899	7%	Campground	28,388	2,788	11%	812	3%	(14,856)	369	2%	87	1%
15,801	15,184	3,884	617	4%	11,917	307%	Equestrian	78,458	4,058	5%	14,415	23%	(62,657)	(3,441)	-6%	(2,498)	-4%
5,677	1,579	372	4,098	260%	5,305	1425%	Bikeworks	30,000	6,500	28%	7,644	34%	(24,323)	(2,402)	-11%	(2,339)	-11%
(17,307)	(25,268)	(19,064)	7,961	32%	1,757	9%	Trails	1,302	1,002	334%	1,218	1450%	(18,609)	6,959	27%	539	3%
123,079	90,506	100,603	32,573	36%	22,476	22%	The Lodge	392,338	10,238	3%	17,284	5%	(269,259)	22,335	8%	5,192	2%
(19,329)	(8,169)	(9,057)	(11,160)	-137%	(10,272)	-113%	Summer Food and Bev	67,803	(4,597)	-6%	851	1%	(87,132)	(6,563)	-8%	(11,123)	-15%
9,093	3,538	(955)	5,555	157%	10,048	1053%	Pizza on the Hill	68,822	(17,178)	-20%	(23,928)	-26%	(59,729)	22,733	28%	33,975	36%
(1,413)	(3,110)	(9,271)	1,697	55%	7,858	85%	Alder Creek Café	47,600	(3,700)	-7%	13,728	41%	(49,013)	5,397	10%	(5,871)	-14%
254,638	256,842	236,323	(2,204)	-1%	18,315	8%	Amenities Total	1,467,834	(46,066)	-3%	39,395	3%	(1,213,196)	43,862	3%	(21,080)	-2%
(612,485)	(616,842)	(580,606)	4,357	1%	(31,879)	-5%	HOA & Amenities	76,896	16,796	28%	14,961	24%	(689,381)	(12,439)	-2%	(46,839)	-7%
(77,219)	(77,560)	(77,778)	341	0%	559	1%	Support Services	-	-	0%	-	0%	(77,219)	341	0%	559	1%
(89,082)	(57,916)	(80,245)	(31,166)	-54%	(8,837)	-11%	General	14,486	4,486	45%	(3,679)	-20%	(103,568)	(35,652)	-52%	(5,158)	-5%
(28,093)	(41,777)	(31,042)	13,684	33%	2,949	9%	Administration	20,933	1,033	5%	933	5%	(49,026)	12,651	21%	2,016	4%
(49,047)	(56,234)	(50,477)	7,187	13%	1,431	3%	Communications	-	-	0%	-	0%	(49,047)	7,187	13%	1,431	3%
(65,819)	(68,197)	(62,187)	2,378	3%	(3,632)	-6%	Information Tech	535	(265)	-33%	(219)	-29%	(66,355)	2,642	4%	(3,413)	-5%
(28,198)	(30,162)	(29,453)	1,964	7%	1,256	4%	Accounting	-	-	0%	-	0%	(28,198)	1,964	7%	1,256	4%
(13,863)	(21,494)	(16,035)	7,631	36%	2,172	14%	Human Resources	-	-	0%	-	0%	(13,863)	7,631	36%	2,172	14%
(15,869)	(18,150)	(18,083)	2,281	13%	2,214	12%	Architectural Standards	17,741	(759)	-4%	(2,363)	-12%	(31,604)	8,390	21%	4,536	13%
(12,969)	(27,679)	(24,707)	14,710	53%	11,738	48%	Member Services	5,389	689	15%	3,477	182%	(21,258)	1,592	7%	(1,263)	-6%
(174,061)	(148,788)	(133,636)	(25,273)	-17%	(40,425)	-30%	Risk & Facility Admin	-	-	0%	-	0%	(12,969)	14,710	53%	11,738	48%
(58,265)	(68,885)	(56,962)	10,620	15%	(1,303)	-2%	Forestry	17,813	11,613	187%	16,813	1681%	(191,873)	(36,885)	-24%	(57,238)	-43%
							Maintenance	-	-	0%	-	0%	(58,265)	10,620	15%	(1,303)	-2%
\$ (357,847)	\$ (360,000)	\$ (344,283)	\$ 2,153	1%	\$ (13,564)	-4%	TDA Operating Fund	\$ 1,544,731	\$ (29,269)	-2%	\$ 54,355	4%	\$ (1,902,577)	\$ 31,423	2%	\$ (67,919)	-4%

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 399,964	\$ 368,814	\$ 414,831	\$ 31,150	8%	\$ (14,867)	-4%	Private Amenities	\$ 2,197,086	\$ (12,314)	-1%	\$ 85,572	4%	\$ (1,797,122)	\$ 43,464	2%	\$ (100,439)	-6%
107,605	83,717	135,511	23,888	29%	(27,906)	-21%	Trout Creek Rec Ctr	763,689	4,489	1%	6,148	1%	(656,084)	19,399	3%	(34,053)	-5%
(35,413)	(30,562)	10,842	(4,851)	-16%	(46,254)	-427%	Aquatics	191,644	11,644	6%	15,833	9%	(227,057)	(16,495)	-8%	(62,087)	-38%
281,807	289,240	253,805	(7,434)	-3%	28,001	11%	Beach Club Marina	630,079	(35,721)	-5%	29,543	5%	(348,272)	28,288	8%	(1,542)	0%
1,321	2,462	(17,801)	(1,141)	-46%	19,121	107%	Tennis Center	185,290	17,490	10%	20,256	12%	(183,970)	(18,632)	-11%	(1,134)	-1%
19,671	48,350	42,088	(28,679)	-59%	(22,417)	-53%	Day Camps	247,719	(27,281)	-10%	(8,338)	-3%	(228,048)	(1,398)	-1%	(14,079)	-7%
24,973	(24,393)	(9,615)	49,366	202%	34,588	360%	Recreation Programs	178,665	17,065	11%	22,131	14%	(153,692)	32,301	17%	12,457	7%
1,274,658	1,059,193	305,668	215,465	20%	968,990	317%	Public Amenities	8,323,447	178,447	2%	1,436,201	21%	(7,048,789)	37,018	1%	(467,211)	-7%
1,453,122	999,453	416,487	453,669	45%	1,036,635	249%	Downhill Ski	3,651,998	527,998	17%	1,299,848	55%	(2,198,876)	(74,329)	-3%	(263,213)	-14%
297,641	194,368	168,701	103,273	53%	128,940	76%	Cross Country Ski	967,339	186,739	24%	334,096	53%	(669,699)	(83,467)	-14%	(205,156)	-44%
78,248	88,411	42,061	(10,163)	-11%	36,187	86%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(99,444)	6,145	6%	(12,561)	-14%
(353,669)	(39,507)	(57,841)	(314,162)	-795%	(295,829)	-511%	Golf	491,885	(374,315)	-43%	(324,662)	-40%	(845,554)	60,153	7%	28,834	3%
19,741	9,614	17,593	10,127	105%	2,148	12%	Campground	84,635	18,135	27%	8,752	12%	(64,894)	(8,008)	-14%	(6,604)	-11%
(22,868)	(18,144)	(30,769)	(4,724)	-26%	7,902	26%	Equestrian	219,985	(7,015)	-3%	18,836	9%	(242,852)	2,292	1%	(10,935)	-5%
15,044	8,200	7,356	6,844	83%	7,688	105%	Bikeworks	112,111	15,911	17%	20,558	22%	(97,067)	(9,067)	-10%	(12,870)	-15%
(98,814)	(125,680)	(114,383)	26,866	21%	15,569	14%	Trails	3,514	2,614	290%	3,171	924%	(102,328)	24,252	19%	12,398	11%
20,121	63,937	11,302	(43,816)	-69%	8,818	78%	The Lodge	1,775,017	(24,583)	-1%	76,805	5%	(1,754,896)	(19,233)	-1%	(67,987)	-4%
(51,206)	(48,584)	(31,327)	(2,622)	-5%	(19,879)	-63%	Summer Food and Bev	178,284	(45,016)	-20%	(35,954)	-17%	(229,490)	42,394	16%	16,075	7%
(35,618)	(14,121)	(32,886)	(21,497)	-152%	(2,732)	-8%	Pizza on the Hill	319,785	(130,215)	-29%	(130,714)	-29%	(355,403)	108,718	23%	127,982	26%
(47,083)	(58,754)	(90,625)	11,671	20%	43,542	48%	Alder Creek Café	341,203	24,503	8%	116,716	52%	(388,287)	(12,833)	-3%	(73,174)	-23%
1,674,622	1,428,007	720,499	246,615	17%	954,123	132%	Amenities Total	10,520,533	166,133	2%	1,521,773	17%	(8,845,911)	80,482	1%	(567,650)	-7%
(4,181,124)	(4,467,007)	(4,168,069)	285,883	6%	(13,055)	0%	HOA & Amenities Support Services	555,017	66,417	14%	43,477	8%	(4,736,141)	219,466	4%	(56,533)	-1%
(753,290)	(733,571)	(665,358)	(19,719)	-3%	(87,932)	-13%	General	-	-	0%	-	0%	(753,290)	(19,719)	-3%	(87,932)	-13%
(312,011)	(394,932)	(454,458)	82,921	21%	142,447	31%	Administration	215,080	70,280	49%	24,807	13%	(527,091)	12,641	2%	117,640	18%
(254,555)	(347,501)	(324,187)	92,946	27%	69,633	21%	Communications	161,829	13,129	9%	21,107	15%	(416,384)	79,817	16%	48,526	10%
(399,429)	(454,120)	(431,208)	54,691	12%	31,779	7%	Information Tech	-	-	0%	-	0%	(399,429)	54,691	12%	31,779	7%
(561,561)	(540,733)	(519,491)	(20,828)	-4%	(42,070)	-8%	Accounting	3,608	(792)	-18%	(407)	-10%	(565,169)	(20,036)	-4%	(41,663)	-8%
(262,678)	(254,060)	(244,046)	(8,618)	-3%	(18,632)	-8%	Human Resources	-	-	0%	-	0%	(262,678)	(8,618)	-3%	(18,632)	-8%
(151,072)	(161,328)	(114,162)	10,256	6%	(36,910)	-32%	Architectural Standards	107,088	(24,712)	-19%	(23,024)	-18%	(258,160)	34,968	12%	(13,886)	-6%
(149,191)	(164,643)	(140,949)	15,452	9%	(8,241)	-6%	Member Services	23,145	(2,155)	-9%	(3,706)	-14%	(172,335)	17,608	9%	(4,535)	-3%
(211,480)	(225,620)	(219,720)	14,140	6%	8,239	4%	Risk & Facility Admin	-	-	0%	-	0%	(211,480)	14,140	6%	8,239	4%
(631,745)	(639,108)	(564,023)	7,363	1%	(67,722)	-12%	Forestry	44,268	10,668	32%	24,700	126%	(676,012)	(3,304)	0%	(92,422)	-16%
(494,113)	(551,391)	(490,467)	57,278	10%	(3,647)	-1%	Maintenance	-	-	0%	-	0%	(494,113)	57,278	10%	(3,647)	-1%
\$ (2,506,502)	\$ (3,039,000)	\$ (3,447,570)	\$ 532,498	18%	\$ 941,068	27%	TDA Operating Fund	\$ 11,075,550	\$ 232,550	2%	\$ 1,565,251	16%	\$ (13,582,053)	\$ 299,947	2%	\$ (624,183)	-5%

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

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

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Four Summer Months (May-Aug) 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 483,229	\$ 466,412	\$ 465,162	\$ 16,817	4%	\$ 18,067	4%	Private Amenities	\$ 1,857,772	\$ (27,828)	-1%	\$ 88,219	5%	\$ (1,374,543)	\$ 44,645	3%	\$ (70,152)	-5%
141,101	139,756	120,138	1,345	1%	20,964	17%	Trout Creek Rec Ctr	470,824	(14,676)	-3%	28,877	7%	(329,723)	16,021	5%	(7,914)	-2%
(42,153)	(31,562)	(12,408)	(10,591)	-34%	(29,746)	-240%	Aquatics	131,686	1,686	1%	24,976	23%	(173,839)	(12,277)	-8%	(54,721)	-46%
298,682	312,296	282,634	(13,614)	-4%	16,048	6%	Beach Club Marina	624,094	(41,706)	-6%	20,231	3%	(325,412)	28,092	8%	(4,183)	-1%
28,600	9,664	30,091	18,936	196%	(1,491)	-5%	Tennis Center	204,934	37,134	22%	191	0%	(176,334)	(18,198)	-12%	(1,681)	-1%
20,862	48,660	42,439	(27,798)	-57%	(21,577)	-51%	Day Camps	247,599	(27,401)	-10%	(8,443)	-3%	(226,737)	(397)	0%	(13,134)	-6%
36,137	(12,402)	2,268	48,539	391%	33,869	1494%	Recreation Programs	178,636	17,136	11%	22,387	14%	(142,499)	31,403	18%	11,482	7%
(399,690)	(160,985)	(116,207)	(238,705)	-148%	(283,484)	-244%	Public Amenities	2,514,792	(590,008)	-19%	(432,151)	-15%	(2,914,482)	351,303	11%	148,668	5%
(235,092)	(247,466)	(209,826)	12,374	5%	(25,265)	-12%	Downhill Ski	3,257	3,257	0%	1,937	147%	(238,349)	9,117	4%	(27,202)	-13%
(63,572)	(73,223)	(70,154)	9,651	13%	6,582	9%	Cross Country Ski	-	-	0%	(201)	-100%	(63,572)	9,651	13%	6,783	10%
(5,226)	(10,444)	(10,553)	5,218	50%	5,327	50%	Snowplay	-	-	0%	-	0%	(5,226)	5,218	50%	5,327	50%
(188,425)	122,346	95,502	(310,771)	-254%	(283,927)	-297%	Golf	491,785	(372,415)	-43%	(322,738)	-40%	(680,210)	61,644	8%	38,811	5%
30,560	19,516	27,048	11,044	57%	3,512	13%	Campground	84,635	18,135	27%	8,752	12%	(54,076)	(7,092)	-15%	(5,240)	-11%
1,126	5,384	(3,353)	(4,258)	-79%	4,479	134%	Equestrian	219,985	(7,015)	-3%	18,851	9%	(218,858)	2,758	1%	(14,372)	-7%
14,968	8,200	7,239	6,768	83%	7,729	107%	Bikeworks	105,102	8,902	9%	17,430	20%	(90,134)	(2,134)	-2%	(9,702)	-12%
(67,781)	(93,770)	(91,818)	25,990	28%	24,038	26%	Trails	3,514	2,614	290%	3,171	924%	(71,295)	23,376	25%	20,867	23%
178,126	166,295	206,093	11,831	7%	(27,967)	-14%	The Lodge	1,095,082	(62,618)	-5%	(37,942)	-3%	(916,957)	74,448	8%	9,975	1%
(46,333)	(42,490)	(26,392)	(3,843)	-9%	(19,941)	-76%	Summer Food and Bev	178,284	(45,016)	-20%	(35,954)	-17%	(224,618)	41,172	15%	16,013	7%
(1,375)	4,124	2,505	(5,499)	-133%	(3,881)	-155%	Pizza on the Hill	179,393	(121,607)	-40%	(131,203)	-42%	(180,768)	116,108	39%	127,322	41%
(16,666)	(19,457)	(42,497)	2,791	14%	25,831	61%	Alder Creek Café	153,755	(14,245)	-8%	45,743	42%	(170,421)	17,036	9%	(19,913)	-13%
83,539	305,427	348,955	(221,888)	-73%	(265,416)	-76%	Amenities Total	4,372,564	(617,836)	-12%	(343,932)	-7%	(4,289,025)	395,948	8%	78,516	2%
(2,190,694)	(2,423,427)	(2,322,402)	232,733	10%	131,707	6%	HOA & Amenities Support Services	326,949	55,349	20%	26,377	9%	(2,517,643)	177,384	7%	105,330	4%
(372,386)	(377,314)	(350,884)	4,928	1%	(21,501)	-6%	General	-	-	0%	-	0%	(372,386)	4,928	1%	(21,501)	-6%
(199,402)	(225,125)	(334,656)	25,723	11%	135,254	40%	Administration	94,701	42,301	81%	14,676	18%	(294,102)	(16,577)	-6%	120,579	29%
(93,964)	(154,968)	(141,444)	61,004	39%	47,480	34%	Communications	106,477	11,277	12%	12,168	13%	(200,441)	49,727	20%	35,312	15%
(203,580)	(225,851)	(210,362)	22,271	10%	6,782	3%	Information Tech	-	-	0%	-	0%	(203,580)	22,271	10%	6,782	3%
(272,682)	(271,327)	(254,940)	(1,355)	0%	(17,743)	-7%	Accounting	1,608	(792)	-33%	(520)	-24%	(274,290)	(563)	0%	(17,223)	-7%
(109,009)	(128,254)	(121,432)	19,245	15%	12,423	10%	Human Resources	-	-	0%	-	0%	(109,009)	19,245	15%	12,423	10%
(48,334)	(75,710)	(45,983)	27,376	36%	(2,352)	-5%	Architectural Standards	72,072	(10,328)	-13%	(11,122)	-13%	(120,406)	37,704	24%	8,770	7%
(66,399)	(79,662)	(61,188)	13,263	17%	(5,211)	-9%	Member Services	19,029	(871)	-4%	(2,320)	-11%	(85,428)	14,134	14%	(2,892)	-4%
(88,895)	(112,177)	(101,410)	23,282	21%	12,515	12%	Risk & Facility Admin	-	-	0%	-	0%	(88,895)	23,282	21%	12,515	12%
(482,069)	(497,403)	(442,853)	15,334	3%	(39,216)	-9%	Forestry	33,063	13,763	71%	13,495	69%	(515,132)	1,571	0%	(52,711)	-11%
(253,974)	(275,636)	(257,249)	21,662	8%	3,275	1%	Maintenance	-	-	0%	-	0%	(253,974)	21,662	8%	3,275	1%
\$ (2,107,155)	\$ (2,118,000)	\$ (1,973,447)	\$ 10,845	1%	\$ (133,709)	-7%	TDA Operating Fund	\$ 4,699,513	\$ (562,487)	-11%	\$ (317,555)	-6%	\$ (6,806,668)	\$ 573,332	8%	\$ 183,846	3%

