



# Tahoe Donner Association

## Finance Reports

### September 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: October 11, 2019  
Re: **September 2019 – Operating Fund Financial Results**



## Keynotes

1. A NOR loss of \$650,000 was favorable \$2,000 or 0% to Budget. YTD NOR loss of \$3,026,000 is favorable \$535,000/15% to Budget.
2. Operating Fund Members' Equity balance of \$3.0 million is \$1,555,000 over the policy peg balance of 10% of revenue budget.
3. Winter 18/19 snowfall/snowpack is 4<sup>th</sup> 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 will not be achieved due to known golf conditions impact on business. Despite these golf headwinds, the Summer is forecasted to achieve Budgeted NOR results loss of \$3.6 million.
6. Section F04 – Repurposed, now latest Quarterly Financial Update, updated this month for Q3. F14– Capital Funds reporting revised to include RRF Expenditure sub-schedule.

## 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 (\$666,000) which was favorable to budget by \$2,000/0%. Month's operating revenues of \$851,000 were \$115,000/12% unfavorable to budget and total expenses of \$1,517,000 were \$117,000/7% favorable to budget. Compared to last year same month, revenues are down \$189,000/18% and NORBO is unfavorable \$144,000/28%. Golf's result shortfall of \$56,000/90% (revenues off \$54k/24%) was offset by favorable results in various areas.

## Year to Date

Nine months in, the NORBO of loss of (\$3,172,000) is favorable \$535,000 or 15% to budget. These results are driven by excellent winter skiing conditions, with record snowfall for month of February for the region. Compared to the 1<sup>st</sup> nine months of last year, revenue is up \$1.4 million and NORBO is up \$797,000. 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 21<sup>st</sup>.

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/departments financial performance. All monthly financials and other key financial reports can be reference at [www.tahoedonner.com](http://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 1<sup>st</sup> 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 September 2019			For the nine months ending September 2019		
	Value	Variance to Budget		Value	Variance to Budget	
<b>1</b> Operating Revenue	\$ 851,393	\$ (114,607)	-12%	\$ 11,926,943	\$ 117,943	1%
<b>2</b> Operating Costs	\$ (1,500,901)	\$ 117,099	7%	\$ (14,952,953)	\$ 417,047	3%
<b>3</b> Net Operating Result	\$ (649,508)	\$ 2,492	0%	\$ (3,026,011)	\$ 534,989	15%
<i>3.1 Flow-thru %</i>		<i>-2%</i>				<i>454%</i>
<b>4</b> Operating Expenses	\$ (417,501)	\$ 39,788	9%	\$ (3,957,201)	\$ 25,190	1%
<b>5</b> Payroll Direct	\$ (773,107)	\$ 31,532	4%	\$ (7,799,885)	\$ 110,991	1%
<b>6</b> Payroll Direct % of Rev	-91%	(0.075)	-9%	-65%	0.016	2%
<b>7</b> Non-Exempt FTEs	136	17.6	11%	178	6.4	3%
<b>8</b> F&B COGS % of F&B Rev	-26.9%	(0.002)	-1%	-28.9%	(0.005)	-2%
<b>9</b> Downhill Ski NOR	(90,226)	13,142	13%	1,046,740	466,811	80%
<b>10</b> OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,976,883	\$ 1,555,383	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 21<sup>st</sup> 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 10<sup>th</sup>, which experienced unseasonably cool temperatures, affecting some operations. **September** brought cooler/expected temperatures but was not a contributing factor to operating results.

## Financial Notables of Operating Units

**Downhill Ski.** YTD NORBO of \$1,402,000 is favorable \$467k/50% to budget and favorable \$1M/297% 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

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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 7<sup>th</sup> 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 \$279,000 is favorable \$109k/64% to budget and favorable \$130k/87% 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 2/23<sup>rd</sup>. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30<sup>th</sup> 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 \$85,000 is unfavorable \$31k to budget and unfavorable \$8k/9% to prior year. YTD cogs of 28% compares to budget 28% and prior year 28%. 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 (\$41,000) is unfavorable \$23k to budget and unfavorable \$8k to prior year. YTD cogs of 29% compares to budget 28% and prior year 30%. 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 1<sup>st</sup> 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. Closing for regular business on September 2<sup>nd</sup>, management continues to evaluate options for improving financial performance of this operation.

**Alder Creek Café.** YTD NORBO loss of (\$48,000) is favorable \$15k to budget and favorable \$47k to prior year. YTD cogs of 34% 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 \$15k will likely erode over remainder of this year.

**Other Financial Noteworthy items:**

- Defensible Space dumpster at Northwoods, not budgeted – Cost is approximately \$10k 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 Sept. actual of \$42,000 is over budget \$18k and forecast for year is to be over budget ~22,000. Purchasing researched new vendor source which has resolved majority of the cost overrun issue going forward.

## 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 09/30/2019, \$313,000/1319 versus prior year 128,000/555 passes. Revenue up \$185,000/145% and passes sold up 764/138%. 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.

- 09/30/2019 -- **2019/2020** – sold 4,528 revenues of \$1,162,000, (vs py pace; volume up 2%, revenue up 11%)
- For full year cycle **2018/2019** – sold 4,582 revenues of \$1,069,000, (vs py cycle; volume up 4%, revenue up 2%)
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3595/56% (3581/55%) Base up to 4p | 845/13% (714/10%) 5<sup>th</sup> 6<sup>th</sup> | 142/2% (132/2%) 6<sup>th</sup> 7<sup>th</sup>
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +14/0.3% for Base up to 4p, +131/18% for 5<sup>th</sup> 6<sup>th</sup>, +10/8% for 7<sup>th</sup> 8<sup>th</sup>
  
- 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 5<sup>th</sup> 6<sup>th</sup> | 131 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 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 5<sup>th</sup> 6<sup>th</sup> | 117 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 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 5<sup>th</sup> 6<sup>th</sup> | 101 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 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 09/30/xx:	as of 08/31/xx:
09/30/19 - 2019 45 or 0.7% of units	08/31/19 - 2019 48 or 0.7% of units
09/30/18 - 2018 38 or 0.6% of units	08/31/18 - 2018 46 or 0.7% of units
09/30/17 - 2017 37 or 0.6% of units	08/31/17 - 2017 47 or 0.7% of units
09/30/16 - 2016 48 or 0.7% of units	08/31/16 - 2016 54 or 0.8% of units

as of 07/31/xx:	as of 06/30/xx:
07/31/19 - 2019 52 or 0.8% of units	06/30/19 - 2019 62 or 1.0% of units
07/31/18 - 2018 51 or 0.8% of units	06/30/18 - 2018 59 or 0.9% of units
07/31/17 - 2017 53 or 0.8% of units	06/30/17 - 2017 64 or 1.0% of units
07/31/16 - 2016 61 or 0.9% of units	06/30/16 - 2016 73 or 1.1% of units

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**

**Tahoe Donner Association  
Personnel Report September 2019**

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 September		2019 September	
	Status	10/7/2018	9/7/2019	10/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
<b>Exempt</b>	101	43	43	42	-1	-2%	-1	-2%	1	0	1	0
<b>NonExempt</b>	102	42	40	40	-2	-5%	0	0%	1	1	0	0
<b>NonExempt</b>	103	210	306	176	-34	-16%	-130	-42%	77	7	55	6
<b>NonExempt</b>	104	20	16	18	-2	-10%	2	13%	0	0	0	0
<b>Totals</b>	Total	315	405	276	-39	-12%	-129	-32%	79	8	56	6
<b>Totals (FTYR)</b>	101 + 102	85	83	82	-3	-4%	-1	-1%	2	1	1	0