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

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

F07.5 N/A

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q1 Jan-Mar, 2019

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

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

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

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

Net Operating Results (NOR)				Department	Per Property Metrics			
Actual	Budget	Variance to Budget			Actual	Budget	Variance to Budget	
		Amount	Pctg				Amount	Pctg
				# of Assessed Lots	6473	6473	-	0%
\$ (191,035)	\$ (222,185)	\$ 31,150	14%	Private Amenities	\$ (29,51)	\$ (34,32)	\$ 5	14%
(76,171)	(100,059)	23,888	24%	Trout Creek Rec Ctg	(11.77)	(15.46)	4	24%
(164,914)	(160,063)	(4,851)	-3%	Aquatics	(25.48)	(24.73)	(1)	-3%
194,208	201,641	(7,434)	-4%	Beach Club Marina	30.00	31.15	(1)	-4%
(57,666)	(56,525)	(1,141)	-2%	Tennis Center	(8.91)	(8.73)	(0)	-2%
(24,194)	4,485	(28,679)	-639%	Day Camps	(3.74)	0.69	(4)	-639%
(62,298)	(111,664)	49,366	44%	Recreation Programs	(9.62)	(17.25)	8	44%
53,903	(161,562)	215,465	133%	Public Amenities	\$ 8.33	\$ (24.96)	33	133%
1,136,966	683,297	453,669	66%	Downhill Ski	175.65	105.56	70	66%
153,411	50,138	103,273	206%	Cross Country Ski	23.70	7.75	16	206%
41,126	51,289	(10,163)	-20%	Snowplay	6.35	7.92	(2)	-20%
(499,600)	(185,438)	(314,162)	-169%	Golf	(77.18)	(28.65)	(49)	-169%
(3,893)	(14,020)	10,127	72%	Campground	(0.60)	(2.17)	2	72%
(72,297)	(67,573)	(4,724)	-7%	Equestrian	(11.17)	(10.44)	(1)	-7%
(7,085)	(13,929)	6,844	49%	Bikeworks	(1.09)	(2.15)	1	49%
(139,143)	(166,009)	26,866	16%	Trails	(21.50)	(25.65)	4	16%
(252,890)	(209,074)	(43,816)	-21%	The Lodge	(39.07)	(32.30)	(7)	-21%
(84,727)	(82,105)	(2,622)	-3%	Summer Food and Bev	(13.09)	(12.68)	(0)	-3%
(113,200)	(91,703)	(21,497)	-23%	Pizza on the Hill	(17.49)	(14.17)	(3)	-23%
(104,764)	(116,435)	11,671	10%	Alder Creek Café	(16.18)	(17.99)	2	10%
(137,132)	(383,747)	246,615	64%	Amenities Total	\$ (21.19)	\$ (59.28)	38	64%
(2,239,370)	(2,525,253)	285,883	11%	HOA & Amenities Support Services	\$ (345.96)	\$ (390.12)	44	11%
(1,542,626)	(1,522,907)	(19,719)	-1%	General	(238.32)	(235.27)	(3)	-1%
82,921	-	82,921	#####	Administration	12.81	-	13	0%
92,946	-	92,946	#####	Communications	14.36	-	14	0%
54,691	-	54,691	#####	Information Tech	8.45	-	8	0%
(20,828)	-	(20,828)	#####	Accounting	(3.22)	-	(3)	0%
(8,618)	-	(8,618)	#####	Human Resources	(1.33)	-	(1)	0%
(232,321)	(242,577)	10,256	4%	Architectural Standards	(35.89)	(37.48)	2	4%
15,452	-	15,452	#####	Member Services	2.39	-	2	0%
14,140	-	14,140	#####	Risk & Facility Admin	2.18	-	2	0%
(752,406)	(759,769)	7,363	1%	Forestry	(116.24)	(117.38)	1	1%
57,278	-	57,278	#####	Maintenance	8.85	-	9	0%
\$ (2,376,502)	\$ (2,909,000)	\$ 532,498	18%	Net Operating Result	\$ (367.14)	\$ (449.41)	\$ 82.26	18%

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

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
9,447	8,828	9,374	(619)	-7%	(73)	-1%	43,253	42,237	40,295	(1,015)	-2%	(2,958)	-7%	
1,462	1,487	1,580	25	2%	118	7%	Trout Creek Rec Ctr	13,070	12,109	11,686	(961)	-8%	(1,384)	-12%
1,412	1,132	1,082	(280)	-25%	(330)	-31%	Aquatics	5,154	4,512	3,534	(642)	-14%	(1,620)	-46%
2,810	2,824	2,794	14	0%	(16)	-1%	Beach Club Marina	8,983	9,829	9,650	846	9%	666	7%
964	946	1,055	(18)	-2%	91	9%	Tennis Center	3,299	3,285	3,542	(14)	0%	243	7%
2,140	1,776	2,370	(364)	-20%	230	10%	Day Camps	10,057	9,280	9,343	(777)	-8%	(714)	-8%
658	662	492	4	1%	(167)	-34%	Recreation Programs	2,690	3,223	2,540	533	17%	(150)	-6%
20,633	20,904	20,728	271	1%	94	0%	Private Amenities	43,253	42,237	40,295	(1,015)	-2%	(2,958)	-7%
571	557	556	(14)	-2%	(15)	-3%	Downhill Ski Area	54,087	49,755	49,716	(4,333)	-9%	(4,372)	-9%
122	2	118	(120) #####		(4)	-3%	Cross Country Ski Area	15,108	11,986	8,660	(3,122)	-26%	(6,448)	-74%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	3,006	2,982	2,303	(24)	-1%	(703)	-31%
2,328	2,592	2,428	264	10%	100	4%	Golf Operations	5,665	8,061	7,359	2,396	30%	1,694	23%
3,711	3,891	3,792	180	5%	81	2%	Golf Maintenance	14,420	17,194	16,784	2,774	16%	2,364	14%
220	248	221	28	11%	1	0%	Campground	808	717	671	(91)	-13%	(137)	-20%
1,641	1,401	1,414	(240)	-17%	(227)	-16%	Equestrian	5,176	5,031	4,585	(146)	-3%	(592)	-13%
324	360	401	37	10%	78	19%	Bikeworks	1,132	1,211	1,309	79	7%	177	14%
762	841	839	79	9%	77	9%	Trails	1,753	2,733	2,962	980	36%	1,209	41%
5,277	5,500	5,385	223	4%	107	2%	The Lodge	33,115	33,300	33,006	185	1%	(108)	0%
2,653	2,237	2,191	(416)	-19%	(462)	-21%	Summer Food and Bev	5,539	6,743	6,284	1,204	18%	745	12%
1,925	1,921	2,461	(4)	0%	536	22%	Pizza on the Hill	7,906	9,222	10,724	1,316	14%	2,819	26%
1,099	1,354	921	255	19%	(178)	-19%	Alder Creek Café	8,566	9,138	7,372	572	6%	(1,194)	-16%
30,080	29,732	30,101	(348)	-1%	21	0%	Amenities Total	199,534	200,309	192,031	775	0%	(7,503)	-4%
8,323	9,243	8,781	920	10%	458	5%	HOA & Amenities Support Services	55,578	61,130	58,062	5,552	9%	2,484	4%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
213	375	415	162	43%	202	49%	Administration	2,166	3,232	3,102	1,066	33%	936	30%
523	331	277	(193)	-58%	(247)	-89%	Communications	3,659	2,614	2,163	(1,044)	-40%	(1,496)	-69%
566	654	613	88	13%	47	8%	Information Tech	4,101	5,002	4,790	901	18%	688	14%
1,038	1,098	1,050	61	6%	12	1%	Accounting	8,257	8,366	8,045	108	1%	(212)	-3%
-	184	183	184	100%	183	100%	Human Resources	298	1,502	1,448	1,204	80%	1,151	79%
713	1,108	964	395	36%	251	26%	Architectural Standards	6,067	7,456	5,871	1,389	19%	(196)	-3%
476	520	443	44	8%	(33)	-8%	Member Services	3,694	4,200	4,026	506	12%	332	8%
304	180	324	(124)	-69%	20	6%	Risk & Facility Admin	1,346	1,408	2,728	62	4%	1,382	51%
2,885	2,992	2,721	107	4%	(164)	-6%	Forestry	11,874	13,256	11,504	1,382	10%	(371)	-3%
1,605	1,801	1,792	196	11%	186	10%	Maintenance	14,116	14,095	14,385	(21)	0%	269	2%
38,403	38,975	38,882	572	1%	479	1%	Total Payroll Hours	255,112	261,439	250,093	6,327	2%	(5,019)	-2%

Hours are Pre-capitalization to capital project, if any

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

Current Year Actual - by month												Department	Prior Year Actual - by month												Year to Date - Averages			
1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5	6	7	8	9	10	11	12	Actual	Prior Yr	Amount	Pctg
11	9	9	10	16	52	88	55	-	-	-	-	10	9	8	8	17	44	82	54	20	13	12	12	31	29	(2.1)	-7%	
11	9	9	9	9	11	9	8	-	-	-	-	10	9	7	8	8	7	9	9	8	9	11	11	9	8	(1.0)	-12%	
-	-	-	-	1	5	15	8	-	-	-	-	-	0	-	-	0	4	9	6	1	0	-	-	4	3	(1.2)	-46%	
-	-	-	-	3	11	22	16	-	-	-	-	-	-	-	-	5	11	23	16	7	1	-	0	6	7	0.5	7%	
-	-	-	-	1	5	7	6	-	-	-	-	-	-	-	-	2	5	7	6	3	1	-	-	2	3	0.2	7%	
-	-	-	-	1	17	28	12	-	-	-	-	-	-	-	-	0	14	25	14	-	-	-	-	7	7	(0.5)	-8%	
0	0	-	1	0	3	7	4	-	-	-	-	0	0	0	0	1	2	8	3	1	2	2	1	2	2	(0.1)	-6%	
178	153	136	72	39	82	123	119	-	-	-	-	137	136	133	67	53	99	130	120	83	58	47	160	113	109	(3.3)	-3%	
103	91	74	32	3	3	3	3	-	-	-	-	86	89	72	28	3	3	3	3	3	4	8	90	39	36	(3.2)	-9%	
29	22	23	11	0	0	0	1	-	-	-	-	14	9	21	4	0	1	0	1	0	2	8	27	11	6	(4.7)	-74%	
6	6	4	1	-	-	-	-	-	-	-	-	4	5	4	1	-	-	-	-	-	-	0	6	2	2	(0.5)	-31%	
-	0	-	-	0	5	14	13	-	-	-	-	-	-	-	-	3	11	15	14	11	4	-	-	4	5	1.2	23%	
1	1	2	4	12	19	22	21	-	-	-	-	1	1	3	8	20	22	20	22	17	15	4	1	10	12	1.7	14%	
-	-	-	-	1	1	1	1	-	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	1	0	(0.1)	-20%	
0	-	0	0	0	9	11	9	-	-	-	-	-	0	0	0	1	6	11	8	4	1	0	0	4	3	(0.4)	-13%	
-	-	-	-	0	2	2	2	-	-	-	-	-	-	-	-	0	2	3	2	1	0	-	-	1	1	0.1	14%	
-	-	-	-	-	1	4	4	-	-	-	-	0	-	-	-	2	6	5	5	4	3	0	-	1	2	0.9	41%	
22	19	21	17	18	29	35	30	-	-	-	-	22	20	22	18	16	29	33	31	26	19	19	22	24	24	(0.1)	0%	
-	-	-	-	-	3	14	15	-	-	-	-	-	-	-	-	1	7	16	13	7	2	-	-	4	5	0.5	12%	
7	6	4	3	1	5	9	11	-	-	-	-	5	6	5	4	4	8	17	14	5	6	4	7	6	8	2.0	26%	
10	8	8	3	3	5	7	6	-	-	-	-	7	6	7	4	2	5	7	5	5	3	4	9	6	5	(0.9)	-16%	
188	162	145	82	54	134	211	174	-	-	-	-	147	144	141	75	70	144	212	174	103	72	59	172	144	138	(5.4)	-4%	
37	32	34	33	40	48	48	48	-	-	-	-	38	31	34	33	47	49	51	51	45	53	49	37	40	42	1.8	4%	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
3	2	2	1	1	1	1	1	-	-	-	-	2	2	2	2	2	2	2	2	2	3	3	3	2	2	0.7	30%	
2	2	3	3	3	3	3	3	-	-	-	-	2	2	2	1	2	2	2	2	1	2	1	1	3	2	(1.1)	-69%	
3	2	2	3	4	3	2	3	-	-	-	-	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.5	14%	
6	5	6	6	6	6	6	6	-	-	-	-	6	5	5	5	6	6	6	6	5	6	6	6	6	6	(0.2)	-3%	
1	1	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0.8	79%	
5	4	5	5	5	3	4	4	-	-	-	-	4	3	4	4	4	4	5	6	5	5	4	5	4	4	(0.1)	-3%	
2	3	3	3	2	3	2	3	-	-	-	-	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.2	8%	
2	1	1	1	0	1	1	2	-	-	-	-	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1.0	51%	
2	1	2	2	8	19	18	17	-	-	-	-	3	1	0	1	12	17	17	16	15	19	14	3	9	8	(0.3)	-3%	
11	11	11	9	10	10	10	9	-	-	-	-	11	10	11	10	10	10	11	10	9	10	11	11	10	10	0.2	2%	
225	194	179	115	95	183	259	222	-	-	-	-	186	176	176	109	117	193	263	224	148	125	108	209	184	180	(3.6)	-2%	

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

Month - FTEs							Department	Year to Date - FTEs						
Actual	Budget	Prior Yr	Variance Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
54.5	50.9	54.1	(3.6)	-7%	(0.4)	-1%	Private Amenities	31	30	29	(1)	-2%	(2)	-7%
8.4	8.6	9.1	0	2%	1	7%	Trout Creek Rec Ctr	9	9	8	(1)	-8%	(1)	-12%
8.1	6.5	6.2	(2)	-25%	(2)	-31%	Aquatics	4	3	3	(0)	-14%	(1)	-46%
16.2	16.3	16.1	0	0%	(0)	-1%	Beach Club Marina	6	7	7	1	9%	0	7%
5.6	5.5	6.1	(0)	-2%	1	9%	Tennis Center	2	2	3	(0)	0%	0	7%
12.3	10.2	13.7	(2)	-20%	1	10%	Day Camps	7	7	7	(1)	-8%	(1)	-8%
3.8	3.8	2.8	0	1%	(1)	-34%	Recreation Programs	2	2	2	0	17%	(0)	-6%
119.0	120.6	119.6	1.6	1%	0.5	0%	Public Amenities	113	114	109	1	1%	(3)	-3%
3.3	3.2	3.2	(0)	-2%	(0)	-3%	Downhill Ski Area	39	36	36	(3)	-9%	(3)	-9%
0.7	0.0	0.7	(1)	#####	(0)	-3%	Cross Country Ski Area	11	9	6	(2)	-26%	(5)	-74%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	2	2	2	(0)	-1%	(1)	-31%
13.4	15.0	14.0	2	10%	1	4%	Golf Operations	4	6	5	2	30%	1	23%
21.4	22.4	21.9	1	5%	0	2%	Golf Maintenance	10	12	12	2	16%	2	14%
1.3	1.4	1.3	0	11%	0	0%	Campground	1	1	0	(0)	-13%	(0)	-20%
9.5	8.1	8.2	(1)	-17%	(1)	-16%	Equestrian	4	4	3	(0)	-3%	(0)	-13%
1.9	2.1	2.3	0	10%	0	19%	Bikeworks	1	1	1	0	7%	0	14%
4.4	4.9	4.8	0	9%	0	9%	Trails	1	2	2	1	36%	1	41%
30.4	31.7	31.1	1	4%	1	2%	The Lodge	24	24	24	0	1%	(0)	0%
15.3	12.9	12.6	(2)	-19%	(3)	-21%	Summer Food and Bev	4	5	5	1	18%	1	12%
11.1	11.1	14.2	(0)	0%	3	22%	Pizza on the Hill	6	7	8	1	14%	2	26%
6.3	7.8	5.3	1	19%	(1)	-19%	Alder Creek Café	6	7	5	0	6%	(1)	-16%
173.5	171.5	173.7	(2.0)	-1%	0.1	0%	Amenities Total	144	144	138	1	0%	(5)	-4%
48.0	53.3	50.7	5	10%	2.6	5%	HOA & Amenities Support Services	40	44	42	4	9%	2	4%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.2	2.2	2.4	1	43%	1	49%	Administration	2	2	2	1	33%	1	30%
3.0	1.9	1.6	(1)	-58%	(1)	-89%	Communications	3	2	2	(1)	-40%	(1)	-69%
3.3	3.8	3.5	1	13%	0	8%	Information Tech	3	4	3	1	18%	0	14%
6.0	6.3	6.1	0	6%	0	1%	Accounting	6	6	6	0	1%	(0)	-3%
-	1.1	1.1	1	100%	1	100%	Human Resources	0	1	1	1	80%	1	79%
4.1	6.4	5.6	2	36%	1	26%	Architectural Standards	4	5	4	1	19%	(0)	-3%
2.7	3.0	2.6	0	8%	(0)	-8%	Member Services	3	3	3	0	12%	0	8%
1.8	1.0	1.9	(1)	-69%	0	6%	Risk & Facility Admin	1	1	2	0	4%	1	51%
16.6	17.3	15.7	1	4%	(1)	-6%	Forestry	9	10	8	1	10%	(0)	-3%
9.3	10.4	10.3	1	11%	1	10%	Maintenance	10	10	10	(0)	0%	0	2%
221.6	224.9	224.3	3.3	1%	2.8	1%	Total nonExempt FTEs	184	189	180	4.6	2.4%	(3.6)	-2.0%

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

Month							Department	Year to Date			
Actual	Last Month	Prior Yr	Variance Last Month		Variance to PriorYr		Actual	Prior Yr	Variance to PriorYr		
			Amount	Pctg	Amount	Pctg			Amount	Pctg	
341	312	280	(28)	-9%	(60)	-21%	Private Amenities	1,023	1,333	309	23%
72	41	49	(31)	-76%	(23)	-46%	Trout Creek Rec Ctr	360	452	93	20%
176	101	59	(75)	-75%	(117)	-198%	Aquatics	336	161	(175)	-108%
28	75	92	46	62%	64	69%	Beach Club Marina	115	368	253	69%
23	28	22	5	19%	(1)	-7%	Tennis Center	86	91	4	5%
-	11	3	11	100%	3	100%	Day Camps	13	21	9	41%
41	57	55	16	27%	14	25%	Recreation Programs	114	239	125	52%
1,210	915	967	(295)	-32%	(243)	-25%	Public Amenities	9,132	7,533	(1,599)	-21%
2	1	15	(0)	-28%	14	90%	Downhill Ski Area	3,848	2,609	(1,239)	-47%
-	-	1	-	0%	1	100%	Cross Country Ski Area	798	426	(372)	-87%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
43	40	55	(3)	-8%	12	22%	Golf Operations	87	100	13	13%
350	367	328	17	5%	(22)	-7%	Golf Maintenance	1,652	1,692	40	2%
45	35	41	(10)	-29%	(5)	-11%	Campground	176	131	(45)	-34%
34	42	23	9	21%	(10)	-44%	Equestrian	124	91	(33)	-37%
-	-	-	-	0%	-	0%	Bikeworks	3	3	(0)	-8%
35	19	23	(16)	-85%	(12)	-50%	Trails	56	49	(7)	-13%
152	209	243	58	28%	92	38%	The Lodge	924	1,042	119	11%
97	108	23	11	10%	(74)	-324%	Summer Food and Bev	222	144	(78)	-54%
420	81	197	(339)	-421%	(223)	-113%	Pizza on the Hill	672	953	281	29%
34	13	18	(21)	-155%	(16)	-92%	Alder Creek Café	364	142	(223)	-157%
1,551	1,227	1,247	(324)	-26%	(303)	-24%	Amenities Total	10,155	8,866	(1,289)	-15%
354	337	322	(17)	-5%	(31)	-10%	HOA & Amenities Support Services	2,422	1,902	(519)	-27%
-	-	-	-	0%	-	0%	General	-	-	-	0%
38	20	51	(18)	-94%	13	25%	Administration	375	389	14	4%
7	9	4	1	16%	(3)	-85%	Communications	36	62	26	42%
5	2	2	(3)	-214%	(3)	-147%	Information Tech	15	22	7	31%
20	34	10	14	41%	(10)	-93%	Accounting	175	123	(52)	-42%
-	-	1	-	0%	1	100%	Human Resources	3	67	63	95%
24	13	47	(11)	-82%	24	50%	Architectural Standards	254	179	(75)	-42%
12	11	10	(1)	-6%	(2)	-16%	Member Services	76	40	(37)	-93%
18	17	7	(2)	-11%	(12)	-184%	Risk & Facility Admin	80	71	(9)	-13%
195	152	137	(44)	-29%	(58)	-43%	Forestry	632	387	(245)	-63%
34	80	53	46	58%	19	36%	Maintenance	776	564	(212)	-38%
1,904	1,564	1,570	(340)	-22%	(334)	-21%	Total Payroll Hours	12,577	10,768	(1,809)	-17%

**Tahoe Donner Association
Statement of Financial Position**

Consolidated

August 2019

	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 339,678	\$ 339,415	\$ 337,615	\$ 320,284	263	0%	2,063	1%	19,394	6%
Cash & Investments, non-Restricted	28,488,306	29,557,833	23,669,418	24,560,217	(1,069,527)	-4%	4,818,888	20%	3,928,088	16%
Cash and Investments total	28,827,984	29,897,247	24,007,033	24,880,501	(1,069,264)	-4%	4,820,951	20%	3,947,482	16%
Member's Dues & Receivables, Net	313,849	324,076	241,528	251,957	(10,227)	-3%	72,320	30%	61,892	25%
Other Receivables	123,477	226,250	259,249	143,381	(102,773)	-45%	(135,772)	-52%	(19,904)	-14%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	275,843	300,195	314,923	292,472	(24,353)	-8%	(39,081)	-12%	(16,629)	-6%
Prepaid Expenses & Other Assets	328,694	328,529	748,910	272,138	165	0%	(420,215)	-56%	56,556	21%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(40,464,352)	(40,189,352)	(38,264,352)	(37,824,708)	(275,000)	-1%	(2,200,000)	-6%	(2,639,644)	-7%
NBV of Property & Equipment	39,336,706	39,611,706	41,536,706	38,518,341	(275,000)	-1%	(2,200,000)	-5%	818,365	2%
Construction In Progress	1,912,501	1,618,457	18,147	2,058,251	294,045	18%	1,894,354	10439%	(145,749)	-7%
Net Property and Equipment	41,249,208	41,230,163	41,554,854	40,576,592	19,045	0%	(305,646)	-1%	672,616	2%
Total Assets	\$ 71,119,054	\$ 72,306,461	\$ 67,126,497	\$ 66,417,040	(1,187,407)	-2%	3,992,557	6%	4,702,014	7%
Liabilities										
Accounts Payable	\$ 372,953	\$ 571,350	\$ 487,502	\$ 316,077	(198,397)	-35%	(114,550)	-23%	56,875	18%
Accrued Liabilities	1,425,452	1,414,104	1,488,616	1,470,471	11,348	1%	(63,164)	-4%	(45,019)	-3%
Deferred Revenue, Annual Assessment	2,787,445	3,131,445	3,653,015	2,735,769	(344,000)	-11%	(865,570)	-24%	51,676	2%
Deferred Revenue, Recreation Fee	597,830	738,645	529,630	513,871	(140,815)	-19%	68,200	13%	83,959	16%
Deferred Revenue, All Other	518,290	659,830	619,597	280,642	(141,541)	-21%	(101,308)	-16%	237,647	85%
Deposits	540,736	584,389	532,931	469,453	(43,653)	-7%	7,805	1%	71,283	15%
Total Liabilities	6,242,705	7,099,763	7,311,291	5,786,283	(857,058)	-12%	(1,068,586)	-15%	456,422	8%
Members' Equity	64,876,349	65,206,698	59,815,205	60,630,757	(330,349)	-1%	5,061,144	8%	4,245,592	7%
Total Liabilities and Members' Equity	\$ 71,119,054	\$ 72,306,461	\$ 67,126,497	\$ 66,417,040	(1,187,407)	-2%	3,992,557	6%	4,702,014	7%
Balance Check	-	-	-	-	-	-	-	-	-	-
Members Equity Per Owner (#6473)	\$ 10,023	\$ 10,074	\$ 9,241	\$ 9,367	(51)	-1%	782	8%	656	7%

**Tahoe Donner Association
Statement of Financial Position**

Operating Fund

August 2019

TB REF	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 339,678	\$ 339,415	\$ 337,615	\$ 320,284	263	0%	2,063	1%	19,394	6%
	Cash & Investments, non-Restricted	1	6,734,038	6,677,392	5,619,298	6,122,515	56,646	1%	1,114,740	20%	611,523	10%
	Cash and Investments total		7,073,716	7,016,807	5,956,913	6,442,798	56,909	1%	1,116,803	19%	630,918	10%
	Member's Dues & Receivables, Net	3	313,134	323,361	240,813	251,242	(10,227)	-3%	72,320	30%	61,892	25%
	Other Receivables	4	60,550	80,514	165,962	58,460	(19,964)	-25%	(105,412)	-64%	2,090	4%
	Due From (To) Other Funds	5	1,109,454	1,963,309	130,684	636,372	(853,855)	-43%	978,770	749%	473,082	74%
	Inventory	6	275,843	300,195	314,923	292,472	(24,353)	-8%	(39,081)	-12%	(16,629)	-6%
	Prepaid Expenses & Other Assets	7	327,425	326,004	748,910	270,935	1,421	0%	(421,485)	-56%	56,490	21%
	Gross, Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Less Accumulated Depreciation		-	-	-	-	-	0%	-	0%	-	0%
	NBV of Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Construction In Progress		-	-	-	-	-	0%	-	0%	-	0%
	Net Property and Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Total Assets		\$ 9,160,121	\$ 10,010,191	\$ 7,558,205	\$ 7,952,278	(850,070)	-8%	1,601,916	21%	1,207,843	15%
Liabilities												
	Accounts Payable	11	\$ 343,580	\$ 535,392	\$ 315,280	\$ 306,829	(191,812)	-36%	28,300	9%	36,750	12%
	Accrued Liabilities	12	1,397,850	1,388,252	1,475,017	1,452,725	9,598	1%	(77,167)	-5%	(54,875)	-4%
	Deferred Revenue, Annual Assessment	13	2,787,445	3,131,445	1,643,857	2,735,769	(344,000)	-11%	1,143,588	70%	51,676	2%
	Deferred Revenue, Recreation Fee	14	597,830	738,645	529,630	513,871	(140,815)	-19%	68,200	13%	83,959	16%
	Deferred Revenue, All Other	15	518,290	659,830	619,597	280,642	(141,541)	-21%	(101,308)	-16%	237,647	85%
	Deposits	16	540,736	584,389	532,931	469,453	(43,653)	-7%	7,805	1%	71,283	15%
	Total Liabilities		6,185,730	7,037,953	5,116,312	5,759,289	(852,223)	-12%	1,069,418	21%	426,441	7%
	Members' Equity	17	2,974,391	2,972,238	2,441,893	2,192,989	2,153	0%	532,498	22%	781,402	36%
	Total Liabilities and Members' Equity		\$ 9,160,121	\$ 10,010,191	\$ 7,558,205	\$ 7,952,278	(850,070)	-8%	1,601,916	21%	1,207,843	15%
	Balance Check		-	-	-	-						
	Members' Equity policy target(t) balance		1,421,500	1,421,500	1,100,000	1,100,000	-	0%	321,500	29%	321,500	29%
	Members' Equity variance Over (under) Target		1,552,891	1,550,738	1,341,893	1,092,989	2,153	0%	210,998	16%	459,902	42%

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

Operating Fund - Members' Equity Recon:			
YTD NOR results Favorable (Unfavorable)	532,498	F06.2	
Annual Assessment revenue variance to Budget	-		
Members' Equity Transfers In (Out)	-	< GPC CFP Forecast has \$1.0m OUT	toDVF
Net Change in Members Equity	532,498	(A)	

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

	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	13,727,954	14,891,224	11,879,903	12,695,133	(1,163,271)	-8%	1,848,050	16%	1,032,820	8%
Cash and Investments total	13,727,954	14,891,224	11,879,903	12,695,133	(1,163,271)	-8%	1,848,050	16%	1,032,820	8%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	28,717	89,789	68,988	66,044	(61,071)	-68%	(40,271)	-58%	(37,327)	-57%
Due From (To) Other Funds	(356,822)	(1,293,167)	(23,640)	(589,686)	936,345	72%	(333,182)	-1409%	232,864	39%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	1,269	2,525	(0)	1,203	(1,256)	-50%	1,269	#####	66	6%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	\$ 13,401,119	\$ 13,690,371	\$ 11,925,251	\$ 12,172,695	(289,253)	-2%	1,475,867	12%	1,228,424	10%
Liabilities										
Accounts Payable	\$ 22,159	\$ 29,350	\$ 162,533	\$ (0)	(7,191)	-25%	(140,375)	-86%	22,159	#####
Accrued Liabilities	19,790	18,623	10,454	12,672	1,167	6%	9,336	89%	7,118	56%
Deferred Revenue, Annual Assessment	-	-	1,351,616	-	-	0%	(1,351,616)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	41,949	47,973	1,524,603	12,672	(6,024)	-13%	(1,482,654)	-97%	29,277	231%
Members' Equity	13,359,170	13,642,398	10,400,648	12,160,023	(283,229)	-2%	2,958,521	28%	1,199,147	10%
							(A)			
Total Liabilities and Members' Equity	\$ 13,401,119	\$ 13,690,371	\$ 11,925,251	\$ 12,172,695	(289,253)	-2%	1,475,867	12%	1,228,424	10%
Balance Check	-	-	-	-	-					

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

Replacement Reserve Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	2,958,522 F14
Members' Equity Transfers In (Out)	
Net Change in Members Equity	2,958,522 (A)

Financial Position (Balance Sheet)
REPLACEMENT RESERVE FUND

Tahoe Donner Association
Statement of Financial Position
Development Fund
August 2019

	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	7,648,811	7,614,083	5,991,735	5,546,203	34,728	0%	1,657,076	28%	2,102,608	38%	
Cash and Investments total	7,648,811	7,614,083	5,991,735	5,546,203	34,728	0%	1,657,076	28%	2,102,608	38%	
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	
Other Receivables	33,382	53,408	23,535	18,728	(20,026)	-37%	9,847	42%	14,654	78%	
Due From (To) Other Funds	(584,178)	(505,699)	(77,349)	(31,514)	(78,479)	-16%	(506,829)	-655%	(552,664)	-1754%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Total Assets	\$ 7,098,729	\$ 7,162,507	\$ 5,938,635	\$ 5,534,132	(63,777)	-1%	1,160,094	20%	1,564,598	28%	
Liabilities											
Accounts Payable	\$ 7,214	\$ 6,608	\$ 9,689	\$ 9,248	606	9%	(2,475)	-26%	(2,033)	-22%	
Accrued Liabilities	7,812	7,229	3,145	5,074	583	8%	4,667	148%	2,738	54%	
Deferred Revenue, Annual Assessment	-	-	621,013	-	-	0%	(621,013)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	15,026	13,837	633,847	14,322	1,189	9%	(618,820)	-98%	705	5%	
Members' Equity	7,083,703	7,148,670	5,304,789	5,519,810	(64,966)	-1%	1,778,915	34%	1,563,893	28%	
							(A)				
Total Liabilities and Members' Equity	\$ 7,098,729	\$ 7,162,507	\$ 5,938,635	\$ 5,534,132	(63,777)	-1%	1,160,094	20%	1,564,598	28%	
Balance Check	-	-	-	-							

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

Development Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	1,778,915 F14
Members' Equity Transfers In (Out)	- < GPC's CFP Forecast has \$1.0m IN
Net Change in Members Equity	1,778,915 (A)

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

	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	377,503	375,133	178,482	196,367	2,370	1%	199,021	112%	181,136	92%	181,136	92%
Cash and Investments total	377,503	375,133	178,482	196,367	2,370	1%	199,021	112%	181,136	92%	181,136	92%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	828	2,539	765	149	(1,711)	-67%	64	8%	679	455%	679	455%
Due From (To) Other Funds	(168,455)	(164,443)	(29,695)	(15,172)	(4,012)	-2%	(138,760)	-467%	(153,283)	-1010%	(153,283)	-1010%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Assets	\$ 209,876	\$ 213,229	\$ 149,551	\$ 181,344	(3,353)	-2%	60,325	40%	28,533	16%	28,533	16%
Liabilities												
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%	-	0%
Members' Equity	209,876	213,229	113,021	181,344	(3,353)	-2%	96,855	86%	28,533	16%	28,533	16%
Total Liabilities and Members' Equity	\$ 209,876	\$ 213,229	\$ 149,551	\$ 181,344	(3,353)	-2%	60,325	40%	28,533	16%	28,533	16%
Balance Check	-	-	-	-								

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

**Tahoe Donner Association
Statement of Financial Position**

Property Fund

August 2019

	Current Month as of Aug 31, 2019	Last Month as of Jul 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Aug 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(40,464,352)	(40,189,352)	(38,264,352)	(37,824,708)	(275,000)	-1%	(2,200,000)	-6%	(2,639,644)	-7%
NBV of Property & Equipment	39,336,706	39,611,706	41,536,706	38,518,341	(275,000)	-1%	(2,200,000)	-5%	818,365	2%
Construction In Progress	1,912,501	1,618,457	18,147	2,058,251	294,045	18%	1,894,354	10439%	(145,749)	-7%
Net Property and Equipment	41,249,208	41,230,163	41,554,854	40,576,592	19,045	0%	(305,646)	-1%	672,616	2%
Total Assets	\$ 41,249,208	\$ 41,230,163	\$ 41,554,854	\$ 40,576,592	19,045	0%	(305,646)	-1%	672,616	2%
Liabilities										
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Members' Equity	41,249,208	41,230,163	41,554,854	40,576,592	19,045	0%	(305,646)	-1%	672,616	2%
Total Liabilities and Members' Equity	\$ 41,249,208	\$ 41,230,163	\$ 41,554,854	\$ 40,576,592	19,045	0%	(305,646)	-1%	672,616	2%
Balance Check	-	-	-	-	-		-		-	
Depreciation Expense YTD	2,200,000	1,925,000	3,284,225	2,160,800	275,000	14%	(1,084,225)	-33%	39,200	2%
Retirement/disposal of Fixed Assets	-	-	-	-	-		-		-	
AD removal YTD	-	-	-	-	-		-		-	
Net Change in Accum Deprec YTD	2,200,000	-	-	-	-		-		-	

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

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

	<i>last year end - audited</i>		Q1		Q2			
	12/31/2018		3/31/2019		6/30/2019		7/31/2019	8/31/2019
Consolidated TDA Total	24,007,033	100%	32,714,206	100%	30,571,476		29,897,247	28,827,984
Cash/Money Market	1,786,473	7%	2,684,285	8%	3,198,304		2,459,487	7,701,165
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197		879,197	629,197
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	19,541,778		20,361,942	14,300,737
Bonds, Corporate	3,552,534	15%	3,558,330	11%	3,533,936		3,528,098	3,528,098
Bonds, Municipal	2,308,627	10%	2,311,388	7%	2,329,109		2,329,109	2,329,109
Restricted Other	337,615	1%	338,405	1%	339,152		339,415	339,678
Operating Fund (O)	5,956,913	100%	9,970,547	100%	7,728,336		7,016,807	7,073,716
Cash/Money Market	1,504,482	25%	1,669,072	17%	1,600,359		1,969,584	2,915,312
Certificates of Deposit	340,160	6%	129,197	1%	129,197		129,197	129,197
US Treasuries/GovOblig	3,774,657	63%	7,833,874	79%	5,659,628		4,578,612	3,689,529
Bonds, Corporate	-	0%	-	0%	-		-	-
Bonds, Municipals	-	0%	-	0%	-		-	-
Restricted Other	337,615	6%	338,405	3%	339,152		339,415	339,678
Replacement Reserve Fund (R)	11,879,903	100%	14,801,083	100%	14,861,397		14,891,224	13,727,954
Cash/Money Market	141,863	1%	872,107	6%	969,807		351,130	2,282,194
Certificates of Deposit	1,750,000	15%	1,250,000	8%	1,250,000		500,000	250,000
US Treasuries/GovOblig	6,631,359	56%	9,313,739	63%	9,232,577		10,636,918	7,792,584
Bonds, Corporate	1,806,952	15%	1,812,748	12%	1,838,804		1,832,966	1,832,966
Bonds, Municipals	1,549,729	13%	1,552,489	10%	1,570,210		1,570,210	1,570,210
Development Fund (D)	5,991,735	100%	7,568,332	100%	7,606,619		7,614,083	7,648,811
Cash/Money Market	111,058	2%	115,645	2%	599,017		109,643	2,274,521
Certificates of Deposit	250,000	4%	250,000	3%	250,000		250,000	250,000
US Treasuries/GovOblig	3,126,196	52%	4,698,206	62%	4,303,570		4,800,409	2,670,259
Bonds, Corporate	1,745,582	29%	1,745,582	23%	1,695,133		1,695,133	1,695,133
Bonds, Municipals	758,899	13%	758,899	10%	758,899		758,899	758,899
New Equipment Fund (N)	178,482	100%	374,244	100%	375,124		375,133	377,503
Cash/Money Market	29,070	16%	27,462	7%	29,121		29,130	229,138
Certificates of Deposit	-	0%	-	0%	-		-	-
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003		346,003	148,365

CASH FLOW RECON		
\$ Thousands		
	Month	YTD
OPF NOR Gain (Loss)	(342)	(2,377)
CurrAssets Decr (incr)	127	595
CurrLiab Incr (decr)	(513)	(203)
CapFds Expenditures	(393)	(2,397)
CapFds AAs Rev	-	7,023
OPFds AA Rev	344	2,909
AR/DefRevAA change	(334)	(938)
AA 3rows subtotal	10	8,994
All other changes, net	41	208
Net Change in Cash and Investments	\$ (1,069)	\$ 4,821
Cash & Investments - Current Balance Flow Thru:		
Current Month End Balance		28,828
OPF NOR Loss (remaining Mths @ Bdg)		(2,787)
RRF Spend 2019 forecast to go		(1,884)
NEF Spend 2019 forecast to go		(144)
DVF Spend 2019 forecast to go		(930)
All other cash flow, net working capital		(2,377)
Raw Ending Balance *		20,706
Distribution of Raw Ending Balance:		
YE Forecasted Members Equity, RRF		11,500
YE Forecasted Members Equity, NEF		64
YE Forecasted Members Equity, DVF		6,167
PYE Members Equity, OPF		2,442
YTD NOR Performance to Bdg, OPF		532
<i>OPF ME excess to target \$1.5m</i>		
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY		20,705

(O)Tri Counties, Bank of West, M.ofOmaha,PlumasBk, Stifel & Wells Fargo Sec.
(R)Stifel, EatonVance & Wells Fargo Securities
(D) (N) Stifel

	YTD 2018	YTD 2019	YTD 2018	YTD 2019	YTD 2018	YTD 2019	For the Month 2018	For the Month 2019
	AVG ME BALANCE		INT INCOME		Earnings %		Earnings %	
OP Fund	7,369,116	8,172,247	57,183	94,631	1.2%	1.7%	1.1%	1.2%
RR Fund	13,356,244	14,123,552	135,190	203,049	1.5%	2.2%	2.0%	2.0%
DEV Fund	5,397,475	7,239,074	49,606	116,923	1.4%	2.4%	2.1%	2.3%
NE Fund	233,555	331,398	2,274	5,085	1.5%	2.3%	1.6%	2.1%
Combined Totals	26,356,390	29,866,272	244,253	419,689	1.4%	2.1%	1.7%	1.9%

Director of Finance and Accounting

Board Treasurer

Consolidated TDA Total

	Stifel	WFBkr	EatonV	Plumas Bk	MutOmh	TriCoBk	Bkf West	WF Bank	Trusts	Internal	Total
<i>last month</i> <u>7/31/2019</u>	18,790,218	6,410,201	3,152,170	-	129,197	971,416	56,275	261,633	82,801	43,337	29,897,247
Transfers IN (Out)	-	(1,250,000)	-	-	-	1,250,000	-	-	-	-	-
All other Activities	90,874	38,298	9,381	-	-	(1,205,907)	3	3	250	(2,167)	(1,069,264)
<i>current month</i> <u>8/31/2019</u>	18,881,092	5,198,499	3,161,552	-	129,197	1,015,508	56,278	261,637	83,051	41,170	28,827,984

Replacement Reserve Fund

	Stifel	WFBkr	EatonCB	EatonMB	Total
<u>7/31/2019</u>	7,170,497	4,568,557	1,559,231	1,592,940	14,891,224
Transfers IN (Out)		(1,250,000)			(1,250,000)
All other Activities	41,034	36,314	3,611	5,771	86,729
<u>8/31/2019</u>	7,211,531	3,354,871	1,562,841	1,598,710	13,727,954