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

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

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

	Trout Creek Recreation Center					Guest Mix and %tl %G						Guest Revenue	Member Mix and %tl %M					
	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	w/Mbr			onGCard				Rec Fee	Member Mix		Non Rec Fee		
						%	%	%	%	%	%	%		%	%			
<b>2018</b>	144,626	30,218	21%	23,296	16%	9,354	6%	40%	13,942	10%	60%	\$ 181,452	23,504	16%	78%	6,714	5%	22%
<b>Jan-Apr17</b>	39,860	26,448	66%	7,890	19%	0			0	0%	0%	\$ 58,948	25,384	64%	96%	1,064	3%	4%
<b>Jan-Apr18</b>	41,597	29,077	70%	6,108	15%	2,455	6%	40%	3,653	9%	60%	\$ 62,820	27,894	67%	96%	1,183	3%	4%
<b>Jan-Apr19</b>	40,171	27,222	68%	6,251	16%	2,531	6%	40%	3,720	9%	60%	\$ 80,022	25,857	64%	95%	1,365	3%	5%
<b>May17</b>	8,661	6,131	71%	1,135	13%							\$ 8,196	5,826	67%	95%	305	4%	5%
<b>May18</b>	8,414	6,286	75%	683	8%	378	4%	55%	305	4%	45%	\$ 6,424	6,013	71%	96%	273	3%	4%
<b>May19</b>	7,820	6,443	82%	670	9%	394	5%	59%	276	4%	41%	\$ 7,830	6,235	80%	97%	208	3%	3%
<b>Jun17</b>	13,762	10,144	74%	2,846	21%							\$ 19,164	8,843	64%	87%	1,301	9%	13%
<b>Jun18</b>	13,426	9,795	73%	1,996	15%	911	7%	46%	1,085	8%	54%	\$ 19,626	8,810	66%	90%	985	7%	10%
<b>Jun19</b>	12,834	9,731	76%	2,129	17%	1,068	8%	50%	1,061	8%	50%	\$ 26,243	9,382	73%	96%	349	3%	4%
<b>Jul17</b>	25,508	16,036	63%	6,474	25%							\$ 48,388	12,977	51%	81%	3,059	12%	19%
<b>Jul18</b>	21,486	14,129	66%	5,351	25%	1,841	9%	34%	3,510	16%	66%	\$ 55,790	12,770	59%	90%	1,359	6%	10%
<b>Jul19</b>	21,276	14,871	70%	5,389	25%	2,356	11%	44%	3,033	14%	56%	\$ 67,148	13,261	62%	89%	1,610	8%	11%
<b>Aug17</b>	17,717	11,635	66%	4,005	23%							\$ 27,842	9,837	56%	85%	1,798	10%	15%
<b>Aug18</b>	17,184	11,361	66%	3,796	22%	1,309	8%	34%	2,487	14%	66%	\$ 38,970	10,261	60%	90%	1,100	6%	10%
<b>Aug19</b>	18,568	13,054	70%	4,657	25%	2,493	13%	54%	2,164	12%	46%	\$ 46,261	11,330	61%	87%	1,724	9%	13%
<b>Sep17</b>	10,841	7,679	71%	1,639	15%							\$ 11,580	6,954	64%	91%	725	7%	9%
<b>Sep18</b>	9,704	6,958	72%	1,302	13%	618	6%	47%	684	7%	53%	\$ 12,904	6,497	67%	93%	461	5%	7%
<b>Sep19</b>	9,958	8,114	81%	1,289	13%	814	8%	63%	475	5%	37%	\$ 12,678	7,441	75%	92%	673	7%	8%
<b>YTD Sep17</b>	116,349	78,073	67%	22,297	19%							\$ 174,118	69,821	60%	89%	8,252	7%	11%
<b>YTD Sep18</b>	111,811	77,606	69%	18,224	16%	7,512	7%	41%	11,724	10%	64%	\$ 196,534	72,245	65%	93%	5,361	5%	7%
<b>YTD Sep19</b>	110,627	79,435	72%	19,300	17%	9,656	9%	50%	10,729	10%	56%	\$ 240,182	73,506	66%	93%	5,929	5%	7%
<b>2019/day 273</b>	405	291		71		35			39			\$ 880	269			22		

YTD - Trout Creek Visits Mix

- 72% Member
- 9% Guests with Member
- 10% Guests on Guest Card
- 7% Employee
- 3% Fitness/Childcare/Massage

**Beach Club Marina**

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
<b>2016 Total</b>	39,743	14,555	37%							\$ 116,314
<b>2017 Total</b>	43,787	20,051	46%							\$ 141,176
<b>2018 Total</b>	41,852	15,540	37%	8,251	20%	53%	7,289	17%	47%	\$ 153,678
<b>May17</b>	1,316	305	23%							\$ 2,374
<b>May18</b>	781	192	25%	170	22%	89%	22	3%	11%	\$ 1,814
<b>May19</b>	140	4	3%	4	3%	100%	-	0%	0%	\$ 260
<b>Jun17</b>	7,160	2,331	23%							\$ 18,660
<b>Jun18</b>	6,992	2,169	25%	1,217	22%	56%	952	3%	44%	\$ 22,034
<b>Jun19</b>	5,471	1,504	27%	956	17%	64%	548	10%	36%	\$ 18,773
<b>Jul17</b>	16,926	6,763	23%							\$ 68,520
<b>Jul18</b>	18,732	7,726	25%	4,191	22%	54%	3,535	3%	46%	\$ 75,274
<b>Jul19</b>	16,188	6,497	40%	3,382	21%	52%	3,115	19%	48%	\$ 80,232
<b>Aug17</b>	11,351	4,721	23%							\$ 37,706
<b>Aug18</b>	11,197	4,224	25%	1,939	22%	46%	2,285	3%	54%	\$ 42,612
<b>Aug19</b>	11,772	4,197	36%	2,262	19%	54%	1,935	16%	46%	\$ 51,318
<b>Sep17</b>	4,386	1,718	39%							\$ 13,626
<b>Sep18</b>	4,065	1,229	30%	734	18%	60%	495	12%	40%	\$ 11,944
<b>Sep19</b>	2,885	768	27%	501	17%	65%	267	9%	35%	\$ 8,945
<b>YTD Sep17</b>	41,139	15,838	23%							\$ 140,886
<b>YTD Sep18</b>	41,767	15,540	25%	8,251	22%	53%	7,289	3%	47%	\$ 153,678
<b>YTD Sep19</b>	36,456	12,970	36%	7,105	19%	55%	5,865	16%	45%	\$ 159,528
<b>2019/day 130</b>	280	100		55			45			\$ 1,227

opened May 24

YTD

Member	64%
Guest w/member	19%
Guest on Guest Card	16%

**Tennis**

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
<b>May17</b>	1,313	330	25%							\$ 2,572
<b>May18</b>	1,428	422	30%	-	0%	0%	-	0%	0%	\$ 3,326
<b>May19</b>	844	246	29%	243	29%	99%	3	0%	1%	\$ 2,439
<b>Jun17</b>	3,654	439	12%							\$ 3,308
<b>Jun18</b>	3,432	285	8%	234	7%	82%	51	1%	18%	\$ 2,390
<b>Jun19</b>	2,862	453	16%	418	15%	92%	35	1%	8%	\$ 4,574
<b>Jul17</b>	5,763	471	8%							\$ 3,584
<b>Jul18</b>	5,619	702	12%	590	11%	84%	112	2%	16%	\$ 5,819
<b>Jul19</b>	6,111	681	11%	574	9%	84%	107	2%	16%	\$ 7,001
<b>Aug17</b>	4,503	356	8%							\$ 2,730
<b>Aug18</b>	5,008	500	10%	347	7%	69%	153	3%	31%	\$ 4,320
<b>Aug19</b>	7,651	554	7%	441	6%	80%	113	1%	20%	\$ 5,883
<b>Sep17</b>	2,731	240	9%							\$ 1,834
<b>Sep18</b>	2,640	269	10%	238	9%	88%	31	1%	12%	\$ 2,126
<b>Sep19</b>	3,554	214	6%	197	6%	92%	17	0%	8%	\$ 2,121
<b>YTD Sep17</b>	17,964	1,836	10%							\$ 14,028
<b>YTD Sep18</b>	18,127	2,178	12%	1,409	8%	65%	347	2%	16%	\$ 17,981
<b>YTD Sep19</b>	21,022	2,148	10%	1,873	9%	87%	272	1%	13%	\$ 22,018
<b>2019/day 144</b>	146	15		13			2			\$ 153