Development Fund

Stifel
7,614,083
34,728
7,648,811

New Equipment Fund

Stifel
375,133
2,370
377,503

Operating Fund

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
<u>7/31/2019</u>	3,630,505	1,841,644	-	129,197	971,416	56,275	5,019	256,614	82,801	43,337	7,016,807
Transfers IN (Out)					1,250,000						1,250,000
All other Activities	12,742	1,984	-	-	(1,205,907)	3	(10)	13	250	(2,167)	(1,193,091)
<u>8/31/2019</u>	3,643,247	1,843,628	-	129,197	1,015,508	56,278	5,010	256,627	83,051	41,170	7,073,716

see next page for Maturities by Fund

FUND	Investment Category	Investment Description	Yield To Maturity	ALL FUNDS - Maturity Values by # of Months from 08/31/2019											TOTAL						
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	0	72						
				1	2	3	6	12	24	36	48	60	72								
			wgt avgs	0.5%	1.9%	2.2%	2.4%	2.8%	1.7%	38%	19%	6%	12%	10%	3%	4%	6%	2%	0%	100%	
ALL FUNDS	cash/mm	cash and money market funds	0.5%	6,583,199	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,583,199	24%
ALL FUNDS	UST	US Treasuries	1.9%	3,400,000	5,100,000	1,400,000	3,200,000	1,300,000	-	-	-	-	-	-	-	-	-	-	-	14,400,000	53%
ALL FUNDS	CD	Bank Certificates of Deposit	2.2%	-	-	250,000	-	383,166	-	-	-	-	-	-	-	-	-	-	-	633,166	2%
ALL FUNDS	Bonds-M	Municipal Bonds	2.4%	-	-	-	-	225,000	360,000	710,000	730,000	120,000	15,000	-	-	-	-	-	-	2,160,000	8%
ALL FUNDS	Bonds-C	Corporate Bonds	2.8%	300,000	-	-	-	781,000	570,000	475,000	918,000	453,000	30,000	-	-	-	-	-	-	3,527,000	13%
				10,283,199	5,100,000	1,650,000	3,200,000	2,689,166	930,000	1,185,000	1,648,000	573,000	45,000	-	-	-	-	-	-	27,303,365	100%
			9.5 WghtAvg Maturity in Months	1.7%	1.0%	1.8%	2.4%	2.0%	2.1%	2.4%	2.5%	2.9%	3.1%	2.4%							

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

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

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 08/31/2019											TOTAL
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	60.1	
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
RRF	cash/mm	cash and money market funds	0.5%	2,282,194	-	-	-	-	-	-	-	-	-	2,282,194	17%
RRF	UST	US Treasuries	1.9%	2,100,000	2,700,000	1,250,000	1,500,000	300,000	-	-	-	-	-	7,850,000	58%
RRF	CD	Bank Certificates of Deposit	2.6%	-	-	-	-	250,000	-	-	-	-	-	250,000	2%
RRF	Bonds-M	Municipal Bonds	2.0%	-	-	-	-	225,000	260,000	495,000	345,000	70,000	15,000	1,410,000	10%
RRF	Bonds-C	Corporate Bonds	2.7%	300,000	-	-	-	31,000	245,000	400,000	443,000	378,000	30,000	1,827,000	13%
			1.8%	4,682,194	2,700,000	1,250,000	1,500,000	806,000	505,000	895,000	788,000	448,000	45,000	13,619,194	100%
	10.6	WghtAvg Maturity in Months		34%	20%	9%	11%	6%	4%	7%	6%	3%	0%	100%	
		Wght Avg Yield by Maturity Range	1.8%	1.2%	1.8%	2.5%	1.8%	2.1%	2.1%	2.3%	2.7%	3.0%	2.4%		

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 08/31/2019											TOTAL
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	60.1	
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
DVF	cash/mm	cash and money market funds	0.5%	2,274,521	-	-	-	-	-	-	-	-	-	2,274,521	30%
DVF	UST	US Treasuries	2.0%	-	1,000,000	-	1,700,000	-	-	-	-	-	-	2,700,000	35%
DVF	CD	Bank Certificates of Deposit	1.8%	-	-	250,000	-	-	-	-	-	-	-	250,000	3%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	100,000	215,000	385,000	50,000	-	750,000	10%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	-	750,000	325,000	75,000	475,000	75,000	-	1,700,000	22%
			1.9%	2,274,521	1,000,000	250,000	1,700,000	750,000	425,000	290,000	860,000	125,000	-	7,674,521	100%
	12.2	WghtAvg Maturity in Months		30%	13%	3%	22%	10%	6%	4%	11%	2%	0%	100%	
		Wght Avg Yield by Maturity Range	1.9%	0.5%	1.8%	1.8%	2.2%	2.7%	2.8%	3.0%	3.1%	3.2%	0.0%		

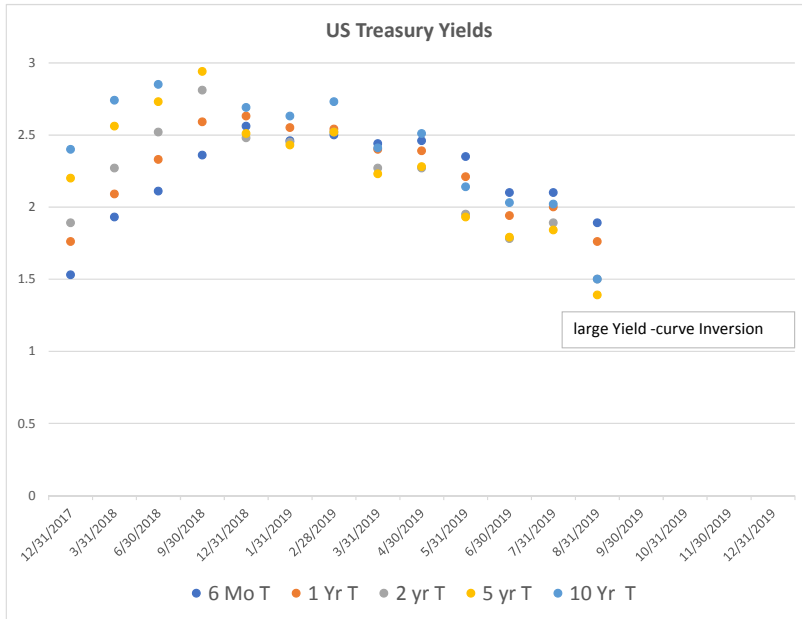
New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 08/31/2019											TOTAL
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	60.1	
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	229,138	-	-	-	-	-	-	-	-	-	229,138	60%
NEF	UST	US Treasuries	2.2%	-	-	150,000	-	-	-	-	-	-	-	150,000	40%
NEF	CD	Bank Certificates of Deposit	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.2%	229,138	-	150,000	-	-	-	-	-	-	-	379,138	100%
	1.8	WghtAvg Maturity in Months		60%	0%	40%	0%	0%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.2%	0.5%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

Operating Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 08/31/2019											TOTAL
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	60.1	
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
OPF	cash/mm	cash and money market funds	0.5%	1,797,346	-	-	-	-	-	-	-	-	-	1,797,346	32%
OPF	UST	US Treasuries	1.7%	1,300,000	1,400,000	-	-	1,000,000	-	-	-	-	-	3,700,000	66%
OPF	CD	Bank Certificates of Deposit	2.3%	-	-	-	-	133,166	-	-	-	-	-	133,166	2%
OPF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
OPF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.3%	3,097,346	1,400,000	-	-	1,133,166	-	-	-	-	-	5,630,512	100%
	3.5	WghtAvg Maturity in Months		55%	25%	0%	0%	20%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.3%	1.0%	1.8%	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%		

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



Source: Vanguard 9/13/2019

New Issue CDs	Yield										
	1 - 3 months	4 - 6 months	7 - 9 months	10 - 12 months	13 - 18 months	2 years	3 years	4 years	5 years	7 years	10 years
New Issue CDs	2.00%	1.90%	1.80%	1.80%	1.80%	1.85%	1.85%	1.85%	—	—	2.00%

Bonds	Yield								
	1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year	
Treasuries	2.01%	1.88%	1.78%	1.74%	1.80%	1.86%	2.27%	2.33%	
Agencies	2.00%	2.09%	2.10%	2.27%	2.61%	2.81%	3.04%	2.90%	
Municipals highest grade	1.43%	1.70%	1.58%	1.87%	1.98%	2.41%	2.82%	2.93%	
Municipals high grade	1.55%	1.64%	1.70%	2.00%	2.14%	2.86%	3.05%	3.03%	
Municipals upper-medium grade	1.56%	1.70%	1.90%	2.44%	2.44%	2.59%	3.08%	3.21%	
Municipals investment grade	1.59%	1.99%	2.26%	2.67%	2.77%	3.30%	3.22%	3.52%	
Corporates highest grade	2.00%	1.95%	1.93%	1.99%	2.30%	2.37%	3.18%	3.11%	
Corporates high grade	2.07%	2.18%	2.15%	2.30%	2.46%	2.61%	3.46%	4.01%	
Corporates upper-medium grade	2.33%	2.40%	2.44%	2.64%	3.01%	3.54%	4.18%	4.21%	
Corporates investment grade	2.72%	3.20%	4.12%	4.81%	6.05%	6.64%	7.10%	7.17%	

S&P 500 3,012.53 +2.96 (+0.10%)	Dow 30 27,237.90 +56.45 (+0.20%)	Nasdaq 8,188.48 -5.99 (-0.07%)	Russell 2000 1,582.43 +7.36 (+0.47%)	<September 13, 2019
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Kiplinger's - as of 9/13/2019 (no change from mid-Aug)

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

On 8/1/2019, Fed Prime lowered .25 from 5.50% to 5.25%.

CA Avg, Reg Unleaded (\$)						Current Month Change to		
8/31/2018	12/31/2018	3/31/2019	5/31/2019	6/30/2019	8/31/2019	LTM	PYE	Last Mth
\$ 3.48	\$ 3.29	\$ 3.27	\$ 3.95	\$ 3.72	\$ 3.48	\$ -	\$ 0.19	(\$0.24)
(S) source = average for month - regular						0%	6%	-6%

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

CPI	FED BLS - Monthly - CPI-U - Aug 2019 - 1yr: 1.7%, US City (1.8% last month)
	FED BLS - Monthly - CPI-U - August 2019 - 1yr: 2.6%, West (2.7% last month)
	FED BLS - Bi-Monthly CPI-U - August 2019 - 1yr: 2.7%, SF-Oak-Hay (3.2% Jun19)

Unemployment, USA	3.7% / 3.7% / 3.8%	< USA Aug19/Jul19/Aug18
Unemployment, CA	4.1% / 4.2% / 4.1%	< CA Jul19/Jun19/Jul18 (Aug n.a.)

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

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Jun 30, 2019	Jul 31, 2019	Aug 31, 2019	Aug 31, 2018	Dec 31, 2018
Total, ALL	316,623	300,094	275,741	292,370	314,822
subtotal Food and Beverage accounts (F&B)	141,939	132,561	122,288	114,534	119,438
subtotal Retail Merchandise accounts	174,683	167,533	153,453	177,836	195,383
subtotal The Lodge F&B accounts	81,402	76,502	73,477	62,956	64,590
Inventory Account					
11412 Inv Retail Trout Creek	13,704	13,384	14,348	15,213	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	12,741	17,210	16,109	15,861	13,510
11415 Inv Retail Bikeworks	25,753	25,126	20,771	24,607	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	135	400	140	298	155
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	33,260	33,260	33,260	37,631	60,043
11422 Inv Retail Cross Country	9,420	9,420	9,420	28,397	46,281
11423 Inv Retail Snowplay	0	0	0	26	370
11424 Inv Retail Golf Pro Shop	58,116	40,418	36,600	44,846	30,915
11425 Inv Retail Tennis	12,251	13,303	10,465	7,069	6,801
11426 Inv Retail Marina	1,212	1,251	644	990	514
11427 Inv Retail Equestrian	7,976	8,806	7,424	2,733	2,379
11428 Inv Retail Recreation	116	445	359	157	158
11429 Inv Retail Golf Special Order	-	4,509	3,913	8	-
11611 Inv DHS Food Meat	616	616	1,216	396	2,340
11612 Inv DHS Food Seafood	4	4	4	97	241
11613 Inv DHS Food Produce	0	0	0	35	290
11614 Inv DHS Food Dairy	(4)	(4)	(4)	268	983
11615 Inv DHS Food NABev	929	929	929	1,041	2,745
11616 Inv DHS Food Other	1,099	1,099	1,099	2,005	8,518
11617 Inv DHS Bev Beer	204	204	204	841	1,191
11618 Inv DHS Bev Liquor	7,455	7,455	7,510	6,804	8,346
11619 Inv DHS Bev Wine	1,455	1,455	1,455	952	1,910
11621 Inv Trailer Food Meat	122	122	122	162	161
11622 Inv Trailer Food Seafood	-	-	-	-	-
11623 Inv Trailer Food Produce	-	-	-	-	-
11624 Inv Trailer Food Dairy	58	58	58	(0)	97
11625 Inv Trailer Food NABev	110	110	110	-	76
11626 Inv Trailer Food Other	422	422	422	320	359
11631 Inv ACAC Food Meat	1,227	1,790	1,962	1,539	1,239
11632 Inv ACAC Food Seafood	79	124	153	184	518
11633 Inv ACAC Food Produce	537	723	766	702	1,306
11634 Inv ACAC Food Dairy	377	616	556	475	667
11635 Inv ACAC Food NABev	1,376	950	828	1,008	672
11636 Inv ACAC Food Other	3,714	3,338	2,982	3,180	4,621
11637 Inv ACAC Bev Beer	1,472	1,185	1,067	1,230	1,232
11639 Inv ACAC Bev Wine	2,329	2,358	2,076	1,565	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Jun 30, 2019	Jul 31, 2019	Aug 31, 2019	Aug 31, 2018	Dec 31, 2018
11641 Inv Marina Food Meat	1,403	2,195	1,226	1,608	-
11642 Inv Marina Food Seafood	166	202	38	119	0
11643 Inv Marina Food Produce	324	266	134	313	(0)
11644 Inv Marina Food Dairy	241	451	212	306	(0)
11645 Inv Marina Food NABev	2,340	1,640	903	1,242	0
11646 Inv Marina Food Other	3,975	3,662	1,944	2,749	346
11647 Inv Marina Bev Beer	1,372	948	747	933	0
11648 Inv Marina Bev Liquor	1,790	2,526	1,294	1,639	524
11649 Inv Marina Bev Wine	497	175	88	546	328
11661 Inv Pizza Food Meat	2,047	2,047	2,047	1,285	2,057
11663 Inv Pizza Food Produce	623	632	332	602	642
11664 Inv Pizza Food Dairy	762	1,370	691	1,692	1,481
11665 Inv Pizza Food NABev	1,063	660	799	1,332	1,123
11666 Inv Pizza Food Other	6,027	5,035	6,691	3,328	4,169
11667 Inv Pizza Bev Beer	2,919	2,170	1,094	1,808	1,671
11669 Inv Pizza Bev Wine	2,666	2,315	1,091	2,916	2,984
11671 Inv SMRFaB Food Meat	1,679	1,126	1,103	1,232	185
11672 Inv SMRFaB Food Seafood	110	110	66	45	0
11673 Inv SMRFaB Food Produce	263	179	165	139	-
11674 Inv SMRFaB Food Dairy	225	284	268	299	100
11675 Inv SMRFaB Food NABev	1,427	649	639	1,150	93
11676 Inv SMRFaB Food Other	1,883	1,745	1,381	1,407	226
11677 Inv SMRFaB Bev Beer	758	906	891	1,180	(0)
11678 Inv SMRFaB Bev Liquor	1,664	863	711	515	-
11679 Inv SMRFaB Bev Wine	489	102	461	25	(0)
11681 Inv Lodge Food Meat	3,428	4,160	4,490	3,361	5,766
11682 Inv Lodge Food Seafood	1,659	1,444	2,086	1,436	3,004
11683 Inv Lodge Food Produce	1,692	2,651	2,024	1,814	1,895
11684 Inv Lodge Food Dairy	1,820	2,029	1,725	1,732	1,636
11685 Inv Lodge Food NABev	1,090	988	942	866	972
11686 Inv Lodge Food Other	6,718	7,025	6,575	6,754	6,124
11687 Inv Lodge Bev Beer	2,491	2,416	1,839	2,594	2,672
11688 Inv Lodge Bev Liquor	23,162	20,953	18,322	20,416	17,282
11689 Inv Lodge Bev Wine	39,344	34,835	35,473	23,983	25,239
11695 Inventory-Tennis Beverage	172	172	177	276	28
11696 Inventory-Tennis Food	72	72	102	86	-
11411 Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION

Capital Funds Summary

For the Eight Months Ending August 31, 2019

	8-months YTD	12-months		12-months w/Actual FBCF		
	2019 YTD Actual	2019 Budget	YTD Actual vs Budget	2019 FORECAST	Forecast vs Budget	
REPLACEMENT RESERVE FUND (902)						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 10,400,649	\$ 9,900,000	\$ 500,649	\$ 10,400,649	\$ 500,649	5%
ASSESSMENT CONTRIBUTION	4,661,000	4,661,000	-	4,661,000	-	0%
Operating Fund Balance Transfer - IN	-	-	-	-	-	na
INTEREST INCOME	203,049	172,000	31,049	250,000	78,000	45%
SALVAGE RECEIPTS	32,874	30,000	2,874	30,000	-	0%
INCOME TAX EXPENSE	(9,336)	(14,000)	4,664	(22,000)	(8,000)	57%
BAD DEBT EXPENSE	(4,000)	(12,000)	8,000	(12,000)	-	0%
ALLOCATED OVERHEAD	(50,411)	(77,000)	26,589	(77,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(1,382,181)	(3,721,000)	2,338,819	(2,540,140)	F 1,180,860	-32%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(492,474)	(1,319,000)	826,526	(1,190,509)	128,491	-10%
Replacement Reserve Fund Balance	\$ 13,359,170	\$ 9,620,000	\$ 3,739,170	\$ 11,500,000	F \$ 1,880,000	20%
NEW EQUIPMENT FUND (905)						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 113,021	\$ 54,000	\$ 59,021	\$ 113,021	\$ 59,021	109%
ASSESSMENT CONTRIBUTION	194,000	194,000	-	194,000	-	0%
INTEREST INCOME	5,085	3,000	2,085	3,000	-	0%
INCOME TAX EXPENSE	-	-	-	-	-	na
EXPENDITURES FOR CAPITAL ADDITIONS C	(102,229)	(187,000)	84,771	(246,021)	(59,021)	32%
NM&E Fund Balance	\$ 209,877	\$ 64,000	\$ 145,877	\$ 64,000	\$ 0	0%
DEVELOPMENT FUND (903) -						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 5,304,788	\$ 4,950,000	\$ 354,788	\$ 5,304,788	\$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular	2,168,000	2,168,000	-	2,168,000	-	0%
Operating Fund Balance Transfer - IN	-	-	-	-	-	na
INTEREST INCOME	116,923	86,000	30,923	140,000	54,000	63%
INCOME TAX EXPENSE	(4,667)	(7,000)	2,333	(11,000)	(4,000)	57%
BAD DEBT EXPENSE	(1,500)	(5,000)	3,500	(5,000)	-	0%
ALLOCATED OVERHEAD	(79,589)	(120,000)	40,411	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(409,943)	(1,850,000)	1,440,057	(1,289,788)	D 560,212	-30%
MAJOR R&M, PROJECTS & LEASE EXPENSES M	(10,309)	(50,000)	39,691	(20,000)	30,000	-60%
Development Fund Balance	\$ 7,083,703	\$ 5,172,000	\$ 1,911,703	\$ 6,167,000	F \$ 995,000	19%
			DHSki Lodge replacement designed savings	\$ 3,075,000	< subject to review	
			All other DVF Projects designed savings	\$ 3,092,000	< subject to review	
Combined CAPITAL FUNDS ACTIVITY - Year to Date						
EXPENDITURES FOR CAPITAL ADDITIONS C	(1,894,354)	(5,758,000)	3,863,646	(4,075,950)	1,682,050	
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(502,783)	(1,369,000)	866,217	(1,210,509)	158,491	
YTD CAPITAL FUNDS TOTAL	(2,397,137)	(7,127,000)	4,729,863	(5,286,458)	1,840,542	

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 1,894,354
Less Capitalized/place in service to Property Fund - PP&E	-
CIP Balance (g/l # 904-16510)	\$ 1,912,501

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

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

Tahoe Donner Association
Capital Funds Ending Balance Reconciliation - Budget versus Forecast
For the Eight Months Ending August 31, 2019

Replacement Reserve Fund				
Change		Budget	Actual	diff
500,649	2019 Beginning Fund Balance > Budget	9,900,000	10,400,649	500,649
		Budget	Forecast	diff
(6,867)	2019 projects, net, capital	-	6,867	(6,867)
758,321	2018 projects, net, capital	3,721,000	2,962,679	758,321
(47,646)	2018 projects, net, expense	1,319,000	1,366,646	(47,646)
(143,216)	2018 projects, net, capital, accelerations	-	143,216	(143,216)
(97,284)	2018 projects, net, expense, accelerations	-	97,284	(97,284)
(46,297)	2017 projects, net, capital	-	46,297	(46,297) S
-	2017 projects, net, expense	-	-	-
-	2017 accelerations, capital	-	-	-
-	2017 accelerations, expense	-	-	-
-	2016 projects, net, capital	-	-	-
618,918	projects to carry-over to 2019+, capital	-	(618,918)	618,918
273,421	projects to carry-over to 2019+, expense	-	(273,421)	273,421
-	rounding/other			
-	Salvage Receipts Forecast adjustment, 2019	30,000	30,000	-
78,000	Interest Income Forecast adjustment, 2019	172,000	250,000	78,000
(8,000)	Income Tax Forecast adjustment, 2019	(14,000)	(22,000)	(8,000)
-	Bad Debt Exp Forecast adjustment, 2019	(12,000)	(12,000)	-
-	Transfer in from Operating Fund	-	-	-
1,880,000	2018 carryovers, TBD refine for February Reporting, rough estimate currently			
1,880,000	Total, change schedule above			
		Budget	Forecast	diff
1,880,000	Variance of Ending Fund Balance 2019	9,620,000	11,500,000	1,880,000

(0) Reconciliation difference

Above recons fund balance flux.