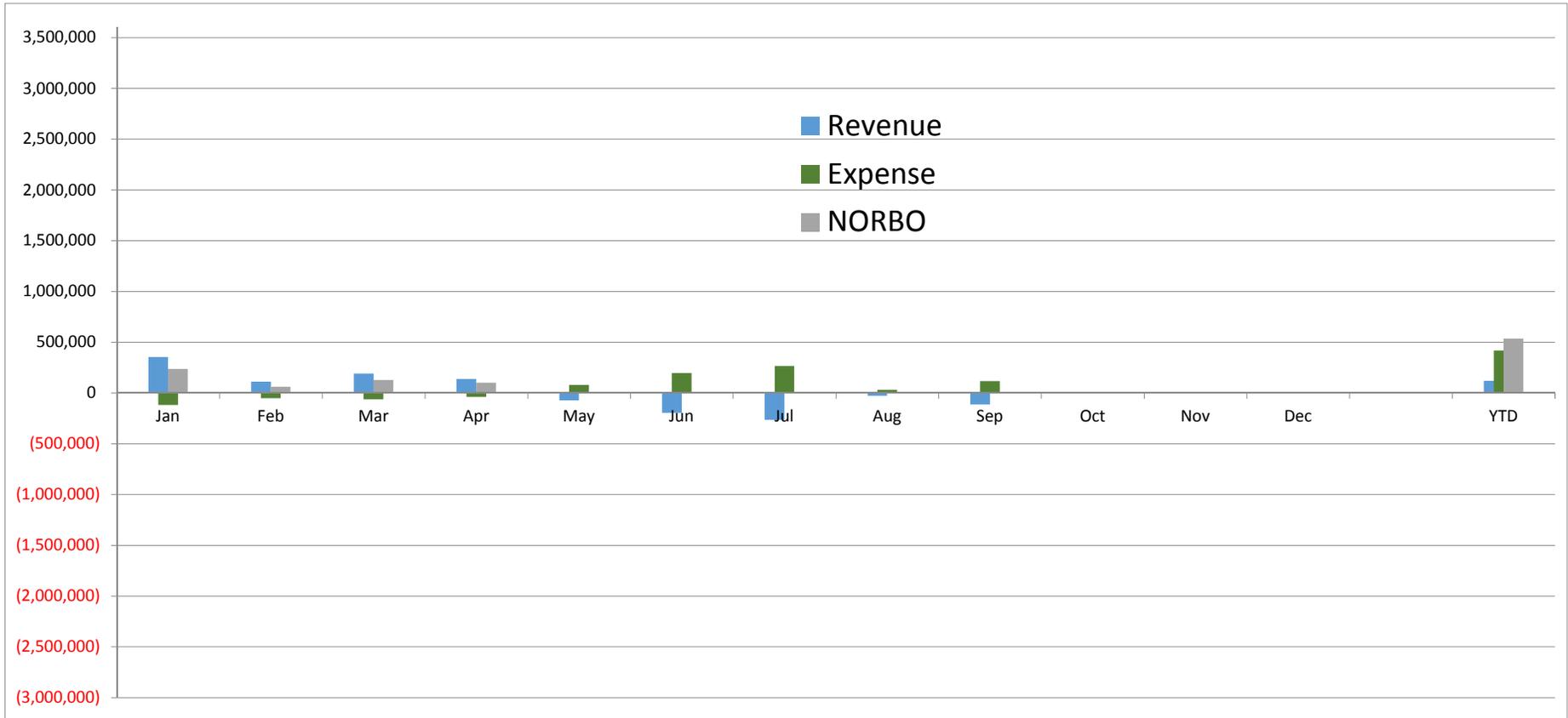
*opened May 10*

	YTD
Member	85%
Guest w/member	9%
Guest on Guest Card	1%
Employee	1%
Other	3%

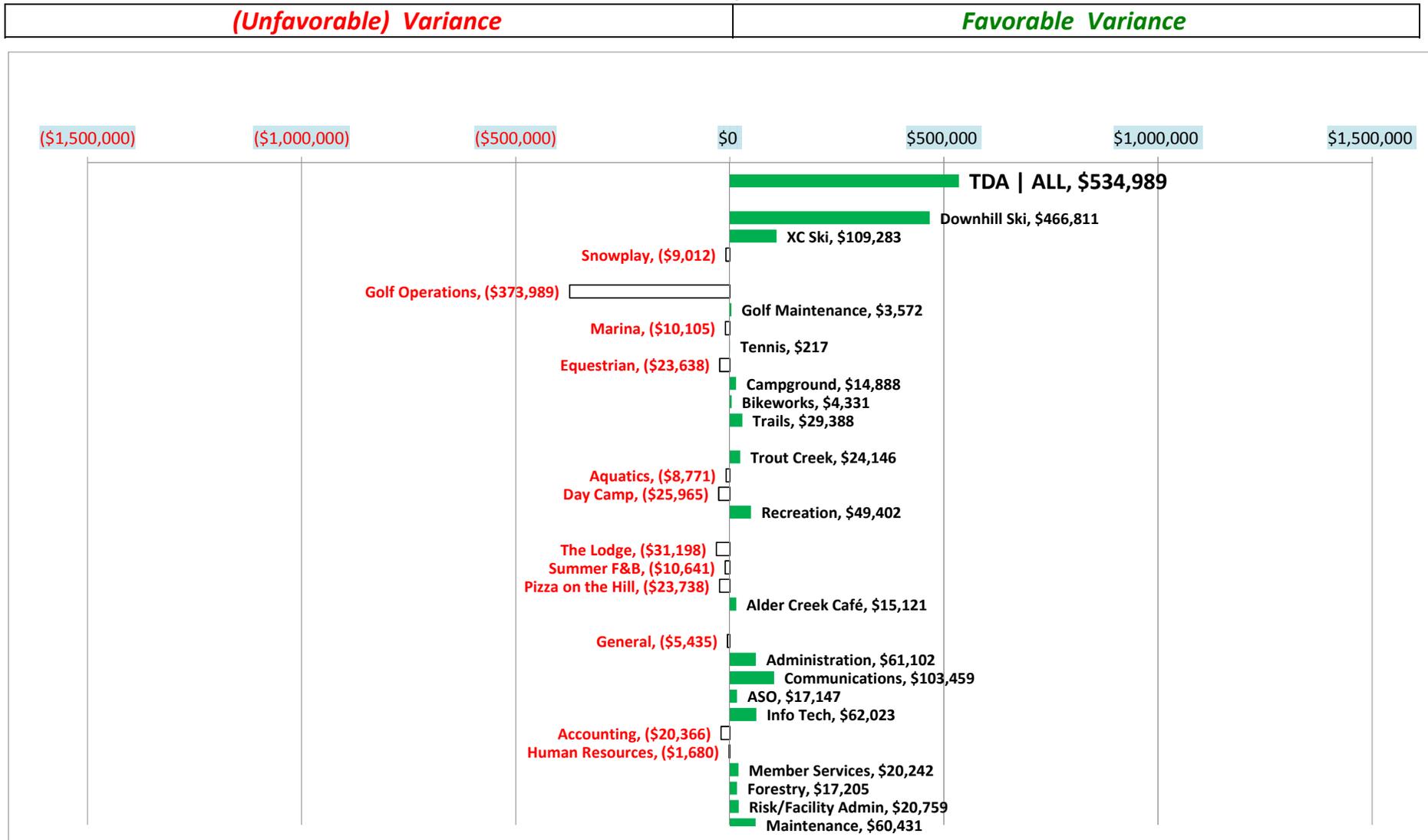
**Tahoe Donner Association**  
**Operating Fund - excluding Annual Assessment Revenues**

Variance to Budget - by Month - For the nine months ending September 2019

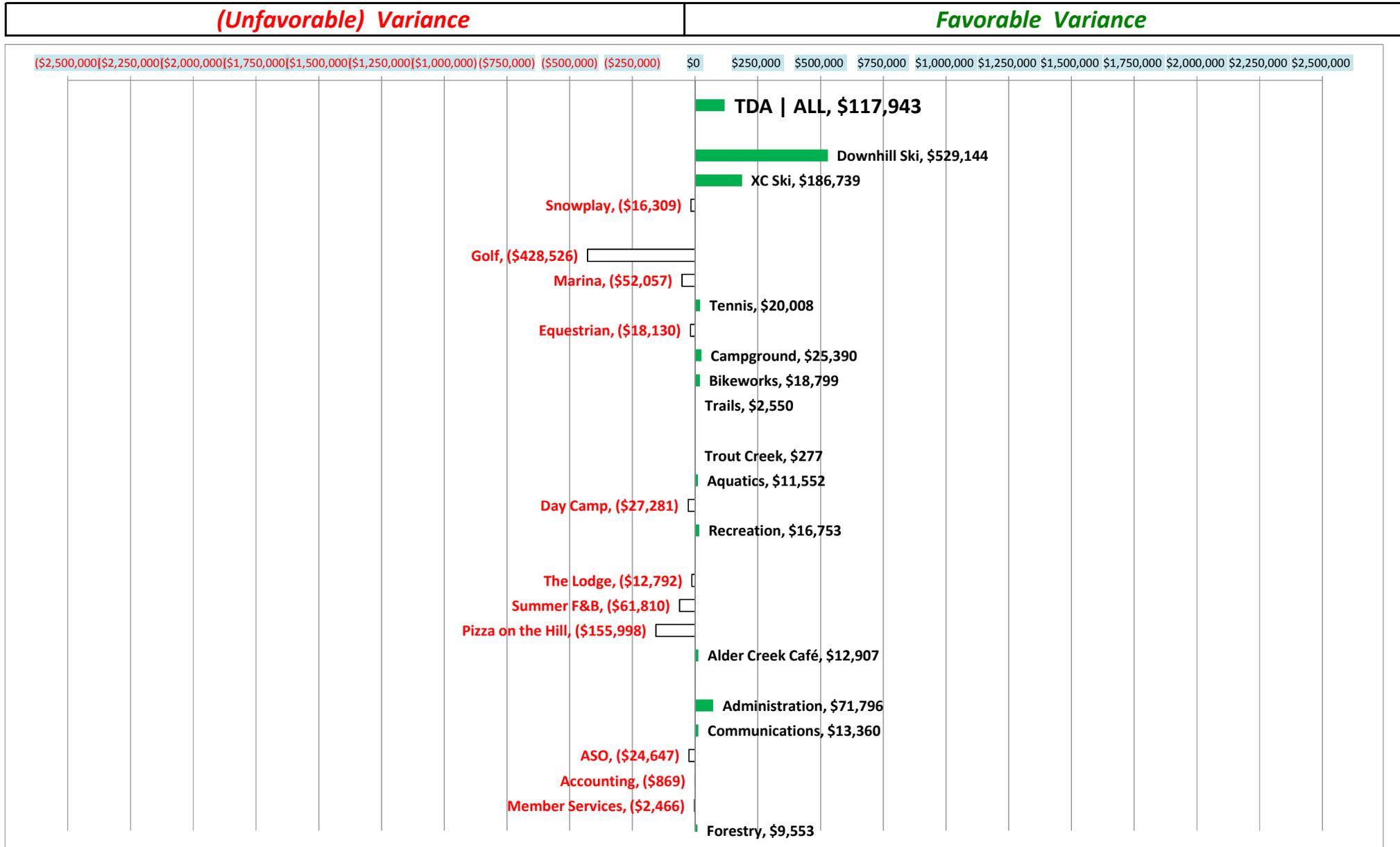
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Revenue</b>	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	(29,269)	(114,607)	0	0	0	117,943
<b>Expense</b>	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,462	31,423	117,099	0	0	0	417,047
<b>NORBO</b>	235,817	59,514	126,877	99,445	6,964	932	795	2,153	2,492	0	0	0	534,989



**Tahoe Donner Association**  
**Net Operating Results Before Overhead (NORBO) Variances Report** (operating revenue - operating costs = NORBO)  
**Year to Date September 2019**



# Tahoe Donner Association Operating Revenue Variances Report Year to Date September 2019



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

**Year to Date September 2019**

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

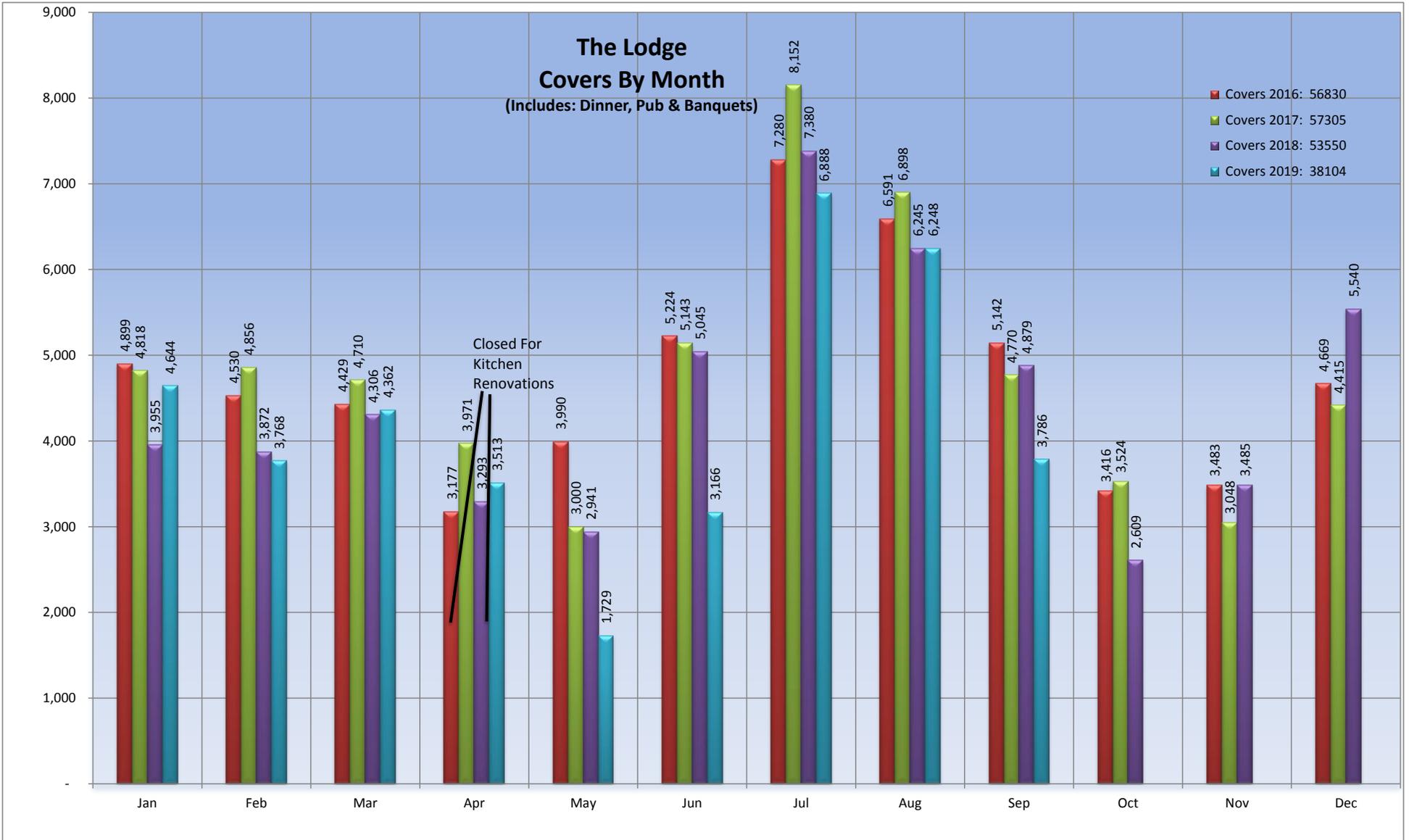
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
<b>TDA   ALL</b>	<b>\$ 235,817</b>	<b>\$ 59,514</b>	<b>\$ 126,877</b>	<b>\$ 99,445</b>	<b>\$ 6,964</b>	<b>\$ 932</b>	<b>\$ 795</b>	<b>\$ 2,153</b>	<b>\$ 2,492</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 534,989</b>
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	4,652	13,142	-	-	-	466,811
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	7,387	6,011	-	-	-	109,283
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	1,118	1,151	-	-	-	(9,012)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	(57,015)	(52,018)	-	-	-	(373,989)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	(1,149)	(4,236)	-	-	-	3,572
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	(2,735)	(2,671)	-	-	-	(10,105)
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	4,723	1,358	-	-	-	217
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	617	(18,914)	-	-	-	(23,638)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	3,156	4,761	-	-	-	14,888
Bikeworks	-	-	-	76	(2,432)	2,510	2,592	4,098	(2,513)	-	-	-	4,331
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	7,961	2,522	-	-	-	29,388
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	9,311	258	-	-	-	24,146
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	(1,785)	(3,920)	-	-	-	(8,771)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	(12,978)	2,714	-	-	-	(25,965)
Recreation	7	525	973	(678)	7,581	2,597	36,593	1,768	36	-	-	-	49,402
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	32,573	12,618	-	-	-	(31,198)
Summer F&B	173	329	222	498	8,423	(1,248)	141	(11,160)	(8,020)	-	-	-	(10,641)
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	5,555	(2,241)	-	-	-	(23,738)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	1,697	3,450	-	-	-	15,121
General	8,948	(22,701)	(9,976)	(868)	6,014	(23,966)	22,687	775	13,651	-	-	-	(5,435)
Administration	4,798	10,942	16,485	24,922	(110,635)	116,074	51,302	(31,600)	(21,187)	-	-	-	61,102
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	13,684	10,513	-	-	-	103,459
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	7,631	6,891	-	-	-	17,147
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	7,187	7,332	-	-	-	62,023
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	2,378	462	-	-	-	(20,366)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	1,964	6,938	-	-	-	(1,680)
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	2,281	4,789	-	-	-	20,242
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,077	(25,273)	9,842	-	-	-	17,205
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	14,710	6,620	-	-	-	20,759
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	10,620	3,153	-	-	-	60,431

**Tahoe Donner Association**  
**Operating Revenue Variances Report**

**Year to Date September 2019**

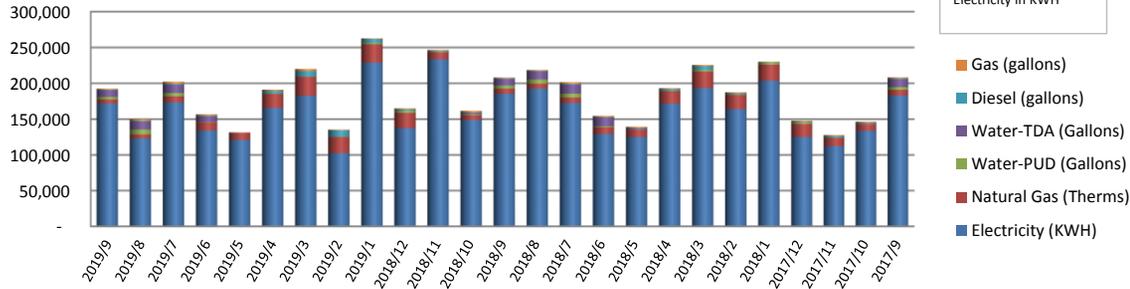
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
<b>TDA   ALL</b>	<b>\$ 354,499</b>	<b>\$ 111,765</b>	<b>\$ 190,309</b>	<b>\$ 138,465</b>	<b>\$ (72,470)</b>	<b>\$ (196,081)</b>	<b>\$ (264,667)</b>	<b>\$ (29,269)</b>	<b>\$ (114,607)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 117,943</b>
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	563	1,147	-	-	-	529,144
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)	(54,210)	-	-	-	(428,526)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	890	(16,335)	-	-	-	(52,057)
Tennis	-	-	-	(19,643)	109	5,325	16,992	14,708	2,518	-	-	-	20,008
Equestrian	-	-	-	-	-	(1,868)	(9,206)	4,058	(11,115)	-	-	-	(18,130)
Campground	-	-	-	-	2,441	8,297	4,610	2,788	7,254	-	-	-	25,390
Bikeworks	-	-	-	7,009	(14,337)	12,491	4,248	6,500	2,888	-	-	-	18,799
Trails	-	-	-	-	-	835	777	1,002	(64)	-	-	-	2,550
Trout Creek	4,140	(8,830)	252	23,603	(4,623)	(2,958)	(10,183)	3,088	(4,212)	-	-	-	277
Aquatics	-	-	-	9,959	-	(3,727)	1,919	3,494	(92)	-	-	-	11,552
Day Camp	-	-	-	120	240	(3,009)	(16,117)	(8,515)	-	-	-	-	(27,281)
Recreation	-	-	-	(71)	58	571	14,770	1,737	(312)	-	-	-	16,753
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	10,238	11,791	-	-	-	(12,792)
Summer F&B	-	-	-	-	(4,500)	(24,475)	(11,445)	(4,597)	(16,794)	-	-	-	(61,810)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	(13,416)	(68,013)	(17,178)	(25,783)	-	-	-	(155,998)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	(3,700)	(11,596)	-	-	-	12,907
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	4,486	1,516	-	-	-	71,796
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	1,033	231	-	-	-	13,360
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	(759)	65	-	-	-	(24,647)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	(265)	(77)	-	-	-	(869)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	689	(311)	-	-	-	(2,466)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	11,613	(1,115)	-	-	-	9,553