Development Fund				
Change		Budget	Actual	diff
354,788	2019 Beginning Fund Balance > Budget	4,950,000	5,304,788	354,788
		Budget	Forecast	diff
-	Association, New Accessibility ImprovementSS	50,000	50,000	-
30,000	Association, Member Surveys	50,000	20,000	30,000
-	Alder Creek Adventure Center, Master Plan	10,000	10,000	-
-	Cross Country Ski, Snowmaking	100,000	100,000	-
-	Northwoods Clubhouse, Master Plan	10,000	10,000	-
150,000	Downhill Ski - Daylodge/SkierServices/Lifts, soft cc	200,000	50,000	150,000
550,000	Downhill Ski - Snowmaking phase 2	600,000	50,000	550,000
-	Downhill Ski - regrading mile run, soft costs	50,000	50,000	-
-	Beach Club Marina, Master Plan	10,000	10,000	-
25,000	The Lodge, covered walkway in parking lot	75,000	50,000	25,000
-	Trails, new trail(s) per trails master plan	67,000	67,000	-
-	Trails, new trailhead project	33,000	33,000	-
-	Trout Creek Recreation Facility, Master Plan	10,000	10,000	-
(121,000)	Trout Creek Recreation Facility, Remodel 2019 DF	275,000	396,000	(121,000)
75,000	Snowplay, snowmaking	100,000	25,000	75,000
-	Association, Feasibility Studies	10,000	10,000	-
-	Direct Payroll Charge	191,000	191,000	-
(81,984)	Land Acquisition, Other Projects, Contingency	59,000	140,984	(81,984)
	<i>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</i>			
(7,304)	DHSki Eagle Rock Shrouding and Charlift Relocati	-	7,304	(7,304)
(4,500)	Alder Creek Adv Center, Building (PUD deposit mi	-	4,500	(4,500)
(25,000)	Equine Campus - Asphalt Parking/Walkways (permi	-	25,000	(25,000)
	Timing between years			
	Board Approved in prior years			
-	Bad Debt Expense Forc vs Budget, 2019	(5,000)	(5,000)	-
-	Allocated Overhead Expense Forc vs Budget, 2019	(120,000)	(120,000)	-
54,000	Interest Income Forecast adjustment, 2019	86,000	140,000	54,000
(4,000)	Income Tax Forecast adjustment, 2019	(7,000)	(11,000)	(4,000)
-	other recon / rounding item			
995,000	Total, change schedule above			
		Budget	Forecast	diff
995,000	Variance of Ending Fund Balance 2019	5,172,000	6,167,000	995,000

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

- Reconciliation difference

Above recons fund balance flux.

TAHOE DONNER ASSOCIATION
Capital Projection Schedule- Development Fund
For the Eight Months Ending August 31, 2019
201908

	YYYY Mo	2019	8-months YTD	12-months	12-months	Forecast vs Budget
	2019	8	YTD Actual	2019 Budget (B)	2019 FORECAST	
DEVELOPMENT FUND (903) -						
w/Actual FBCF						
2018 YEAR END 12/31/2018, Beginning Balance			\$ 5,304,788	\$ 4,950,000	\$ 5,304,788	\$ 354,788 7%
ASSESSMENT CONTRIBUTION - Regular			2,168,000	2,168,000	2,168,000	- 0%
Operating Fund Balance Transfer - IN			-	-	-	- na
INTEREST INCOME			116,923	86,000	140,000	54,000 63%
INCOME TAX EXPENSE			(4,667)	(7,000)	(11,000)	(4,000) 57%
BAD DEBT EXPENSE			(1,500)	(5,000)	(5,000)	- 0%
ALLOCATED OVERHEAD			(79,589)	(120,000)	(120,000)	- 0%
EXPENDITURES FOR CAPITAL ADDITIONS	C		(409,943)	(1,850,000)	(1,289,788)	560,212 -30%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E		(10,309)	(50,000)	(20,000)	30,000 -60%
Development Fund Balance			\$ 7,083,703	\$ 5,172,000	\$ 6,167,000 (F)	\$ 995,000 19%

see Blue shade note below

YEAR 2019 SPEND						
Project YR	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #		
Total, all below	420,252	1,900,000	1,309,788			
Association, New Accessibility ImprovementSS	2019 C	15,230	50,000	50,000	931-010-277	
Association, Member Surveys	2019 E	10,309	50,000	20,000	933-005-281	
Alder Creek Adventure Center, Master Plan	2019 C	-	10,000	10,000		
Cross Country Ski, Snowmaking	2019 C	3,550	100,000	100,000	931-110-271	
Northwoods Clubhouse, Master Plan	2019 C	-	10,000	10,000		
Downhill Ski - Daylodge/SkierServices/Lifts, soft costs	2019 C	-	200,000	50,000		
Downhill Ski - Snowmaking phase 2	2019 C	4,350	600,000	50,000	931-210-272	
Downhill Ski - regrading mile run, soft costs	2019 C	15,171	50,000	50,000	931-210-275	
Beach Club Marina, Master Plan	2019 C	-	10,000	10,000		
The Lodge, covered walkway in parking lot	2019 C	1,369	75,000	50,000 (S)	931-128-280	
Trails, new trail(s) per trails master plan	2019 C	3,643	67,000	67,000	931-051-276	
Trails, new trailhead project	2019 C	25,159	33,000	33,000	931-051-290	
Trout Creek Recreation Facility, Master Plan	2019 C	-	10,000	10,000	831-132-323	
Trout Creek Recreation Facility, Remodel 2019 DF portion	2019 C	200,976	275,000	396,000 (T)	931-132-256	
Snowplay, snowmaking	2019 C	400	100,000	25,000	931-216-273	
Association, Feasibility Studies	2019 C	-	10,000	10,000		
Direct Payroll Charge	2019 C	127,336	191,000	191,000	931-165-267	
Land Acquisition, Other Projects, Contingency	2019 C	-	59,000	140,984		
Carry-Over Projects (not budgeted to carry-over) and Added Projects:						
DHSki Eagle Rock Shrouding and Charlift Relocation	2018 C	7,304	-	7,304	831-211-311	
Alder Creek Adv Center, Building (PUD deposit misapplied)	2012 C	4,500	-	4,500	231-110-554	
Equine Campus - Asphalt Parking/Walkways (permit reqm)	2017 C	955	-	25,000	731-080-311	

(T) more in 2019 due to not spent in 2018
 (S) project scope WIP
 (B) - Budget as approved in fall and published in Budget Report
F) - Forecast Spend and YE Balance Projection are current estimates.
4/2019 CFP by GPC has \$1m transfer in from OPF to DVF

0	NEF Fund TL, Capital		240,800	241,322	246,021	(4,700)	102,229	134,140	143,792	12,960	
1	2019 NMEF-CAP		240,800	232,300	237,000	(4,700)	94,093	94,093	142,906	12,960	Budget 2019 projects
0	2019 NMEF-ADD		-	8,500	8,500	-	7,615	7,615	885	-	projects added (via contingency) in 2019
0	2018 NMEF-CAP		-	522	522	-	522	32,433	-	-	carry over projects
0	2017 NMEF-CAP		-	-	-	-	-	-	-	-	carry over projects
0	2016 NMEF-CAP		-	-	-	-	-	-	-	-	carry over projects

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2019 SPEND Carryover\$	Notes
851 010 315	2018 NMEF-CAP	ASO Workstation	ASO	C	12	-	271	271	-	271	2,766	-	-	carryover project from py
851 010 294	2018 NMEF-CAP	HVAC for Mezzanine	ASO	C	12	-	251	251	-	251	29,667	-	-	carryover project from py
951 025 257	2019 NMEF-CAP	CRM Software - Marketing	MIS	C	12	30,000	30,000	30,000	-	10,398	10,398	19,602	-	
951 025 258	2019 NMEF-CAP	Cellphone Booster - Trout Creek	Trout Creek	C	12	30,000	30,000	30,000	-	1,894	1,894	28,106	-	Changed from The Lodge during TCRC remc
951 025 259	2019 NMEF-CAP	Forestry Workstation - Defensible Space	Forestry	C	12	2,800	2,800	2,800	-	-	-	2,800	-	
951 050 260	2019 NMEF-CAP	Chipper Brush Bandit Model 250XP	Forestry	C	03	54,000	54,000	54,000	-	50,547	50,547	3,453	-	
951 051 261	2019 NMEF-CAP	Trail Counters	Trails	C	99	5,000	5,000	5,000	-	-	-	5,000	5,000	
951 080 262	2019 NMEF-CAP	Toro Workman (1 New) - Equestrian	Equestrian	C	12	31,000	31,000	31,000	-	26,215	26,215	4,785	-	
951 090 263	2019 NMEF-CAP	Pickleball windscreen	Tennis	C	12	2,000	2,000	2,040	(40)	2,040	2,040	-	(40)	
951 100 264	2019 NMEF-CAP	Bear Boxes	Campground	C	99	8,000	8,000	8,000	-	-	-	8,000	8,000	
951 145 265	2019 NMEF-CAP	Rolling Canoe Racks	Day Camps	C	12	3,000	3,000	3,000	-	2,998	2,998	2	-	
951 090 291	2019 NMEF-ADD	Tennis Center Pickelball Machine & Acc	Tennis	C	12	-	2,300	2,300	-	2,164	2,164	136	-	
951 025 292	2019 NMEF-ADD	Risk - iPad Air Tablets - Summer Operat	IT	C	12	-	3,500	3,500	-	2,914	2,914	586	-	
951 015 294	2019 NMEF-ADD	Laminator	Communications	C	12	-	2,700	2,700	-	2,537	2,537	163	-	
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	66,500	71,160	(4,660)	-	-	71,160	-	

Replacement Reserve TL	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Capital	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
Expense	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover\$ Res in Study	Notes
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of Projects

by Project Yr/Fund Type

20	2016 RR-CAP	-	-	-	-	-	-	-	-	-	-	-	-	
0	2017 RR-CAP	-	6,867	6,867	-	6,867	91,493	-	-	-	-	-	-	carry-over projects
2	2018 RR-CAP	-	46,297	46,297	-	31,297	1,710,861	15,000	-	-	-	-	-	carry-over projects
15	2018 RR-EXP	-	-	-	-	3,781	40,342	(3,781)	-	-	-	-	-	carry-over projects
3	2018 RR-ACC-CAP	-	-	-	-	-	-	-	-	-	-	-	-	carry-over projects
0	2018 RR-ACC-EXP	-	-	-	-	-	-	-	-	-	-	-	-	carry-over projects
0	2019 RR-CAP	3,721,000	2,380,632	2,343,761	36,871	1,228,739	1,237,937	1,115,021	618,918					Budget 2018 projects
212	2019 RR-EXP	1,319,000	1,089,140	1,093,225	(4,084)	411,824	448,817	681,396	273,421					Budget 2018 projects
108	2019 RR-ACC-CAP	-	130,225	143,216	(12,991)	115,279	115,279	27,936	-					2018 projects added in 2018
10	2019 RR-ACC-EXP	-	17,306	97,284	(79,978)	76,869	76,869	20,416	-					2018 projects added in 2018
6														

by Location

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

356	Administration	880,499	208,156	208,156	-	117,842	170,580	90,314	176,163					
16	Alder Creek Café	7,121	7,121	7,121	-	564	564	6,557	-					
2	Bikeworks	26,187	26,187	26,187	-	21,185	21,185	5,002	-					
4	Campground	28,549	2,885	2,885	-	2,322	563	25,663	-					
5	Chalet House	24,891	24,891	25,210	(320)	24,013	24,013	1,197	-					
16	Cross Country	113,583	140,592	140,592	-	59,519	104,331	81,074	2,052					
0	Day Camps	-	-	-	-	-	-	-	-					
4	Equestrian Center	17,660	13,610	15,358	(1,748)	6,293	6,293	9,065	4,049					
0	Facilities Administration	-	-	-	-	-	-	-	-					
9	Forestry	382,264	382,444	393,034	(10,590)	87,745	138,938	305,289	-					
3	General	1,849	11,849	(31,307)	43,156	-	-	(31,307)	-					
6	General Maintenance	30,382	27,267	27,267	-	11,974	11,974	15,293	3,116					
20	Golf Course	736,358	308,894	308,979	(86)	249,951	303,380	59,026	71,513					
1	Golf Complex	13,675	13,675	13,675	-	12,596	12,596	1,079	-					
12	Maintenance	101,435	44,917	59,895	(14,978)	3,790	3,790	56,104	23,325					
20	Marina	109,542	62,029	62,189	(160)	37,940	37,940	24,249	61,808					
54	IT	480,841	497,222	501,296	(4,073)	292,369	292,369	208,924	7,152					
3	No. Woods Pool-Bldg.	59,134	5,438	5,438	-	-	5,438	53,696	-					
8	Northwoods	46,470	254,316	257,070	(2,754)	236,088	249,815	20,982	7,154					
0	Northwoods Pool	-	-	-	-	-	-	-	-					
10	Pizza	38,430	20,252	20,252	-	11,660	12,545	8,592	28,799					
3	Recreation	29,100	29,100	29,566	(467)	29,314	29,314	253	-					
13	Ski Area-Mtn Ops	114,667	119,141	119,141	-	6,532	85,185	112,608	2,059					
8	Ski Area Rentl-Rtl	84,428	84,428	84,428	-	-	84,429	-	-					
8	Ski Area - Lift Maintenance	92,531	45,437	45,437	-	13,067	1,480,096	32,370	50,788					
3	Ski Area - Vehicle Maintenance	43,806	43,806	43,806	-	7,136	7,136	36,671	-					
0	Ski-Ops	-	-	-	-	-	-	-	-					
3	Snowplay	31,303	6,120	6,120	-	-	6,121	25,183	-					
8	Tennis Complex	48,882	44,356	44,356	-	19,249	19,249	25,107	9,461					
23	The Lodge	85,425	107,052	173,399	(66,348)	118,916	184,029	54,483	51,405					
23	Trails	348,456	165,287	166,782	(1,495)	25,063	43,453	141,717	195,904					
54	Trout Creek BLDG	869,002	854,496	854,496	-	453,135	454,109	401,362	19,016					
15	Trout Creek POOLSPA	193,530	119,497	119,817	(320)	26,392	26,392	93,426	74,033					
0	Trout Creek FITNESSSEQ	-	-	-	-	-	-	-	-					
0	Trout Creek OTHER	-	-	-	-	-	-	-	-					
0	Various	-	-	-	-	-	-	-	-					
0	Vehicle Maintenance	-	-	-	-	-	-	-	-					
0	Vehicle/Fleet	-	-	-	-	-	-	-	-					
0	Winter Food-Beverage	-	-	-	-	-	-	-	-					