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

## Tahoe Donner Association Energy Consumption - Last 25Months



Water in 000 Gallons  
NatGas in Therms  
Electricity in KWH

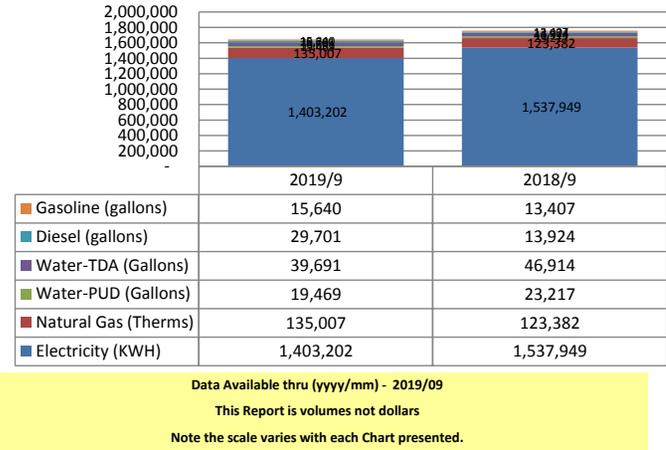
- Gas (gallons)
- Diesel (gallons)
- Water-TDA (Gallons)
- Water-PUD (Gallons)
- Natural Gas (Therms)
- Electricity (KWH)

2019      09

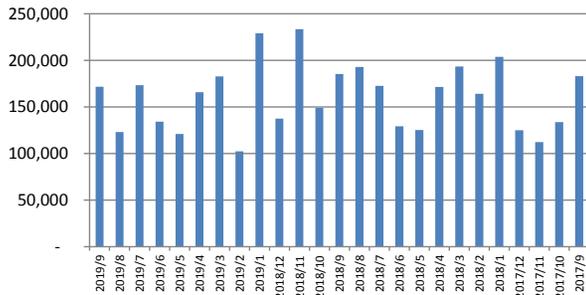
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<b>Gasoline Cost / Gallon</b>  \$3.74   14%   2%	<b>Diesel Cost / Gallon</b>  \$4.09   11%   -1%	<b>Propane Cost / Gallon</b>  \$3.19   11%   1%
LTM Trend Sparkline   \$Cost Current Mth   %Chg Same Mth PY   %Chg Last Month		

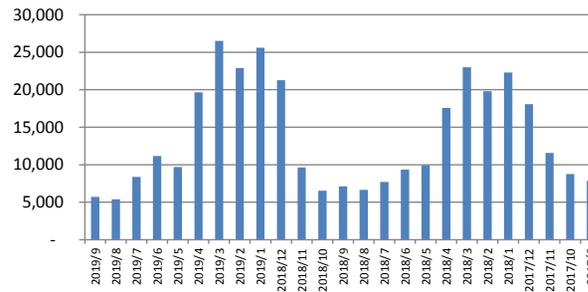
## Tahoe Donner Association Energy Consumption YTD



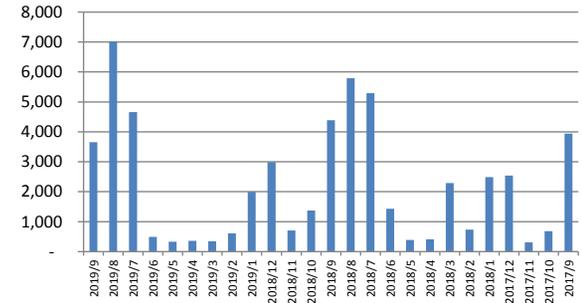
### Electricity (KWH)



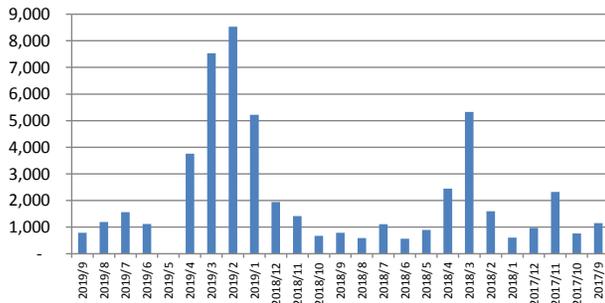
### Natural Gas (Therms)



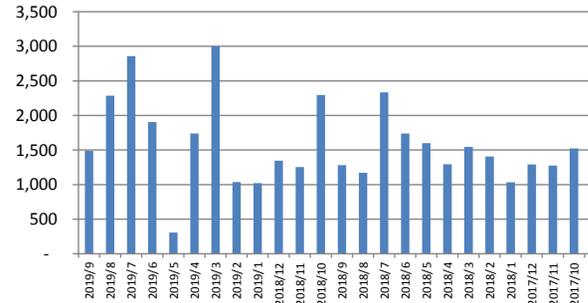
### Water-PUD (000 Gallons)



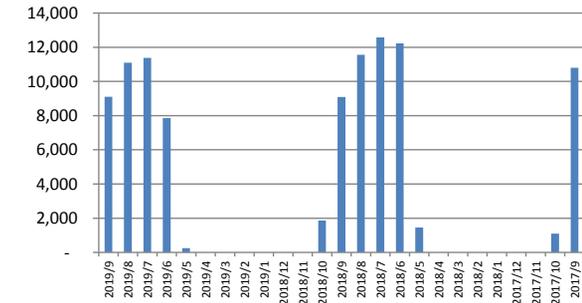
### Diesel (gallons)



### Gasoline (gallons)

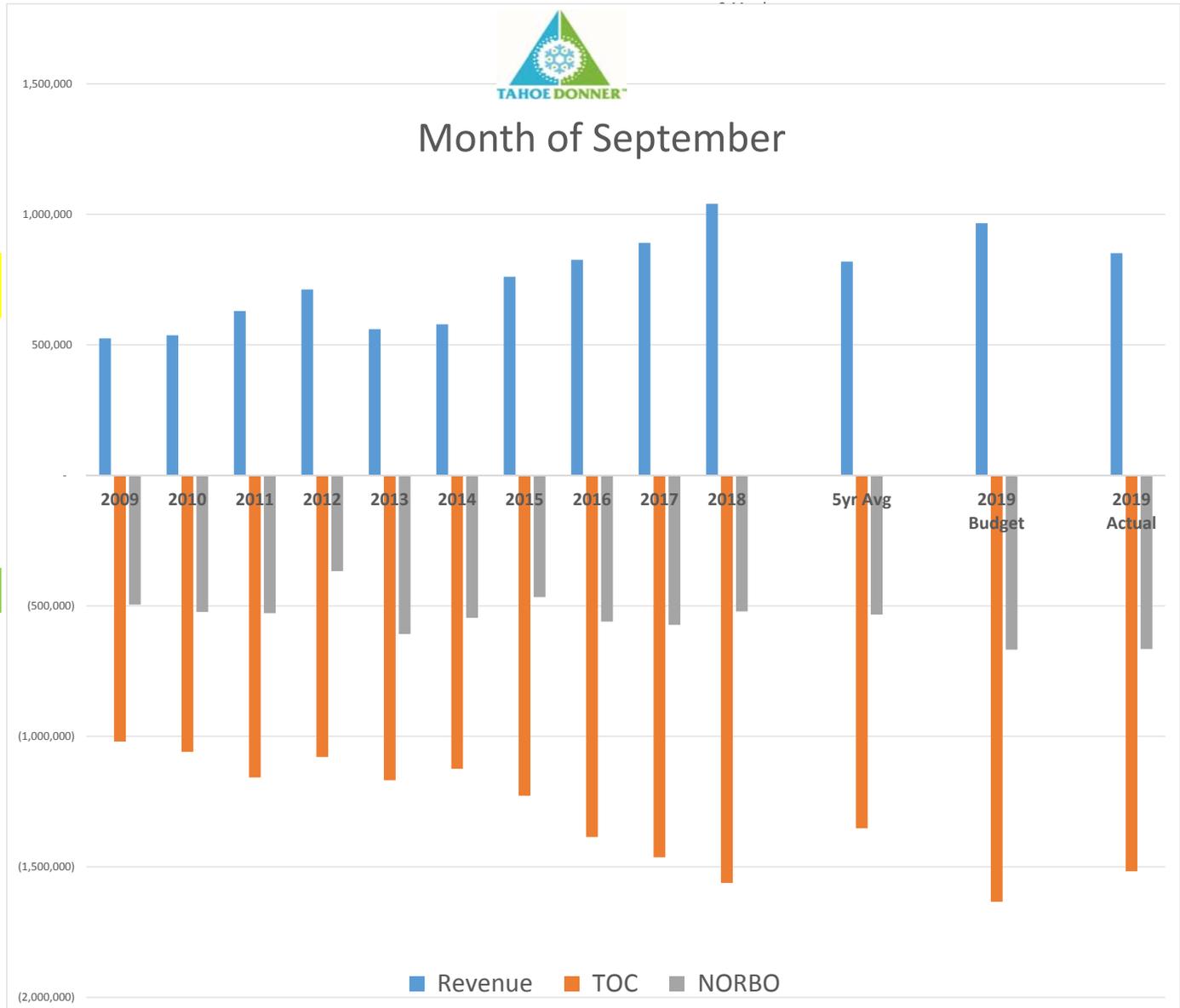


### Water-TDA (000 Gallons)





## Month of September



	Revenue	TOC	NORBO
2009	524,721	(1,019,972)	(495,252)
2010	536,194	(1,059,683)	(523,489)
2011	629,305	(1,157,548)	(528,242)
2012	711,832	(1,079,166)	(367,335)
2013	559,953	(1,168,137)	(608,184)
2014	578,758	(1,124,601)	(545,843)
2015	760,707	(1,227,119)	(466,412)
2016	825,518	(1,385,879)	(560,361)
2017	890,852	(1,463,654)	(572,802)
2018	1,039,983	(1,561,649)	(521,665)
5yr Avg	819,164	(1,352,580)	(533,417)
2019 Budget	966,000	(1,634,000)	(668,000)
2019 Actual	851,393	(1,516,901)	(665,508)
<b>Var to Bdg</b>	(114,607) -12%	117,099 7%	2,492 0%
<b>Var to PY</b>	(188,591) -18%	44,748 3%	(143,843) -28%
		Variance FlowThru	
		vs Bdg	-2%
		vs PY	76%
<b>PY Records</b>			
<b>New Record(s)</b>	<i>if applicable</i>		