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

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
2019 RR Expenditures Total, per 2019 Budget Report						5,040,000								
821 128 314	2018 RR-CAP	White Tent 40x80	The Lodge	C	12	-	7,532	7,532	-	7,532	62,968	-	-	
821 051 207	2018 RR-CAP	Trail TC Trailhead Remodel	Trails	C	12	-	4,095	4,095	-	4,095	22,485	-	-	
821 110 024	2018 RR-CAP	Wayfinding Signage Winter	Cross Country	C	12	-	62	62	-	62	13,608	-	-	
821 010 291	2018 RR-CAP	Com Dep Office Furniture	Administration	C	12	-	-	-	-	-	2,538	-	-	
821 110 023	2018 RR-CAP	Signage Exterior Trail Maps	Cross Country	C	12	-	521	521	-	521	4,572	-	-	
821 210 182	2018 RR-CAP	Trail Map Signage 4	Ski Area-Mtn Ops	C	12	-	1,081	1,081	-	1,081	3,594	-	-	
821 150 364	2018 RR-CAP	Prep snk and refurbish - Ice Machine	Pizza	C	12	-	3,087	3,087	-	3,087	3,972	-	-	
821 150 131	2018 RR-CAP	Service Station Cabinets -2	Pizza	C	12	-	2,533	2,533	-	2,533	2,533	-	-	
	2018 RR-CAP	Placeholder Estimate (all locations)	General	C	12	-	10,000	10,000	-	-	-	10,000	-	need to review carryovers with Capital Projects
821 125 359	2018 RR-CAP	Fairways/Rough Remodel - Agency and	Golf Course	C	12	-	5,000	5,000	-	-	10,366	5,000	-	
821 211 310	2018 RR-CAP	Snowbird Chairlift	Ski Area - Lift Maintenance	C	12	-	1,653	1,653	-	1,653	1,427,118	-	-	
821 110 019	2018 RR-CAP	Trail Improvements - 2018	Cross Country	C	12	-	4,000	4,000	-	4,000	22,066	-	-	
821 050 038	2018 RR-CAP	Chipper Brush Bandit 250 xp 2008	Forestry	C	12	-	180	180	-	180	51,373	-	-	
821 215 167	2018 RR-CAP	Rental Equipment	Ski Area-Mtn Ops	C	12	-	5,451	5,451	-	5,451	81,591	-	-	
821 132 353	2018 RR-CAP	Light Pole Replacement	Trout Creek BLDG	C	12	-	1,101	1,101	-	1,101	2,075	-	-	late invoice in '19, total project \$2075
721 125 265	2017 RR-CAP	Driving Range Netting	Golf Course	C	12	-	4,826	4,826	-	4,826	47,889	-	-	mods not done initially, still in TL Proj Bdg
721 211 137	2017 RR-CAP	ER Sheave Assembly Walkways	Ski Area - Lift Maintenance	C	12	-	2,041	2,041	-	2,041	43,604	-	-	Finishing project, \$49,959 Project B TL ITD \$44k
921 010 001	2019 RR-CAP	CASp Improvements Year 1	Administration	C	12	509,930	-	-	-	-	-	-	-	separated projects (4-nwch.golf,lodge,marina) \$300k
921 010 270	2019 RR-CAP	NWCH Exterior Restrooms CASp Imprc	Northwoods	C	12	-	215,000	215,000	-	206,856	206,856	8,144	-	B19 part of lump 500k in Admin
921 010 002	2019 RR-CAP	Holiday Decorations	Administration	C	12	3,082	3,082	3,082	-	-	-	3,082	-	
921 010 003	2019 RR-CAP	Radio Equipment -5-	Administration	C	12	3,536	3,536	3,536	-	-	-	3,536	-	
921 010 282	2019 RR-ACC-CAP	Radio Repeater Equipment	Administration	C	06	-	12,750	12,750	-	-	-	12,750	-	DP-Accel
921 010 004	2019 RR-CAP	Managerial Desk Replacement	Administration	C	12	5,027	5,027	5,027	-	3,177	3,177	1,850	-	
921 010 005	2019 RR-CAP	NW & NW Monument Sign Landscape	Administration	C	99	7,459	-	-	-	-	-	-	7,459	
921 010 012	2019 RR-CAP	Association Signage - General	Administration	C	12	2,035	3,035	3,035	-	-	-	3,035	-	DP - Increased
921 010 013	2019 RR-CAP	No. 141 - Ford 15 - Explorer Sport - 7K	Administration	C	99	67,474	-	-	-	-	-	-	67,474	Defer
921 155 014	2019 RR-CAP	China / Glassware	Alder Creek Café	C	12	5,087	5,087	5,087	-	457	457	4,629	-	
921 155 015	2019 RR-CAP	Smallwares / Flatware	Alder Creek Café	C	12	2,035	2,035	2,035	-	107	107	1,928	-	
921 141 016	2019 RR-CAP	Bike Rentals	Bikeworks	C	12	21,989	21,989	21,989	-	18,761	18,761	3,228	-	
921 141 017	2019 RR-CAP	Bikes - Day Camps	Bikeworks	C	12	4,198	4,198	4,198	-	2,424	2,424	1,774	-	
921 100 019	2019 RR-CAP	Tables-Picnic - Supplemental	Campground	C	99	5,087	-	-	-	-	-	-	5,087	
921 010 023	2019 RR-CAP	Building - Roof & Decking Repairs	Chalet House	C	12	15,107	-	-	-	-	-	-	-	budget was C in error, see E reclass
921 010 024	2019 RR-CAP	Building - Siding Repairs	Chalet House	C	12	5,087	-	-	-	-	-	-	-	budget was C in error, see E reclass
921 110 027	2019 RR-CAP	Trail maintenance 2019 only	Cross Country	C	12	28,786	28,786	28,786	-	5,078	5,078	23,708	-	
921 110 030	2019 RR-CAP	Umbrellas / Stands	Cross Country	C	99	2,052	-	-	-	-	-	-	2,052	
921 110 031	2019 RR-CAP	Wayfinding Signage - Winter - Supplemental	Cross Country	C	12	3,054	3,054	3,054	-	503	503	2,551	-	
921 110 032	2019 RR-CAP	Ski- Boot- Poles Rental - 2019 only	Cross Country	C	12	20,243	20,243	20,243	-	760	760	19,483	-	
921 110 033	2019 RR-CAP	Biathlon Equipment	Cross Country	C	12	9,224	9,224	9,224	-	-	9,148	9,224	-	
921 110 034	2019 RR-CAP	Groomer Tracks no3	Cross Country	C	12	15,313	15,313	15,313	-	5,814	5,814	9,499	-	
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	17,750	17,750	17,750	-	16,078	16,078	1,672	-	
921 110 269	2019 RR-ACC-CAP	Building-Rental Room-Exterior Doors	Cross Country	C	06	11,235	11,235	11,235	-	9,237	9,237	1,998	-	DP-Accel
921 080 036	2019 RR-CAP	English Tack	Equestrian Center	C	12	4,538	4,538	4,538	-	-	-	4,538	-	
921 080 037	2019 RR-CAP	Horses	Equestrian Center	C	12	5,817	5,817	5,817	-	1,290	1,290	4,527	-	
921 080 038	2019 RR-CAP	Paddock Sets - 4 -	Equestrian Center	C	12	3,255	3,255	5,003	(1,748)	5,003	5,003	-	-	DP - Increase
921 050 040	2019 RR-CAP	Gate: Alder Creek/Euer Valley - 2	Forestry	C	12	11,961	11,961	11,961	-	-	-	11,961	-	
921 050 041	2019 RR-CAP	Gate: Crabtree Access - 2	Forestry	C	12	11,844	11,844	11,844	-	-	-	11,844	-	
921 050 042	2019 RR-CAP	Gate: Lower Carpenter Valley	Forestry	C	12	6,074	6,074	6,074	-	-	-	6,074	-	
921 050 047	2019 RR-CAP	No. 089 - Ford 03 - F550 Chip Truck - 7	Forestry	C	12	77,137	77,137	87,727	(10,590)	87,565	87,565	162	-	DP-Increase
921 005 053	2019 RR-CAP	Signage-Boat & Trailer - Spaces	General Maintenance	C	12	2,036	2,036	2,036	-	1,330	1,330	705	-	
921 125 057	2019 RR-CAP	Tee Markers	Golf Course	C	99	5,555	-	-	-	-	-	-	5,555	deferred
921 125 058	2019 RR-CAP	Broyhill Greens Keeper	Golf Course	C	12	4,787	4,787	4,787	(86)	4,873	4,873	-	-	
921 125 059	2019 RR-CAP	Mower Walk Bhnd Grns -1a-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	
921 125 060	2019 RR-CAP	Mower Walk Bhnd Grns -1b-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	
921 125 061	2019 RR-CAP	Mower Walk Bhnd Grns -1c-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
921 125 062	2019 RR-CAP	Rollers Greens Turfs -3-	Golf Course	C	12	18,063	18,063	18,063	-	17,914	17,914	149	-	
921 125 063	2019 RR-CAP	Sand - Seed Buckets	Golf Course	C	99	10,413	-	-	-	-	-	-	10,413	deferred
921 125 064	2019 RR-CAP	Toro Workman hd-xd	Golf Course	C	12	30,605	30,605	30,605	-	26,215	26,215	4,389	-	
921 125 065	2019 RR-CAP	Irrigation Heads	Golf Course	C	12	21,126	21,126	21,126	-	21,065	21,065	60	-	
921 125 066	2019 RR-CAP	Fairways/Rough Remodel - Agency and	Golf Course	C	12	500,207	56,000	56,000	-	30,109	30,109	25,891	-	forecast is delayed to 2020, 2019 planning only
921 125 300	2019 RR-ACC-CAP	Golf Greens Replacement	Golf Course	C	12	-	69,540	69,540	-	69,540	69,540	-	-	to reclass to Deposit, as a down payment in 2019 for
921 125 069	2019 RR-CAP	Bridges Year 2	Golf Course	C	12	21,258	21,258	21,258	-	3,294	3,294	17,964	-	
921 125 070	2019 RR-CAP	No. 137 - Ford 07 - F150 - 8M11322 - C	Golf Course	C	99	49,400	-	-	-	-	-	-	49,400	deferred
921 125 278	2019 RR-CAP	The Golf Course ADA - CASp Improver	Golf Course	C	12	-	8,890	8,890	-	3,858	3,858	5,032	-	B19 part of lump 500k in Admin
921 025 071	2019 RR-CAP	Desktop Printers -10-	IT	C	12	3,216	3,216	3,216	-	2,607	2,607	609	-	
921 025 075	2019 RR-CAP	POS Hardware	IT	C	12	4,337	4,337	4,337	-	4,109	4,109	228	-	
921 025 076	2019 RR-CAP	POS Terminal	IT	C	12	11,331	11,331	11,331	-	11,153	11,153	178	-	
921 025 077	2019 RR-CAP	POS(1) Aloha	IT	C	12	2,259	2,259	2,259	-	1,082	1,082	1,178	-	
921 025 078	2019 RR-CAP	RTP Systems(2) Hardware and Software	IT	C	12	8,098	8,098	8,098	-	-	-	8,098	-	
921 025 079	2019 RR-CAP	Server- Hardware - B	IT	C	12	6,036	6,036	6,036	-	5,448	5,448	588	-	
921 025 082	2019 RR-CAP	UPS Units- Network	IT	C	12	6,470	6,470	6,470	-	1,862	1,862	4,608	-	
921 025 083	2019 RR-CAP	UPS Units- Workstation	IT	C	12	3,444	3,444	3,444	-	1,236	1,236	2,208	-	
921 025 085	2019 RR-CAP	Workstations- Communic.	IT	C	12	9,596	9,596	9,596	-	5,452	5,452	4,144	-	
921 025 086	2019 RR-CAP	Workstations- Managers (A)	IT	C	12	25,307	25,307	25,307	-	14,363	14,363	10,945	-	
921 025 087	2019 RR-CAP	ACAC -TIVO TV controllers (9)	IT	C	12	2,025	2,025	2,025	-	-	-	2,025	-	
921 025 088	2019 RR-CAP	AV Systems Amenities - Meadow Room	IT	C	12	10,629	10,629	10,629	-	10,079	10,079	550	-	
921 025 089	2019 RR-CAP	Digital Signage - TV's	IT	C	12	20,424	20,424	20,424	-	16,931	16,931	3,493	-	
921 025 090	2019 RR-CAP	VOIP-Physical Phones	IT	C	12	36,443	36,443	36,443	-	17,423	17,423	19,019	-	
921 025 091	2019 RR-CAP	Weather Station - Marina	IT	C	12	2,100	2,100	2,100	-	-	-	2,100	-	
921 025 092	2019 RR-CAP	Workstations- Laptop (B)	IT	C	12	3,387	3,387	3,387	-	2,702	2,702	685	-	
921 025 093	2019 RR-CAP	Network Wiring - Amenity Fiber	IT	C	12	10,123	10,123	10,123	-	22	22	10,101	-	
921 025 096	2019 RR-CAP	Annual Conference Room Improvements	IT	C	12	5,002	5,002	5,002	-	4,876	4,876	126	-	
923 025 103	2019 RR-CAP	Loyalty Software	IT	C	12	12,510	12,510	12,510	-	-	-	12,510	-	
921 025 107	2019 RR-CAP	Marketing Webcam	IT	C	12	4,112	4,112	4,112	-	1,115	1,115	2,997	-	
921 025 108	2019 RR-CAP	Ntwrk Softwr- OS	IT	C	12	2,596	2,596	2,596	-	19	19	2,576	-	
921 025 109	2019 RR-CAP	POS Equip- Barcode Scanners	IT	C	12	3,084	3,084	3,084	-	2,873	2,873	211	3,000	
921 025 111	2019 RR-CAP	POS Terminals- Hardware	IT	C	12	18,523	18,523	18,523	-	6,512	6,512	12,011	-	
921 025 113	2019 RR-CAP	Security Video Systems	IT	C	12	24,056	24,056	24,056	-	8,017	8,017	16,038	700	
921 025 116	2019 RR-CAP	Unitrends Enterprise Backup	IT	C	12	6,087	6,087	6,087	-	-	-	6,087	-	
	2019 RR-CAP	Zendesck - Member Services	IT	C	12	11,743	-	-	-	-	-	-	300	reclass to E, see E section
921 025 118	2019 RR-CAP	Cell Phones - Supplemental	IT	C	12	3,847	3,847	3,847	-	3,242	3,242	604	-	
921 025 284	2019 RR-ACC-CAP	Table Safe EMV Units (10) Lodge	IT	C	12	-	10,000	9,796	204	9,796	9,796	-	-	cc processing replacement to become EMV compliant
921 025 295	2019 RR-ACC-CAP	Laptop	IT	C	12	-	2,500	2,500	-	1,142	1,142	-	-	cc processing replacement to become EMV compliant
921 160 122	2019 RR-CAP	Fuel Tanks	Maintenance	C	12	48,084	10,930	10,930	-	-	-	10,930	-	
921 160 123	2019 RR-CAP	Tire Chains Ldr no. HE102	Maintenance	C	12	7,971	7,971	7,971	-	-	-	7,971	-	
921 160 124	2019 RR-CAP	Tool - Bandsaw-metal / Wet Saw	Maintenance	C	99	2,834	-	-	-	-	-	-	2,834	deferred
921 160 125	2019 RR-CAP	Tool Inventory	Maintenance	C	12	2,039	2,039	2,039	-	-	-	2,039	-	
923 160 126	2019 RR-CAP	Building - Flooring Epoxy	Maintenance	C	99	10,123	-	-	-	-	-	-	10,123	deferred
923 160 127	2019 RR-CAP	Vehicle Maint Bay - Epoxy Flooring	Maintenance	C	12	11,190	11,190	11,190	-	-	-	11,190	-	
921 160 128	2019 RR-CAP	Office Furniture	Maintenance	C	99	5,281	-	-	-	-	-	-	5,281	deferred
923 160 129	2019 RR-CAP	SnapOn Software Upgrade	Maintenance	C	12	1,130	1,130	1,130	-	-	-	1,130	-	
921 060 132	2019 RR-CAP	Kayaks-One Man (2)	Marina	C	12	2,025	2,025	2,054	(29)	2,054	2,054	-	-	need to research, probable coding reclass required
921 060 133	2019 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	2,610	2,610	2,610	-	2,254	2,254	356	-	
921 060 134	2019 RR-CAP	Sailboat-Getaway Rig	Marina	C	12	2,227	2,227	2,227	-	2,210	2,210	17	-	
921 060 135	2019 RR-CAP	Sailboat-Wave Rigs (2)	Marina	C	12	2,733	2,733	2,864	(131)	2,864	2,864	-	-	
921 060 136	2019 RR-CAP	Windsurfer Rigs	Marina	C	12	2,030	2,030	2,030	-	1,918	1,918	111	-	
921 060 138	2019 RR-CAP	Inflatable - WIBIT	Marina	C	12	2,024	2,024	2,024	-	1,514	1,514	511	-	
921 060 139	2019 RR-CAP	Tool Inventory - Marina	Marina	C	12	2,050	2,050	2,050	-	1,499	1,499	550	-	
921 060 142	2019 RR-CAP	Marina Beach Repairs	Marina	C	99	2,300	-	-	-	-	-	-	2,300	reclass to E, see E section
921 060 143	2019 RR-CAP	State Land Commission Lease	Marina	C	12	3,527	-	-	-	-	-	-	-	reclass to E, see E section
921 060 145	2019 RR-CAP	Furniture- Beach - Chaises	Marina	C	99	45,605	540	540	-	540	540	-	45,065	Defer to 2020

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
921 060 146	2019 RR-CAP	Furniture- Beach - Tables & Chairs	Marina	C	99	15,202	759	759	-	759	759	-	14,443	Defer to 2020
921 060 279	2019 RR-CAP	The Marina ADA - CASp Improvements	Marina	C	12	-	13,415	13,415	-	5,477	5,477	7,938	-	B19 part of lump 500k in Admin
921 130 147	2019 RR-CAP	NWDS Furniture- Pool Deck - Chaise	No.Woods Pool-Bldg.	C	99	35,798	-	-	-	-	-	-	35,798	Defer to 2020
921 130 148	2019 RR-CAP	NWDS Furniture- Pool Deck - Tables &	No.Woods Pool-Bldg.	C	99	17,898	-	-	-	-	-	-	17,898	Defer to 2020
921 130 149	2019 RR-CAP	Pool Cover - Winter	No.Woods Pool-Bldg.	C	12	5,438	5,438	5,438	-	-	-	5,438	-	
921 005 153	2019 RR-CAP	Furniture Banq-Meet- Chairs	Northwoods	C	12	6,074	6,074	6,074	-	6,003	6,003	71	-	
921 005 154	2019 RR-CAP	Air Compressor - Sprinkler System	Northwoods	C	12	2,046	2,046	4,800	(2,754)	4,345	4,345	455	-	DP - Increase
923 005 155	2019 RR-CAP	Design costs - NWCH - 1-Office	Northwoods	C	12	14,265	14,265	14,265	-	-	-	14,265	-	
921 150 156	2019 RR-CAP	Flooring Kitchen	Pizza	C	99	20,346	-	-	-	-	-	-	20,346	Deferred
921 150 157	2019 RR-CAP	Cold Box Sandwch Prp - Large and Sma	Pizza	C	99	3,087	-	-	-	-	-	-	3,087	
921 150 158	2019 RR-CAP	Cold Box Sandwch Prp - Medium	Pizza	C	99	2,025	-	-	-	-	-	-	2,025	
921 150 159	2019 RR-CAP	Ice Cream-Freezer	Pizza	C	99	1,316	-	-	-	-	-	-	1,316	
921 150 160	2019 RR-CAP	Smallwares / Flatware	Pizza	C	12	2,039	2,039	2,039	-	1,844	1,844	195	-	or is this China and Glassware? ACC
921 150 161	2019 RR-CAP	Tableware	Pizza	C	12	7,592	7,592	7,592	-	398	398	7,194	-	
921 150 162	2019 RR-CAP	Warming Cabinet	Pizza	C	99	2,025	-	-	-	-	-	-	2,025	
921 010 297	2019 RR-ACC-CAP	POTH Outdoor Lounge Furniture & Cus	Pizza	C	12	-	5,000	5,000	-	3,797	3,797	1,203	-	Accelerated to 2019 due to condition of the old stuff
921 110 299	2019 RR-ACC-CAP	Cross Country Outdoor Lounge Furnitur	Cross Country	C	12	-	5,000	5,000	-	4,763	4,763	237	-	Accelerated to 2019 due to condition of the old stuff
921 051 288	2019 RR-ACC-CAP	Whoop it up Remodel	Trails	C	12	-	-	13,195	(13,195)	3,155	3,155	10,040	-	Accelerated to 2019 due to deterioration and popular
921 140 163	2019 RR-CAP	Event Sound & Communication System	Recreation	C	12	6,061	6,061	6,102	(41)	6,102	6,102	-	-	
921 140 164	2019 RR-CAP	EZ Up - Logo'd Event Equipment - incl I	Recreation	C	12	21,003	21,003	21,003	-	20,750	20,750	253	-	
921 140 165	2019 RR-CAP	Umbrellas/Stands - Bocce courts	Recreation	C	12	2,037	2,037	2,462	(425)	2,462	2,462	-	-	
921 211 167	2019 RR-CAP	Eagle Rock Chair Pads	Ski Area - Lift Maintenance	C	12	16,277	16,277	16,277	-	-	-	16,277	-	
921 211 168	2019 RR-CAP	Eagle Rock Grips (10)	Ski Area - Lift Maintenance	C	12	15,271	15,271	15,271	-	-	-	15,271	-	
921 211 169	2019 RR-CAP	Eagle Rock Sheaves	Ski Area - Lift Maintenance	C	12	10,195	10,195	10,195	-	9,374	9,374	822	-	
921 211 171	2019 RR-CAP	Rhino Utility Vehicle 2008	Ski Area - Lift Maintenance	C	99	18,221	-	-	-	-	-	-	18,221	
921 210 173	2019 RR-CAP	Groomer - Tiller no 2	Ski Area - Vehicle Maintenance	C	12	16,197	16,197	16,197	-	-	-	16,197	-	
921 210 174	2019 RR-CAP	Groomer Tracks no. 1	Ski Area - Vehicle Maintenance	C	12	12,307	12,307	12,307	-	7,136	7,136	5,171	-	
921 215 175	2019 RR-CAP	AD Skis and Bindings - A (Starting 2019	Ski Area Rentl-Rtl	C	12	16,096	16,096	16,096	-	-	-	16,096	-	
921 215 176	2019 RR-CAP	Child Skis & Bindings - A (Starting 2015	Ski Area Rentl-Rtl	C	12	9,786	9,786	9,786	-	-	-	9,786	-	
921 215 177	2019 RR-CAP	Demo Skis - A (Starting 2019 - 5 yr cycl	Ski Area Rentl-Rtl	C	12	10,244	10,244	10,244	-	-	-	10,244	-	
921 215 178	2019 RR-CAP	Poles - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12	4,122	4,122	4,122	-	-	-	4,122	-	
921 215 179	2019 RR-CAP	Ski Boots - A (Starting 2019 - 5 yr cycle	Ski Area Rentl-Rtl	C	12	12,926	12,926	12,926	-	-	-	12,926	-	
921 215 180	2019 RR-CAP	Snowboard Bindings - A (Starting 2019 -	Ski Area Rentl-Rtl	C	12	16,584	16,584	16,584	-	-	-	16,584	-	
921 215 181	2019 RR-CAP	Snowboard Boots - A (Starting 2019 - 5	Ski Area Rentl-Rtl	C	12	5,220	5,220	5,220	-	-	-	5,220	-	
921 215 182	2019 RR-CAP	Snowboards - A (Starting 2019 - 5 yr cy	Ski Area Rentl-Rtl	C	12	9,451	9,451	9,451	-	-	-	9,451	-	
923 210 183	2019 RR-CAP	DSL Asphalt Repairs	Ski Area-Mtn Ops	C	12	10,085	10,085	10,085	-	-	-	10,085	-	
921 210 190	2019 RR-CAP	Trail maintenance 2019 only	Ski Area-Mtn Ops	C	12	39,915	39,915	39,915	-	-	-	39,915	-	
921 210 192	2019 RR-CAP	Ski Area Signage - Supplemental	Ski Area-Mtn Ops	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
921 210 193	2019 RR-CAP	Ski School Learning Equipment	Ski Area-Mtn Ops	C	12	20,246	20,246	20,246	-	-	-	20,246	-	
921 216 194	2019 RR-CAP	Snowplay Fencing	Snowplay	C	12	2,648	2,648	2,648	-	-	-	2,648	-	
921 216 196	2019 RR-CAP	Snowplay Fire Pits - 4 -	Snowplay	C	12	3,473	3,473	3,473	-	-	-	3,473	-	
921 090 199	2019 RR-CAP	Furn Lounge	Tennis Complex	C	12	9,111	9,111	9,111	-	5,539	5,539	3,571	-	
921 090 200	2019 RR-CAP	Furn Patio Umbrella	Tennis Complex	C	99	3,044	-	-	-	-	-	-	3,044	
921 090 201	2019 RR-CAP	Outdoor Patio and Deck Furniture Repai	Tennis Complex	C	12	3,037	3,037	3,037	-	2,998	2,998	38	-	
923 090 203	2019 RR-CAP	Court Resurf. 10-11	Tennis Complex	C	12	18,930	18,930	18,930	-	-	-	18,930	-	
921 128 204	2019 RR-CAP	Appliance - Ice Maker - Manitowoc	The Lodge	C	99	3,454	-	-	-	-	-	-	3,454	deferred to 2020
921 128 205	2019 RR-CAP	Appliance - Kegerator - Banquets	The Lodge	C	99	3,242	-	-	-	-	-	-	3,242	
921 128 206	2019 RR-CAP	Appliance - Remote Condenser - Refi	The Lodge	C	99	4,792	-	-	-	-	-	-	4,792	
see notes	2019 RR-CAP	Appliance - Drop-In - Cold - Bar	The Lodge	C	12	4,079	4,079	4,079	-	-	-	4,079	-	Accelerated in 2018
921 128 208	2019 RR-CAP	Art and Accessories - Lodge and Banque	The Lodge	C	12	5,649	5,649	5,649	-	2,789	2,789	2,859	-	
921 128 209	2019 RR-CAP	Bar - Mahogany	The Lodge	C	99	5,099	-	-	-	-	-	-	5,099	Defer to 2020
923 128 211	2019 RR-CAP	Deck - Pavers - Grotto and Walkway	The Lodge	C	99	11,167	-	-	-	-	-	-	11,167	
921 128 213	2019 RR-CAP	Furniture - Bar - Bar Stools	The Lodge	C	99	4,186	-	-	-	-	-	-	4,186	Defer to 2020
923 128 214	2019 RR-CAP	Landscaping Supplemental	The Lodge	C	99	5,087	-	-	-	-	-	-	5,087	
921 128 216	2019 RR-CAP	Furniture - Deck - Umbrellas	The Lodge	C	99	2,061	-	-	-	-	-	-	2,061	
921 128 218	2019 RR-CAP	Banquet Service - trays and plate covers	The Lodge	C	99	2,200	-	-	-	-	-	-	2,200	