**Tahoe Donner Association  
Visitation Report  
September 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		
<b>16,593</b>	<b>14,400</b>	<b>16,683</b>	<b>2,193</b>	<b>15%</b>	<b>(90)</b>	<b>-1%</b>	<b>Private Amenities</b>	<b>176,853</b>	<b>185,000</b>	<b>180,892</b>	<b>(8,147)</b>	<b>-4%</b>	<b>(4,039)</b>	<b>-2%</b>	<b>216,300</b>
9,958	8,700	9,704	1,258	14%	254	3%	Trout Creek Rec Ctr	110,987	113,000	111,811	(2,013)	-2%	(824)	-1%	143,000
196	300	274	(104)	-35%	(78)	-28%	NW Pool	3,983	8,100	4,377	(4,117)	-51%	(394)	-9%	8,100
2,885	2,800	4,065	85	3%	(1,180)	-29%	Beach Club Marina	36,456	41,900	41,767	(5,444)	-13%	(5,311)	-13%	42,000
3,554	2,600	2,640	954	37%	914	35%	Tennis Center	21,022	17,300	18,127	3,722	22%	2,895	16%	18,500
-	-	-	-	0%	-	0%	Day Camps	4,405	4,700	4,810	(295)	-6%	(405)	-8%	4,700
<b>12,356</b>	<b>19,058</b>	<b>18,123</b>	<b>(6,702)</b>	<b>-35%</b>	<b>(5,767)</b>	<b>-32%</b>	<b>Public Amenities</b>	<b>202,873</b>	<b>223,570</b>	<b>201,943</b>	<b>(20,697)</b>	<b>-9%</b>	<b>930</b>	<b>0%</b>	<b>270,000</b>
-	-	-	-	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
2,562	3,400	3,505	(838)	-25%	(943)	-27%	Golf Rounds	11,729	17,100	16,362	(5,371)	-31%	(4,633)	-28%	18,000
104	88	168	16	18%	(64)	-38%	Campground Campers	2,202	1,700	2,096	502	30%	106	5%	1,700
703	610	508	93	15%	195	38%	Equestrian Visitors	5,276	5,300	4,047	(24)	0%	1,229	30%	5,300
226	300	324	(74)	-25%	(98)	-30%	Bikeworks Rentals	2,383	2,400	2,419	(17)	-1%	(36)	-1%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
3,786	5,130	4,879	(1,344)	-26%	(1,093)	-22%	The Lodge Covers	38,104	44,780	41,916	(6,676)	-15%	(3,812)	-9%	56,000
1,411	3,125	3,023	(1,714)	-55%	(1,612)	-53%	Summer Food and Bev	13,601	20,215	17,873	(6,614)	-33%	(4,272)	-24%	20,800
1,230	3,090	2,962	(1,860)	-60%	(1,732)	-58%	Pizza on the Hill Covers	23,886	35,230	40,297	(11,344)	-32%	(16,411)	-41%	43,000
2,334	3,315	2,754	(981)	-30%	(420)	-15%	Alder Creek Caf� Covers	30,731	29,870	24,839	861	3%	5,892	24%	37,700
<b>28,949</b>	<b>33,458</b>	<b>34,806</b>	<b>(4,509)</b>	<b>-13%</b>	<b>(5,857)</b>	<b>-17%</b>	<b>Amenities Total</b>	<b>379,726</b>	<b>408,570</b>	<b>382,835</b>	<b>(28,844)</b>	<b>-7%</b>	<b>(3,109)</b>	<b>-1%</b>	<b>486,300</b>
<b>16</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>0%</b>	<b>16</b>	<b>0%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>7,367</b>	<b>7,173</b>	<b>6,473</b>	<b>194</b>	<b>3%</b>	<b>894</b>	<b>14%</b>	<b>7,173</b>
-	-	-	-	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%	-
16	-	-	16	0%	16	0%	STR Registrants	894	700	-	194	28%	894	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 Q3 Financial Briefing

Michael Salmon, Director of Finance and Accounting

October 11, 2019

## 2019 Budget By Quarter Operating Fund, Consolidated - BUDGET

	Jan-Mar Q1	Apr-Jun Q2	Jul-Sep Q3	Oct-Dec Q4	2019 Annual
<b>Revenue</b>	\$ 4,981,000	\$ 2,131,000	\$ 4,697,000	\$ 2,406,000	\$ 14,215,000
<i>by Qtr Mix</i>	35%	15%	33%	17%	100%
<b>- Costs</b>	\$ (5,102,000)	\$ (4,479,000)	\$ (5,789,000)	\$ (4,541,000)	\$ (19,911,000)
<i>by Qtr Mix</i>	26%	22%	29%	23%	100%
<b>= NOR</b>	\$ (121,000)	\$ (2,348,000)	\$ (1,092,000)	\$ (2,135,000)	\$ (5,696,000)
<i>by Qtr Mix</i>	2%	41%	19%	37%	100%
<b>Cost Recovery%</b>	<b>98%</b>	<b>48%</b>	<b>81%</b>	<b>53%</b>	<b>71%</b>

Revenue is 'Operating Revenue', ie does not include Annual Assessment Revenues. The NOR 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, and in Q4.

NOR – Net Operating Results (excludes Depreciation/Capital Charge and is Operating Fund Only)

# 2019 Q3 – Jul Aug Sep - Results

## Operating Fund Consolidated Q3 NOR Loss of \$1.1 Million was Favorable to Budget **\$5,000 or 0%**

Golf **\$275,000** unfavorable (revenue off \$276,000) due to delayed opening of course caused by extreme winter snow pack and greens damage. Course never really gained any real momentum over the season.

The Lodge **\$60,000** favorable (revenue up \$34,000) due primarily to strong banquet event business, revenues of \$367,000 over budget \$35,000/11% and over prior year \$15,000/4%. Cost of Goods Sold at 26.4% versus 27.4%B and 25.5%PY. Payroll and Expense savings of \$25,000, with approximately ½ of this savings due to vacant Director position.

Recreation **\$38,000** favorable. Revenue favorable \$16k due strong concert performance including sponsorships and costs \$22k favorable due primarily to concerts cost savings to Budget. Results favorable to prior year \$32k due to concert financial performance.

General **\$37,000** favorable. Legal fees under \$20,000, Board Expense over \$10,000, and savings in consulting (9k) and numerous other categories of \$27,000.

Equestrian **\$21,000** unfavorable. Revenue of \$199,000 was off Budget \$16,000/8% Camps and boarding strong, trail rides off Budget \$33k for Quarter and off \$16k to PYQ3. YTD Trail Rides off 25% to B and 12% to PY. Aggressive pricing increases need to be reviewed.

HOA departments (excluding General above), variances of net **\$145,000** favorable in numerous variances across various  
**\$95,000** favorable due to FTYR position vacancies (marketing, facility admin, IT)  
**\$65,000** favorable in real expense savings  
**\$33,000** unfavorable, incentive accrual  
**\$18,000** favorable due in timing between months savings

# 2019 Q3 – Jul Aug Sep – Results

## Operating Fund, Consolidated – NORBO Loss of \$1.1 Million

### Versus Prior Year, unfavorable **\$165,000 17%**

Golf **\$238,000** unfavorable (revenue off \$208,000/31%) due to delayed opening of course caused by extreme winter snow pack and greens damage.

Summer F&B **\$35,000** unfavorable (revenue off \$33,000/15%) due golf's lackluster volume.

Recreation **\$32,000** favorable (revenue up \$22,000/14%) due strong concerts performance, ticket and sponsorship sales and concert cost savings.

Administration **\$91,000** favorable due to incentive accrual \$85,000 less than prior year due to performance to budget variance.

Forestry **\$80,000** unfavorable due to timing of expenses Q to Q.

Alder Creek Cafe **\$24,000** favorable (revenue up \$17,000/15%) due primarily to stronger banquets business of \$40,000, up \$16k to py. Cost of Goods Sold at 30.1% versus py 35.5%. Revenues non-banquet are flat to py for the quarter.

Communications **\$22,000** favorable due to director vacancy and expense savings.

Accounting **\$20,000** unfavorable due to PTO accrual timing \$9,000, merit increases over py \$5,000, payroll processing fees of \$4,000, and miscellaneous timing variances of \$2,000 net.

All other variances, net **\$39,000** favorable, each less than \$20,000, numerous various reasons.

# 2019 Q3 – Jul Aug Sep

Operating Fund, Consolidated – NOR Loss of \$1.1 Million

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

Variance to Budget				Variance to Budget				Variance to Budget			
Actual	Amount	Pctg		Actual	Amount	Pctg		Actual	Amount	Pctg	
\$ 338,226	\$ 11,755	4%	<b>Private Amenities</b>	<b>(429,911)</b>	<b>(187,147)</b>	<b>-77%</b>	<b>Public Amenities</b>	<b>(994,875)</b>	<b>180,832</b>	<b>15%</b>	<b>HOA &amp; Amenities</b>
72,487	5,905	9%	Trout Creek Rec Ctr	(278,923)	22,183	7%	Downhill Ski	(500,284)	37,114	7%	Support Services
(69,237)	(14,544)	-27%	Aquatics	(105,088)	17,244	14%	Cross Country Ski	(1,485)	(1,485)	#####	General
273,665	(14,091)	-5%	Beach Club Marina	(19,608)	2,486	11%	Snowplay	38,660	38,660	#####	Administration
8,921	17,980	198%	Tennis Center	(41,469)	(274,806)	-118%	Golf	26,208	26,208	#####	Communications
36,431	(21,891)	-38%	Day Camps	21,589	12,027	126%	Campground	(1,264)	(1,264)	#####	Information Tech
15,960	38,397	171%	Recreation Programs	5,910	(20,857)	-78%	Equestrian	12,560	12,560	#####	Accounting
				3,524	4,177	640%	Bikeworks	(69,434)	16,324	19%	Human Resources
				(75,651)	14,511	16%	Trails	8,700	8,700	#####	Architectural Standards
				150,037	60,171	67%	The Lodge	29,098	29,098	#####	Member Services
				(50,948)	(19,039)	-60%	Summer Food and Bev	(552,905)	(354)	0%	Risk & Facility Admin
				(19,655)	(13,278)	-208%	Pizza on the Hill	15,271	15,271	#####	Forestry
				(19,629)	8,034	29%	Alder Creek Café				Maintenance

Q3 is comprised of two peak months, Jul Aug, with high customer volumes/operating revenues, followed by quick ramp-down of season post Labor Day

# 2019 YTD Q3 – Jan-Sep - Results

## Operating Fund, Consolidated – NOR Loss of \$3.0 Million

### YTD Q3 Favorable to Budget **\$535,000 or 15%**

#### Notable variances:

DHSki NOR \$1,047,000 is **\$467,000 80%** favorable (revenue up \$529,000 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 NOR Loss of (\$511,000) is **\$370,000 263%** unfavorable (revenue down \$152,000 71%) due to delayed opening of course caused by extreme winter snow pack and greens damage.

XCSki NOR of \$118,000 is **\$109,000 1322%** 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.

Marketing/Communications is **\$103,000 NM%** favorable due primarily to Director position vacancy.

All other variances are under \$100,000 and net to a savings of **\$226,000**.

Notable variances include: Vacancies in two other Director positions amount to \$80,000, IT costs are under budget \$62,000 due to position vacancy and numerous other items. Administration revenue is favorable \$56,000 due to investment income performance of OPF (yields B~1.2% A~1.7).

Equestrian NOR loss of \$109,000 is off Budget \$24,000/28% with revenues off \$18,000/7%, trail rides is driver of volume under-performing and is indicating to us a potential pricing threshold issue. Similar pricing concern at Day Camps, with NOR off \$25,000 and revenues off \$27,000/10%.

# 2019 YTD Q3 – Jan-Sep - Results

## Operating Fund, Consolidated – NORBO Loss of \$3.2 Million

### YTD Q3 Favorable to Prior Year **\$797,000 or 20%**

#### Notable variances:

DHSki **\$1,049,000 297%** favorable (revenue of \$3.65m up \$1.3m 55%) 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 87%** 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 **\$370,000 -76%** unfavorable (revenue down \$372,000 36%) due to delayed opening of course caused by extreme winter snow pack and greens damage.

Summer F&B off **\$33,000** due to the golf challenges. Alder Cr Café up **\$46,000** due to strong ski season & banquet events this summer.

Private Amenities **\$16,000 4%** unfavorable (revenue up \$75,000 3%) Costs up \$91,000 5%) 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 \$24k 13% due to Q1 and May weather.

HOA departments **\$73,000 2%** unfavorable. Revenue unfavorable \$30k 5% due primarily to Forestry grant last year \$36,000. Payroll is favorable by \$19,000/1% with vacancies offsetting merit increases to py. Expenses up net \$5k 0%, 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 \$20k savings in Board Expense and \$82k savings in Legal Fees.

# 2019 YTD Q3 – Jan-Sep

## Operating Fund, Consolidated – NOR Loss of \$3.0 Million

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

Variance to Budget				Variance to Budget				Variance to Budget			
Actual	Amount	Pctg		Actual	Amount	Pctg		Actual	Amount	Pctg	
<b>\$ (236,293)</b>	<b>\$ 28,924</b>	<b>11%</b>	<b>Private Amenities</b>	<b>(181,935)</b>	<b>171,178</b>	<b>48%</b>	<b>Public Amenities</b>	<b>(2,607,783)</b>	<b>334,887</b>	<b>11%</b>	<b>HOA &amp; Amenities</b>
(81,132)	24,146	23%	Trout Creek Rec Ctr	1,046,740	466,811	80%	Downhill Ski	(1,702,219)	(5,435)	0%	Support Services
(177,543)	(8,771)	-5%	Aquatics	117,548	109,283	1322%	Cross Country Ski	61,102	61,102	#####	General
198,944	(10,105)	-5%	Beach Club Marina	35,372	(9,012)	-20%	Snowplay	103,459	103,459	#####	Administration
(61,397)	217	0%	Tennis Center	(511,183)	(370,416)	-263%	Golf	62,023	62,023	#####	Communications
(33,024)	(25,965)	-368%	Day Camps	(8,365)	14,888	64%	Campground	(20,366)	(20,366)	#####	Information Tech
(82,141)	49,402	38%	Recreation Programs	(108,673)	(23,638)	-28%	Equestrian	(1,680)	(1,680)	#####	Accounting
				(16,544)	4,331	21%	Bikeworks	(252,444)	17,147	6%	Human Resources
				(162,911)	29,388	15%	Trails	20,242	20,242	#####	Architectural Standards
				(221,678)	(31,198)	-16%	The Lodge	20,759	20,759	#####	Member Services
				(111,382)	(10,641)	-11%	Summer Food and Bev	(959,090)	17,205	2%	Risk & Facility Admin
				(127,670)	(23,738)	-23%	Pizza on the Hill	60,431	60,431	#####	Forestry
				(113,188)	15,121	12%	Alder Creek Café				Maintenance
								<b>\$ (3,026,011)</b>	<b>\$ 534,989</b>	<b>15%</b>	<b>TDA Operating Fund</b>

# Operating Fund - 2019 FORECAST

## 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**

**Budget NOR Loss Q4 is \$2.1 million.**

## YTD Q3 Sept 2019

**– NOR Favorable \$535,000/15%**

**2019 YEAR – Forecast - \$5,161,000 NOR LOSS**



**2019 YEAR Favorable \$450,000 - \$550,000 RANGE to BUDGET**

# Capital Funds- 2019 FORECAST

## Replacement Reserve Fund

\$5.0 Million Expenditure Budget 2019

\$3.8 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)

**\$11.4m Forecasted ending fund balance, up \$1.8m to B**

- \$1.1m less spend than Budget (timing)
- 500k beginning balance > B
  - \$435,00 Snowbird under 2018F/B
- \$80k investment income favorable to B

## Development Fund

\$1.9 Million Expenditure Budget 2019

\$1.3 Million Expenditure Forecast 2019

- variance due to timing of projects between years

**\$6.2m Forecasted ending fund balance, up \$1.0m to B**

- +74k investment income favorable to B
- +600k Various projects +/- timing between '18 & '19
- +355k beginning balance > B, timing of projects between years

## Key Active Projects:

TCRC Remodel project is on Budget and Schedule

# Balance Sheet as of September 30, 2019

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

## Assets

\$69.8 Million – Total Assets (\$9,962 per owner)

up \$2.7m or 4% to 12/31/2018

up \$4.4m or 7% to 9/30/2018

**\$41.2 Million – Net Property & Equipment (incl d depreciation) (\$6,367/o)**

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

up \$0.2m or 1% to 9/30/2018

+ YTD Capital Expenditures \$2,133,000 - YTD Deprecation Expense \$2,475,000

**\$27.6 Million – Cash & Investments (\$4268 per owner)**

up \$3.6m or 15% to 12/31/2018

up \$4.2m or 18% to 9/30/2018

**See next page for Cash Flow Information**

## Liabilities and Members Equity

\$5.3 Million – Total Liabilities (\$819 per owner)

down \$2.0m or 28% to 12/31/2018

up \$0.4m or 9% to 9/30/2018

- Accounts Payable, Deferred Assessment and other Revenues, Deposits

- No long term debt.

**\$64.4 Million – Members Equity (ME) (\$9,962 per owner)**

up \$4.7m or 8% to 12/31/2018

up \$4.0m or 7% to 9/30/2018

\$3.0 Million – Operating Fund (\$1.5m over policy target)

\$13.1 Million – Replacement Reserve Fund

\$7.0 Million – Development Fund

\$0.2 Million – New Equipment Fund

\$41.2 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 Deprecation.