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
921 128 219	2019 RR-CAP	China and Glassware	The Lodge	C	12	7,405	7,405	8,753	(1,348)	8,753	8,753	-	-	
921 128 220	2019 RR-CAP	Menu Covers	The Lodge	C	12	2,528	2,528	2,528	-	1,940	1,940	589	-	
921 128 274	2019 RR-CAP	The Lodge - CASp Improvements	The Lodge	C	12	-	63,000	63,000	-	32,077	32,077	30,923	-	B19 part of lump 500k in Admin
921 128 266	2019 RR-ACC-CAP	Wine Rack - The Pub	The Lodge	C	06	-	2,500	2,500	-	2,150	2,150	350	-	DP
921 051 222	2019 RR-CAP	Trails Master Plan - Consultant	Trails	C	12	45,553	45,553	33,853	11,700	-	-	33,853	-	
921 051 224	2019 RR-CAP	Picnic Tables-Bnchs - Supplemental	Trails	C	99	2,547	-	-	-	-	-	-	2,547	Defer to 2020
921 051 224	2019 RR-CAP	Trail - Nature Loop Bridge	Trails	C	99	48,530	-	-	-	-	-	-	48,530	
923 051 225	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross	Trails	C	12	35,430	35,430	35,430	-	-	-	35,430	-	
923 051 226	2019 RR-CAP	Trail - Glacier Way Trailhead Remodel (Trails	C	99	15,303	-	-	-	-	-	-	15,303	Deferred
923 051 227	2019 RR-CAP	Trail - Nature Loop Construction	Trails	C	99	76,465	-	-	-	-	-	-	76,465	Deferred
923 051 228	2019 RR-CAP	Trail - Trout Creek Trailhead Remodel -	Trails	C	99	20,404	-	-	-	-	-	-	20,404	Deferred
923 051 233	2019 RR-CAP	Trail 46 Remodel Schussing Crossing - S	Trails	C	99	5,101	-	-	-	-	-	-	5,101	Deferred
923 051 235	2019 RR-CAP	Trail 7-12 Remodel - Alder Creek - Soft	Trails	C	12	15,303	15,303	15,303	-	-	-	15,303	-	
921 051 230	2019 RR-CAP	Trail 25-26 Repair - Const	Trails	C	12	-	-	-	-	873	873	(873)	-	needs to be reclassified to E project #, error coding
921 051 231	2019 RR-CAP	Trail 27-28 Repair - Teton Way - Const	Trails	C	12	-	-	-	-	1,805	1,805	(1,805)	-	needs to be reclassified to E project #, error coding
921 051 289	2019 RR-ACC-CAP	McGlashan / Bermgarten Road Trail 11	Trails	C	12	-	11,700	11,700	-	11,700	11,700	-	-	DP
921 132 241	2019 RR-CAP	TCRC Expansion Project	Trout Creek BLDG	C	12	-	760,347	760,347	-	439,934	439,934	320,414	-	need to group the projects using this code in Feb'19
	2019 RR-CAP	Court S-S Basketball & Path	Trout Creek BLDG	C	12	3,543	-	-	-	-	-	-	-	
	2019 RR-CAP	Audio System -PA System - TCRC	Trout Creek BLDG	C	12	5,637	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Doors- Exterior -7-	Trout Creek BLDG	C	12	20,246	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Doors- Interior -7-	Trout Creek BLDG	C	12	7,086	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Doors	Trout Creek BLDG	C	12	4,001	-	-	-	-	-	-	-	
	2019 RR-CAP	Parking Lot Post Lamps -10-	Trout Creek BLDG	C	12	45,553	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Lighting & Electric	Trout Creek BLDG	C	12	35,430	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Lighting	Trout Creek BLDG	C	12	14,577	-	-	-	-	-	-	-	
	2019 RR-CAP	Audio System - Fitness Classroom	Trout Creek BLDG	C	12	2,746	-	-	-	-	-	-	-	
	2019 RR-CAP	Fence Repairs	Trout Creek BLDG	C	12	25,507	-	-	-	-	-	-	-	
	2019 RR-CAP	Lobby-Hallway Flooring	Trout Creek BLDG	C	12	40,492	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Epoxy Flooring	Trout Creek BLDG	C	12	20,246	-	-	-	-	-	-	-	
	2019 RR-CAP	Flooring - Aerobic Room - Refinish	Trout Creek BLDG	C	12	8,562	-	-	-	-	-	-	-	
	2019 RR-CAP	Flooring- Mateflex	Trout Creek BLDG	C	12	6,571	-	-	-	-	-	-	-	
	2019 RR-CAP	Carpet Trout Crk - Kids Club, Office, Br	Trout Creek BLDG	C	12	5,082	-	-	-	-	-	-	-	
	2019 RR-CAP	Furniture - Lounge	Trout Creek BLDG	C	12	10,574	-	-	-	-	-	-	-	
	2019 RR-CAP	Office Furniture	Trout Creek BLDG	C	12	4,049	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside HVAC	Trout Creek BLDG	C	12	10,123	-	-	-	-	-	-	-	
	2019 RR-CAP	HVAC	Trout Creek BLDG	C	12	9,508	-	-	-	-	-	-	-	
	2019 RR-CAP	Landscaping-Lawns-Ir - Phase 1	Trout Creek BLDG	C	12	17,715	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside FF&E	Trout Creek BLDG	C	12	41,504	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Partitions	Trout Creek BLDG	C	12	12,148	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Counters	Trout Creek BLDG	C	12	10,123	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Mirrors	Trout Creek BLDG	C	12	6,580	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Plumbing & Fixtur	Trout Creek BLDG	C	12	40,492	-	-	-	-	-	-	-	
	2019 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	12	6,074	-	-	-	-	-	-	-	
	2019 RR-CAP	Alarm Detection Control Panel - Trout C	Trout Creek BLDG	C	12	2,627	-	-	-	-	-	-	-	
	2019 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	12	2,035	-	-	-	-	-	-	-	
	2019 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	12	7,651	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Signage	Trout Creek BLDG	C	12	2,025	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Siding (new)	Trout Creek BLDG	C	12	76,304	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Structural Remode	Trout Creek BLDG	C	12	32,393	-	-	-	-	-	-	-	
	2019 RR-CAP	Concrete Capping Entryway/ADA	Trout Creek BLDG	C	12	12,779	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Tile	Trout Creek BLDG	C	12	80,984	-	-	-	-	-	-	-	
	2019 RR-CAP	Building - Int Trim	Trout Creek BLDG	C	12	15,184	-	-	-	-	-	-	-	
	2019 RR-CAP	Window Screens	Trout Creek BLDG	C	12	2,278	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Windows - (new)	Trout Creek BLDG	C	12	45,553	-	-	-	-	-	-	-	
	2019 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	12	35,736	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Windows	Trout Creek BLDG	C	12	15,315	-	-	-	-	-	-	-	

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
921 132 239	2019 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	12	15,315	-	-	-	-	-	-	-	
921 132 242	2019 RR-CAP	Playground Furniture & Umbrellas	Trout Creek BLDG	C	12	9,920	9,920	9,920	-	8,690	8,690	1,230	-	
921 132 244	2019 RR-CAP	Rec Pool - Electrical/FRP Upgrade/Repl	Trout Creek POOLSPA	C	99	7,850	-	-	-	-	-	-	7,850	
921 132 245	2019 RR-CAP	Contrllr- Chem Spas	Trout Creek POOLSPA	C	12	2,952	2,952	2,952	-	-	-	2,952	-	
921 132 246	2019 RR-CAP	Furn Patio Umbr-Stnd	Trout Creek POOLSPA	C	12	3,133	3,133	3,133	-	-	-	3,133	-	
921 132 247	2019 RR-CAP	Furniture - Patio - Lap	Trout Creek POOLSPA	C	12	27,332	27,332	27,332	-	20,553	20,553	6,779	-	
921 132 248	2019 RR-CAP	Furniture - Patio - Rec - Chaise	Trout Creek POOLSPA	C	99	45,553	-	-	-	-	-	-	45,553	deferred to 2020
921 132 249	2019 RR-CAP	Furniture - Patio - Rec - Tables & Chairs	Trout Creek POOLSPA	C	99	15,184	-	-	-	-	-	-	15,184	deferred to 2020
921 132 250	2019 RR-CAP	Dolphin 2x2 Pool Sweeper	Trout Creek POOLSPA	C	12	5,519	5,519	5,839	(320)	5,839	5,839	-	-	
921 132 251	2019 RR-CAP	Filter Sand - L- K-Spa	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	5,199	-	
921 132 252	2019 RR-CAP	Filter Sand - REC Pool	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	5,199	-	Accelerated in 2018
921 132 253	2019 RR-CAP	Filters Sand - Rec- Hdwr Replace	Trout Creek POOLSPA	C	12	20,246	20,246	20,246	-	-	-	20,246	-	
921 132 254	2019 RR-CAP	Heat Exchangers - Rec Pool -2 backup-	Trout Creek POOLSPA	C	99	5,445	-	-	-	-	-	-	5,445	
921 132 255	2019 RR-CAP	Heater - Rec Pool -4-	Trout Creek POOLSPA	C	12	29,589	29,589	29,589	-	-	-	29,589	-	
921 132 255	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements	Trout Creek POOLSPA	C	12	8,125	8,125	8,125	-	-	-	8,125	-	
921 132 255	2019 RR-CAP	Pool Cover- Rec Pool	Trout Creek POOLSPA	C	12	6,627	6,627	6,627	-	-	-	6,627	-	
823 025 109	2018 RR-EXP	E-Store	Administration	E	12	-	-	-	-	-	13,156	-	-	to reclass in Feb to 2019 Project
823 010 003	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	-	-	-	-	-	37,044	-	-	to reclass in Feb to 2019 Project
723 010 259	2018 RR-EXP	Northwoods Poolside Restromm Design	Northwoods	E	12	-	-	-	-	2,600	16,327	(2,600)	-	needs to be reclassified to 2019 Project C
723 128 260	2018 RR-EXP	Engng Svcs and Constr Docs - Covrd W	The Lodge	E	12	-	-	-	-	1,181	10,858	(1,181)	-	needs to be reclassified to 2019 Project C
923 025 117	2019 RR-EXP	Zendesck - Member Services	IT	E	12	-	11,743	11,743	-	6,340	6,340	5,403	300	reclassified to E from C
923 025 096	2019 RR-EXP	Conference Room Improvements	IT	E	12	-	-	-	-	-	-	-	-	to reclass to 2019 Project 'C'
923 010 006	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	33,908	33,908	33,908	-	23,148	23,148	10,761	-	
923 010 007	2019 RR-EXP	Mail Machine - Lease	Administration	E	12	4,117	4,117	4,117	-	2,157	2,157	1,960	-	
923 165 268	2019 RR-EXP	Reserve Payroll Allocation	Administration	E	12	136,650	136,650	136,650	-	89,336	89,336	47,314	-	
923 010 009	2019 RR-EXP	Governing Document Complete Redo	Administration	E	99	101,230	-	-	-	-	-	-	101,230	4/2019, the Board change to OPF Expense
923 010 011	2019 RR-EXP	Amenity Signage Maintenance	Administration	E	12	6,050	6,050	6,050	-	24	24	6,026	-	? Deferred or redoing?
923 100 018	2019 RR-EXP	Campground - Asphalt - Seal-Stripe	Campground	E	99	8,429	-	-	-	-	-	-	8,429	
923 100 020	2019 RR-EXP	Bath House - Int. Paint	Campground	E	12	2,885	2,885	2,885	-	2,322	2,322	563	-	
923 100 021	2019 RR-EXP	Plumbing Fixtures Repairs	Campground	E	99	12,148	-	-	-	-	-	-	12,148	
923 010 022	2019 RR-EXP	Building Paint and Stain - Exterior	Chalet House	E	12	4,697	4,697	4,697	-	3,500	3,500	1,197	-	
923 110 025	2019 RR-EXP	Asphalt - ACAC Stripe	Cross Country	E	12	2,045	2,045	2,045	-	2,045	2,045	-	-	
923 110 026	2019 RR-EXP	Fencing - repair	Cross Country	E	12	10,969	10,969	10,969	-	317	317	10,652	-	
923 110 028	2019 RR-EXP	Forest Service Special Use Permit	Cross Country	E	12	2,096	10,341	10,341	-	10,341	10,341	-	-	incld 3yrs back billing
923 110 029	2019 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	12	2,050	2,050	2,050	-	-	-	2,050	-	
923 080 039	2019 RR-EXP	South Arena rock removal	Equestrian Center	E	99	4,049	-	-	-	-	-	-	4,049	
923 050 043	2019 RR-EXP	Common Area Tree Damage	Forestry	E	12	10,286	10,286	10,286	-	-	-	10,286	-	
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	84,893	84,893	84,893	-	-	-	84,893	-	
923 050 045	2019 RR-EXP	Mastication - Small Equipment	Forestry	E	12	26,793	26,793	26,793	-	-	-	26,793	-	
923 050 046	2019 RR-EXP	Year 3 - Forestry Storm Damage	Forestry	E	12	153,276	153,276	153,276	-	-	-	153,276	-	
923 005 048	2019 RR-EXP	Boat Strg. Stripe	General Maintenance	E	12	2,970	2,970	2,970	-	1,910	1,910	1,060	-	
923 005 049	2019 RR-EXP	Misc. Pav. Crack Repairs	General Maintenance	E	12	12,516	12,516	12,516	-	874	874	11,642	-	
923 005 050	2019 RR-EXP	Postal Sites Seal - 4 locations	General Maintenance	E	12	4,657	4,657	4,657	-	3,160	3,160	1,497	-	
923 005 051	2019 RR-EXP	Mailbox Cluster Repair-Replace	General Maintenance	E	99	3,116	-	-	-	-	-	-	3,116	
923 005 052	2019 RR-EXP	Boat and Trailer Storage Fence repairs	General Maintenance	E	12	5,089	5,089	5,089	-	4,700	4,700	389	-	
923 120 054	2019 RR-EXP	GC Pking Seal-Stripe	Golf Complex	E	12	13,675	13,675	13,675	-	12,596	12,596	1,079	-	
923 125 055	2019 RR-EXP	Asphalt Cart Path Repair	Golf Course	E	12	11,565	11,565	11,565	-	11,495	11,495	70	-	
923 125 056	2019 RR-EXP	Sod Repair	Golf Course	E	12	20,855	20,855	20,855	-	20,855	20,855	-	-	
923 125 067	2019 RR-EXP	Fuel Tank Cleaning	Golf Course	E	99	6,144	-	-	-	-	-	-	6,144	
923 125 068	2019 RR-EXP	GC Tree Damage	Golf Course	E	12	2,064	2,064	2,064	-	2,064	2,064	-	-	
923 025 072	2019 RR-EXP	Fiber Optic Leases	IT	E	12	43,414	43,414	43,414	-	27,369	27,369	16,045	-	
923 025 073	2019 RR-EXP	Gasboy - Maintenance Software License	IT	E	12	1,685	1,685	1,685	-	-	-	1,685	-	
923 025 074	2019 RR-EXP	Golf Module- 4 tees	IT	E	12	6,298	6,298	6,298	-	6,000	6,000	298	-	
923 025 080	2019 RR-EXP	Service Microsoft 365 license	IT	E	12	33,912	33,912	33,912	-	29,517	29,517	4,395	-	
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	19,269	19,269	23,182	(3,913)	23,182	23,182	-	-	researching new solution with cost savings
923 025 084	2019 RR-EXP	VICOMAP - Website	IT	E	12	1,600	1,600	1,600	-	-	-	1,600	-	

Replacement Reserve TL

Capital
Expense

5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
923 025 094	2019 RR-EXP	Security Cameras Repairs	IT	E	12	5,087	5,087	5,087	-	362	362	4,725	-	
923 025 095	2019 RR-EXP	Adobe-Macromedia Software	IT	E	12	7,673	7,673	7,673	-	4,626	4,626	3,046	-	
923 025 097	2019 RR-EXP	Arc GIS - Forestry - Software	IT	E	12	1,100	1,100	1,100	-	-	-	1,100	-	
923 025 098	2019 RR-EXP	ConnectWise Automate Software	IT	E	12	7,213	7,213	7,213	-	4,740	4,740	2,473	-	
923 025 099	2019 RR-EXP	Digital Board Portal	IT	E	12	4,082	8,000	8,000	-	8,000	8,000	-	-	
923 025 100	2019 RR-EXP	E-Store	IT	E	12	27,332	27,332	27,332	-	11,821	11,821	15,511	-	
923 025 101	2019 RR-EXP	Gold Mine Software	IT	E	12	1,537	1,537	1,537	-	-	-	1,537	-	
923 025 102	2019 RR-EXP	Goldmine - Lama - Maintenance	IT	E	12	13,223	13,223	13,223	-	12,992	12,992	231	-	
923 025 104	2019 RR-EXP	LPMS - Risk - Case Mngmnt	IT	E	12	6,937	6,937	6,937	-	6,780	6,780	157	-	
923 025 105	2019 RR-EXP	Maintenance Work Order-M+ Software	IT	E	12	2,070	2,070	2,070	-	1,631	1,631	439	-	
923 025 106	2019 RR-EXP	Marketing Interactive Web Features	IT	E	12	3,150	3,150	3,150	-	1,045	1,045	2,105	-	
923 025 110	2019 RR-EXP	POS Licenses	IT	E	12	8,351	8,351	8,351	-	-	-	8,351	-	
923 025 112	2019 RR-EXP	Reserve Fund Software	IT	E	12	3,040	3,040	3,105	(65)	3,105	3,105	-	-	
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	12	14,548	14,548	14,548	-	-	-	14,548	-	
923 025 115	2019 RR-EXP	Trails User Smartphone App	IT	E	12	7,500	7,500	7,800	(300)	7,800	7,800	-	1,652	
923 025 287	2019 RR-ACC-EXP	Marketing/Trails - Phone App - Summer	IT	E	12	5,000	5,000	5,000	-	5,000	5,000	-	-	
923 025 119	2019 RR-EXP	IT Wiring Upgrades - Amenities Non Fib	IT	E	99	5,037	-	-	-	-	-	-	1,200	
923 160 120	2019 RR-EXP	Maint.Yd. Asphalt Repairs	Maintenance	E	99	5,087	-	-	-	-	-	-	5,087	
923 160 121	2019 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	12	7,695	7,695	7,695	-	-	-	7,695	-	
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Rep	Maintenance	E	12	-	3,961	3,961	-	3,790	3,790	171	-	
923 060 130	2019 RR-EXP	Marina Asphalt Repairs	Marina	E	12	5,087	5,087	5,087	-	3,440	3,440	1,647	-	
923 060 131	2019 RR-EXP	Marina Pkg-Stripe	Marina	E	12	1,524	1,524	1,524	-	880	880	644	-	
923 060 137	2019 RR-EXP	Dock Repairs	Marina	E	12	6,188	6,188	6,188	-	5,933	5,933	255	-	
923 060 140	2019 RR-EXP	Fencing- Repairs	Marina	E	12	2,026	2,026	2,026	-	1,400	1,400	626	-	
923 060 141	2019 RR-EXP	Landscaping-Lawns-Irrigation - Repairs	Marina	E	12	8,138	8,138	8,138	-	790	790	7,348	-	
923 060 144	2019 RR-EXP	Stormwater - Containment- Repair	Marina	E	12	4,246	4,246	4,246	-	-	-	4,246	-	
923 060 143	2019 RR-EXP	State Land Commission Lease	Marina	E	12	-	4,408	4,408	-	4,408	4,408	-	-	budget was C in error
923 060 142	2019 RR-EXP	Marina Beach Repairs	Marina	C	99	-	-	-	-	-	-	-	-	budget was C in error
923 005 150	2019 RR-EXP	NWDS Asphalt Repairs	Northwoods	E	12	5,087	5,087	5,087	-	4,440	4,440	647	-	
923 005 151	2019 RR-EXP	NWDS Prking Seal-Stripe	Northwoods	E	12	11,844	11,844	11,844	-	11,844	11,844	-	-	
923 005 152	2019 RR-EXP	Deck-Pavers Repair	Northwoods	E	99	7,154	-	-	-	-	-	-	7,154	
923 211 166	2019 RR-EXP	Eagle Rock - Haul Rope Splice	Ski Area - Lift Maintenance	E	99	12,208	-	-	-	-	-	-	12,208	
923 211 170	2019 RR-EXP	Tower Painting - Eagle Rock	Ski Area - Lift Maintenance	E	99	20,359	-	-	-	-	-	-	20,359	
923 210 172	2019 RR-EXP	Building/Fence Stain - Top Shop	Ski Area - Vehicle Maintenance	E	12	15,303	15,303	15,303	-	-	-	15,303	-	
923 210 184	2019 RR-EXP	DSL Lower 500 Dr Seal (35%)	Ski Area-Mtn Ops	E	12	1,711	1,711	1,711	-	-	-	1,711	-	
923 210 185	2019 RR-EXP	DSL Prking Seal-Stripe	Ski Area-Mtn Ops	E	12	17,294	17,294	17,294	-	-	-	17,294	-	
923 210 186	2019 RR-EXP	DSL-AccRd. Seal (45%)	Ski Area-Mtn Ops	E	12	4,733	4,733	4,733	-	-	-	4,733	-	
923 210 187	2019 RR-EXP	DSL-Fire Lane Seal	Ski Area-Mtn Ops	E	12	5,438	5,438	5,438	-	-	-	5,438	-	
923 210 188	2019 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	12	3,038	3,038	3,038	-	-	-	3,038	-	
923 210 189	2019 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	99	2,059	-	-	-	-	-	-	2,059	deferred to 2020
923 210 191	2019 RR-EXP	Stormwater - Containment- Clean out Lo	Ski Area-Mtn Ops	E	12	5,061	5,061	5,061	-	-	-	5,061	-	
923 216 195	2019 RR-EXP	Snowplay ADA Ramp, Stairs, Walkway	Snowplay	E	99	25,183	-	-	-	-	-	-	25,183	deferred to 2020
923 090 197	2019 RR-EXP	Tennis Access Rd. - Parking - Seal -Strip	Tennis Complex	E	12	6,309	6,309	6,309	-	4,798	4,798	1,511	-	
923 090 198	2019 RR-EXP	Display Case-Counter Repairs	Tennis Complex	E	12	2,035	2,035	2,035	-	1,213	1,213	822	-	
923 090 202	2019 RR-EXP	Court Crack Repairs	Tennis Complex	E	99	6,417	-	-	-	-	-	-	6,417	deferred to 2020
923 090 285	2019 RR-ACC-EXP	Tennis Center Perimeter Fence Repairs	Tennis Complex	E	12	4,935	4,935	4,935	-	4,700	4,700	235	-	Accelerated in 2019 due to large winter damage
923 132 298	2019 RR-ACC-EXP	Trout Creek Rec Center Boiler Repairs	Trout Creek BLDG	E	12	3,410	3,410	3,410	-	3,410	3,410	-	-	Accelerated in 2019 due to damage
923 128 207	2019 RR-EXP	Appliance - Walk-in Refrigeration Re	The Lodge	E	99	2,039	-	-	-	-	-	-	2,039	deferred to 2020
923 128 210	2019 RR-EXP	Concrete Repairs	The Lodge	E	12	10,087	10,087	10,087	-	311	311	9,776	-	
923 128 212	2019 RR-EXP	Deck - Pavers - Repairs	The Lodge	E	99	8,078	-	-	-	-	-	-	8,078	deferred to 2020
923 128 215	2019 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	12	2,055	2,055	2,055	-	-	-	2,055	-	
923 128 217	2019 RR-EXP	Paint - Exterior Deck, Railing & West E	The Lodge	E	12	2,216	2,216	2,216	-	2,215	2,215	1	-	
923 128 283	2019 RR-ACC-EXP	Golf Pro Shop Closet Remediation	The Lodge	E	12	-	65,000	(65,000)	-	59,968	59,968	5,032	-	to net to zero, insurance claim item
923 160 296	2019 RR-ACC-EXP	Replacement of Tires for Loaders and Sk	Maintenance	E	12	-	14,978	(14,978)	-	-	-	14,978	-	Accelerated due to wear on tires
923 051 222	2019 RR-EXP	Trails Master Plan - Consultant	Trails	E	12	-	-	-	-	-	-	-	-	needs to be reclassified to C project, as Budgeted
923 051 221	2019 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	99	2,050	-	-	-	-	-	-	2,050	

Replacement Reserve TL

Capital	5,040,000	3,670,467	3,730,649	(60,182)	1,874,655	3,721,598	1,855,988	892,339
Expense	3,721,000	2,564,021	2,540,140	23,880	1,382,181	3,155,570	1,157,957	618,918
	1,319,000	1,106,446	1,190,509	(84,062)	492,474	566,028	698,031	273,421

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020- SPEND Carryover\$\$ Reset in Study	Notes
923 051 229	2019 RR-EXP	Trail 23-24 Repair - Glacier Way - Cons Trails		E	12	3,061	-	-	-	-	-	-	-	
923 051 230	2019 RR-EXP	Trail 25-26 Repair - Const Trails		E	12	2,041	2,041	2,041	-	1,510	1,510	531	-	
923 051 231	2019 RR-EXP	Trail 27-28 Repair - Teton Way - Const Trails		E	12	2,040	2,040	2,040	-	-	-	2,040	-	
923 051 232	2019 RR-EXP	Trail 42-43 repair - E. Perimeter near Mt Trails		E	12	3,569	3,569	3,569	-	1,926	1,926	1,643	-	
923 051 234	2019 RR-EXP	Trail 6-7 Repair - Hansel to Campground Trails		E	99	25,505	-	-	-	-	-	-	25,505	deferred
923 051 236	2019 RR-EXP	Trail 7-8 Repair - Alder Creek Trail - So Trails		E	12	25,505	25,505	25,505	-	-	-	25,505	-	
923 051 237	2019 RR-EXP	Trail Repair/Improvement	Trails	E	12	20,050	20,050	20,050	-	-	-	20,050	-	
923 132 241	2019 RR-EXP	TCRC Expansion Project	Trout Creek BLDG	E	12	-	77,663	77,663	-	-	-	77,663	-	
	2019 RR-EXP	Asphalt Repairs	Trout Creek BLDG	E	12	11,092			-	-	-	-	-	
	2019 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	12	10,218			-	-	-	-	-	
	2019 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	12	8,098			-	-	-	-	-	
	2019 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	12	17,855			-	-	-	-	-	
	2019 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	
	2019 RR-EXP	Restrooms - Gymside Paint	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	
	2019 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	12	10,152			-	-	-	-	-	
	2019 RR-EXP	Trout Creek Seal-Stripe	Trout Creek BLDG	E	99	19,016	-	-	-	-	-	-	19,016	Defer to 2020
923 132 238	2019 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	12	2,055	2,055	2,055	-	-	-	2,055	-	
923 132 243	2019 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	12	5,577	5,577	5,577	-	-	-	5,577	-	
923 010 023	2019 RR-EXP	Building - Roof & Decking Repairs	Chalet House	E	12		15,107	15,385	(278)	15,385	15,385	-	-	budget was C in error
923 010 024	2019 RR-EXP	Building - Siding Repairs	Chalet House	E	12		5,087	5,128	(42)	5,128	5,128	-	-	budget was C in error
	2019 RR-CAP	Contingency, capex	General	C	12	(38)	(38)	(42,681)	42,643	(50)	-	(42,631)	-	rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	1,887	1,887	1,374	513	50	-	1,324	-	rounding in Forecast

RRF Expenditures - SubSchedule
Replacement Reserve Fund

Replacement Reserve	1,382,181	492,474	1,874,655	2,537,839	1,192,810	3,730,649	151	83	234
	Year to Date - Actual			Forecast for Year			Count of Projects		
by Location	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total
Administration	3,177	114,665	117,842	27,431	180,726	208,156	5	4	9
Alder Creek Café	564	-	564	7,121	-	7,121	2	-	2
Bikeworks	21,185	-	21,185	26,187	-	26,187	2	-	2
Campground	-	2,322	2,322	-	2,885	2,885	-	1	1
Chalet House	-	24,013	24,013	-	25,210	25,210	-	3	3
Cross Country	46,816	12,703	59,519	115,187	25,405	140,592	11	4	15
Day Camps	-	-	-	-	-	-	-	-	-
Equestrian Center	6,293	-	6,293	15,358	-	15,358	3	-	3
Facilities Administration	-	-	-	-	-	-	-	-	-
Forestry	87,745	-	87,745	117,786	275,248	393,034	5	4	9
General	(50)	50	-	(34,982)	3,675	(31,307)	1	1	2
General Maintenance	1,330	10,644	11,974	2,036	25,231	27,267	1	4	5
Golf Course	215,537	34,414	249,951	274,495	34,484	308,979	13	3	16
Golf Complex	-	12,596	12,596	-	13,675	13,675	-	1	1
Maintenance	-	3,790	3,790	33,260	26,634	59,895	5	3	8
Marina	21,089	16,851	37,940	30,572	31,617	62,189	10	7	17
IT	132,059	160,310	292,369	257,335	243,961	501,296	28	23	51
No.Woods Pool-Bldg.	-	-	-	5,438	-	5,438	1	-	1
Northwoods	217,204	18,884	236,088	240,139	16,931	257,070	4	2	6
Northwoods Pool	-	-	-	-	-	-	-	-	-
Pizza	11,660	-	11,660	20,252	-	20,252	5	-	5
Recreation	29,314	-	29,314	29,566	-	29,566	3	-	3
Ski Area-Mtn Ops	6,532	-	6,532	81,864	37,276	119,141	6	6	12
Ski Area Rentl-Rtl	-	-	-	84,428	-	84,428	8	-	8
Ski Area - Lift Maintenance	13,067	-	13,067	45,437	-	45,437	5	-	5
Ski Area - Vehicle Maintenance	7,136	-	7,136	28,504	15,303	43,806	2	1	3
Ski-Ops	-	-	-	-	-	-	-	-	-
Snowplay	-	-	-	6,120	-	6,120	2	-	2
Tennis Complex	8,538	10,711	19,249	31,077	13,278	44,356	3	3	6
The Lodge	55,240	63,675	118,916	94,041	79,358	173,399	7	4	11
Trails	21,628	3,435	25,063	113,576	53,205	166,782	6	5	11
Trout Creek BLDG	449,725	3,410	453,135	771,369	83,128	854,496	3	3	6
Trout Creek POOLSPA	26,392	-	26,392	114,240	5,577	119,817	10	1	11
Trout Creek FITNESSEQ	-	-	-	-	-	-	-	-	-
Trout Creek OTHER	-	-	-	-	-	-	-	-	-
Various	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	-	-	-	-	-	-	-	-	-
Vehicle/Fleet	-	-	-	-	-	-	-	-	-
Winter Food-Beverage	-	-	-	-	-	-	-	-	-

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

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
-306	-600	-1,125	294	49%	819	73%	51520	Charitable Contributions	-8,396	-10,500	-10,540	2,104	20%	2,143	20%	-12,400
-88	-3,333	-620	3,245	97%	532	86%	51530	Community Relations	-673	-10,000	-1,344	9,327	93%	671	50%	-20,000
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-8,588	-11,670	-6,862	3,082	26%	-1,727	-25%	55525	Marketing Discounts CoGS	-42,101	-54,400	-49,851	12,299	23%	7,750	16%	-76,200
-3,099	-2,400	-1,995	-699	-29%	-1,105	-55%	51020	Dues & Subscriptions	-19,135	-19,250	-16,669	115	1%	-2,466	-15%	-27,840
-10,217	-6,520	-7,470	-3,697	-57%	-2,748	-37%	51035	Licenses, Permits, Fees	-101,706	-70,628	-85,009	-31,078	-44%	-16,696	-20%	-119,050
-668	-925	-176	257	28%	-493	-281%	51096	Mileage Reimbursement	-4,015	-5,680	-4,009	1,665	29%	-7	0%	-8,010
-7,809	-2,900	19,366	-4,909	-169%	-27,174	-140%	51515	Board Expense	-36,604	-24,400	-59,959	-12,204	-50%	23,355	39%	-36,000
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-38,058	-41,000	-39,011	2,942	7%	953	2%	-41,000
-2,254	-2,200	-2,136	-54	-2%	-118	-6%	51063	Postage - TDNews	-22,414	-19,650	-26,711	-2,764	-14%	4,297	16%	-30,450
-1,509	-1,340	-931	-169	-13%	-578	-62%	51065	Postage - General	-7,818	-10,245	-6,614	2,427	24%	-1,204	-18%	-15,450
0	0	0	0	0%	0	0%	51510	Assessment Billing	-3,744	-1,400	-4,682	-2,344	-167%	939	20%	-10,400
-628	-774	-798	146	19%	170	21%	51535	Digital Content	-9,774	-6,192	-13,213	-3,582	-58%	3,439	26%	-9,288
-6,196	-6,200	0	4	0%	-6,196	0%	51545	Printing - TD News	-52,178	-54,600	-43,584	2,422	4%	-8,594	-20%	-84,400
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-22,647	-17,350	-15,350	-5,297	-31%	-7,298	-48%	-28,400
-1,850	-400	-1,242	-1,450	-363%	-608	-49%	51547	Printing - Other	-1,388	-100	-2,969	-1,288	-1288%	1,582	53%	-100
0	0	0	0	0%	0	0%	56601	Claims Expense	-79,995	-3,400	-10,801	-76,595	-2253%	-69,194	-641%	-5,000
-5	-833	0	828	99%	-5	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
-32,115	-30,800	-30,101	-1,315	-4%	-2,013	-7%	52215	Collection Expense	-161	-6,666	-701	6,505	98%	540	77%	-10,000
444	0	899	444	0%	-456	-51%	52220	Credit Card Expense	-256,931	-232,800	-206,085	-24,131	-10%	-50,846	-25%	-307,140
0	100	-325	-100	-100%	325	100%	52225	Over/Short	-1,019	0	1,195	-1,019	0%	-2,214	-185%	0
0	-2,416	0	2,416	100%	0	0%	57009	Inter-Department Food Costs	2,772	800	3,507	1,972	246%	-735	-21%	1,200
-37,800	-37,800	-29,500	0	0%	-8,300	-28%	59999	Contingency	0	-19,612	0	19,612	100%	0	0%	-30,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	52025	Insurance Expense	-393,200	-393,200	-320,000	0	0%	-73,200	-23%	-590,000
-3,750	-3,750	-3,750	0	0%	0	0%	57030	Taxes - Property	-157,705	-162,300	-153,504	4,595	3%	-4,201	-3%	-246,000
-157,755	-157,619	-147,399	-136	0%	-10,356	-7%	5702...	Taxes - Income	-30,000	-30,000	-30,000	0	0%	0	0%	-45,000
-500,078	-471,940	-458,794	-28,138	-6%	-41,285	-9%		TOTAL ADMINISTRATIVE & OT	-1,467,355	-1,448,549	-1,365,387	-18,806	-1%	-101,968	-7%	-2,122,508
								TOTAL OPERATING EXPENSES	-3,669,700	-3,655,102	-3,456,419	-14,598	0%	-213,281	-6%	-5,445,000
-1,692,785	-1,719,350	-1,630,587	26,565	2%	-62,198	-4%		TOTAL PAYROLL AND OPERATI	-12,432,151	-12,693,960	-11,847,733	261,809	2%	-584,418	-5%	-18,495,000
-357,847	-360,000	-344,283	2,153	1%	-13,564	-4%		NORBO (before AO)	-2,506,502	-3,039,000	-3,447,570	532,498	18%	941,068	27%	-5,893,000
16,000	16,000	0	0	0%	16,000	0%	59025	ALLOCATED OVERHEAD (AO)	130,000	130,000	0	0	0%	130,000	0%	197,000
-341,847	-344,000	-344,283	2,153	1%	2,436	1%		NOR (after AO)	-2,376,502	-2,909,000	-3,447,570	532,498	18%	1,071,068	31%	-5,696,000
-1,886,577	-1,918,000	-1,834,658	31,423	2%	-51,919	-3%		T O C post AO	-13,452,053	-13,752,000	-12,957,870	299,947	2%	-494,183	-4%	-19,911,000
-1,902,577	-1,934,000	-1,834,658	31,423	2%	-67,919	-4%		T O C pre AO	-13,582,053	-13,882,000	-12,957,870	299,947	2%	-624,183	-5%	-20,108,000
-81.9%	-82.1%	-81.2%	00.2%	00.2%	-00.6%	-00.8%		REV to TOC (CRR%)	-82.3%	-78.8%	-73.4%	-03.5%	-04.4%	-08.9%	-12.2%	-71.4%
344,000	344,000	386,000	0	0%	-42,000	-11%		Assessment Revenue, Operatin	2,909,000	2,909,000	3,349,000	0	0%	-440,000	-13%	5,696,000
2,153	0	41,717	2,153	0%	-39,564	-95%		NOR AFTER Assessment Reven	532,498	0	-98,570	532,498	0%	631,068	640%	0