# Cash and Investments Position Overview

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

## Current Cash Balance – Flow Thru

Current Month End Balance	27,626
OPF NOR Loss (remaining Mths @ Bdg)	(2,135)
RRF Spend 2019 forecast to go	(1,639)
NEF Spend 2019 forecast to go	(90)
DVF Spend 2019 forecast to go	(804)
All other cash flow, net working capital	(2,264)
Raw Ending Balance *	<u>20,694</u>

## Distribution of Raw Ending Balance

### Distribution of Raw Ending Balance:

YE Forecasted Members Equity, RRF	11,400
YE Forecasted Members Equity, NEF	120
YE Forecasted Members Equity, DVF	6,200
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	<u>20,694</u>
	-

# Thank you

**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 September 2019



Total Operating Fund - Month						Component	Amenities - Month				Homeowners Association - Month						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ 851,393	\$ 966,000	\$ 1,039,983	\$ (114,607)	-12%	\$ (188,591)	-18%	\$ 792,284	\$ (114,916)	-13%	\$ (114,777)	-13%	\$ 59,108	\$ 308	1%	\$ (73,814)	-56%	
118,000	118,000	109,000	-	0%	9,000	8%	118,000	-	0%	9,000	8%	-	-	0%	-	0%	
185,779	242,050	229,675	(56,271)	-23%	(43,896)	-19%	185,779	(56,271)	-23%	(43,896)	-19%	-	-	0%	-	0%	
379,863	425,170	436,924	(45,307)	-11%	(57,061)	-13%	379,863	(45,507)	-11%	(57,061)	-13%	-	200	-100%	-	0%	
42,995	38,380	35,485	4,615	12%	7,510	21%	41,070	4,690	13%	7,954	24%	1,925	(75)	-4%	(444)	-19%	
67,075	77,300	92,011	(10,225)	-13%	(24,937)	-27%	64,482	(10,418)	-14%	(27,529)	-30%	2,592	192	8%	2,592	0%	
57,682	65,100	136,888	(7,418)	-11%	(79,206)	-58%	3,091	(7,409)	-71%	(3,244)	-51%	54,591	(9)	0%	(75,962)	-58%	
<b>(134,590)</b>	<b>(138,850)</b>	<b>(133,445)</b>	<b>4,260</b>	<b>3%</b>	<b>(1,145)</b>	<b>-1%</b>	<b>(134,590)</b>	<b>4,260</b>	<b>3%</b>	<b>(1,145)</b>	<b>-1%</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	
<b>(773,107)</b>	<b>(804,639)</b>	<b>(756,052)</b>	<b>31,532</b>	<b>4%</b>	<b>(17,055)</b>	<b>-2%</b>	<b>(431,771)</b>	<b>18,958</b>	<b>4%</b>	<b>1,518</b>	<b>0%</b>	<b>(341,336)</b>	<b>12,574</b>	<b>4%</b>	<b>(18,574)</b>	<b>-6%</b>	
<b>(175,703)</b>	<b>(217,222)</b>	<b>(181,108)</b>	<b>41,519</b>	<b>19%</b>	<b>5,405</b>	<b>3%</b>	<b>(97,034)</b>	<b>24,284</b>	<b>20%</b>	<b>5,942</b>	<b>6%</b>	<b>(78,669)</b>	<b>17,235</b>	<b>18%</b>	<b>(537)</b>	<b>-1%</b>	
<b>(948,810)</b>	<b>(1,021,861)</b>	<b>(937,159)</b>	<b>73,051</b>	<b>7%</b>	<b>(11,650)</b>	<b>-1%</b>	<b>(528,804)</b>	<b>43,243</b>	<b>8%</b>	<b>7,460</b>	<b>1%</b>	<b>(420,005)</b>	<b>29,809</b>	<b>7%</b>	<b>(19,111)</b>	<b>-5%</b>	
<b>(417,501)</b>	<b>(457,289)</b>	<b>(491,044)</b>	<b>39,788</b>	<b>9%</b>	<b>73,543</b>	<b>15%</b>	<b>(409,986)</b>	<b>20,900</b>	<b>5%</b>	<b>(197,169)</b>	<b>-93%</b>	<b>(7,515)</b>	<b>18,888</b>	<b>72%</b>	<b>270,712</b>	<b>97%</b>	
(17,916)	(31,384)	(20,200)	13,468	43%	2,284	11%	(6,782)	5,877	46%	1,763	21%	(11,133)	7,592	41%	521	4%	
(84,537)	(86,255)	(86,120)	1,718	2%	1,583	2%	(67,386)	(1,611)	-2%	1,880	3%	(17,151)	3,329	16%	(297)	-2%	
(9,825)	(9,790)	(9,053)	(35)	0%	(772)	-9%	(3,889)	(39)	-1%	(404)	-12%	(5,936)	4	0%	(367)	-7%	
(163,655)	(171,959)	(213,799)	8,304	5%	50,144	23%	(43,392)	(114)	0%	968	2%	(120,263)	8,418	7%	49,175	29%	
(54,869)	(55,223)	(54,912)	354	1%	43	0%	(30,343)	7,052	19%	8,287	21%	(24,526)	(6,698)	-38%	(8,245)	-51%	
(104,965)	(104,360)	(149,661)	(605)	-1%	44,696	30%	Forestry Land Maint	100	100%	25	100%	(104,965)	(705)	-1%	44,671	30%	
(37,800)	(37,800)	(29,500)	-	0%	(8,300)	-28%	Insurance	-	0%	(400)	-3%	(22,400)	-	0%	(7,900)	-54%	
(23,463)	(24,750)	(22,938)	1,287	5%	(525)	-2%	Taxes-Property&Income	-	0%	-	0%	(23,463)	1,287	5%	(525)	-2%	
(16,442)	(18,980)	(17,502)	2,538	13%	1,060	6%	Credit Card Fees	(15,668)	13%	929	6%	(774)	156	17%	131	14%	
(10,587)	(10,761)	(17,427)	174	2%	6,840	39%	Licenses Permits Fees	(3,452)	47%	7,822	69%	(7,134)	(2,913)	-69%	(982)	-16%	
90,558	77,973	130,066	12,585	-16%	(39,508)	30%	All other expenses	(1,913)	69%	3,723	66%	92,471	8,419	-10%	(43,231)	32%	
16,000	16,000	-	-	0%	16,000	#####	Allocated Overhead	(221,760)	0%	(221,760)	0%	237,760	-	0%	237,760	#####	
<b>\$ (649,508)</b>	<b>\$ (652,000)</b>	<b>\$ (521,665)</b>	<b>\$ 2,492</b>	<b>0%</b>	<b>\$ (127,843)</b>	<b>25%</b>	<b>Net Operating Result</b>	<b>\$ (281,096)</b>	<b>\$ (46,513)</b>	<b>20%</b>	<b>\$ (305,631)</b>	<b>-1246%</b>	<b>\$ (368,413)</b>	<b>\$ 49,004</b>	<b>-12%</b>	<b>\$ 177,788</b>	<b>-33%</b>
<i>(1,500,901)</i>	<i>(1,618,000)</i>	<i>(1,561,649)</i>	<i>117,099</i>	<i>7%</i>	<i>60,748</i>	<i>4%</i>	<i>Total Operating Costs</i>	<i>(1,073,380)</i>	<i>68,403</i>	<i>6%</i>	<i>(190,854)</i>	<i>-22%</i>	<i>(427,521)</i>	<i>48,696</i>	<i>10%</i>	<i>251,602</i>	<i>37%</i>
<b>652,000</b>	<b>652,000</b>	<b>670,000</b>	-	0%	(18,000)	-3%	Assessment Revenue					<b>652,000</b>	-	0%	(18,000)	-3%	
-	-	-	-	0%	-	0%	Replacement Reserve Fund					-	-	0%	-	0%	
-	-	-	-	0%	-	0%	Development Fund					-	-	0%	-	0%	
-	-	-	-	0%	-	0%	New Equipment Fund					-	-	0%	-	0%	
<b>652,000</b>	<b>652,000</b>	<b>670,000</b>	-	0%	(18,000)	-3%	<b>Net, Operating Fund Portion</b>					<b>652,000</b>	-	0%	(18,000)	-3%	
<b>\$ 2,492</b>	<b>\$ -</b>	<b>\$ 148,335</b>	<b>\$ 2,492</b>	<b>NA</b>	<b>\$ (145,843)</b>	<b>-98%</b>	<b>Net Result</b>	<b>\$ (281,096)</b>	<b>\$ (46,513)</b>	<b>20%</b>	<b>\$ (305,631)</b>	<b>-1246%</b>	<b>\$ 283,587</b>	<b>\$ 49,004</b>	<b>21%</b>	<b>\$ 159,788</b>	<b>129%</b>

**Tahoe Donner Association**  
**Operating Fund - Consolidated P&L by Component**  
For the nine months ending September 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
\$ 11,926,943	\$ 11,809,000	\$ 10,550,283	\$ 1,177,943	1%	\$ 1,376,660	13%	\$ 11,312,818	\$ 51,218	0%	\$ 1,406,996	14%	\$ 614,125	\$ 66,725	12%	\$ (30,336)	-5%	
910,450	887,000	860,610	23,450	3%	49,840	6%	910,450	23,450	3%	49,840	6%	-	-	0%	-	0%	
3,632,185	3,554,550	2,880,304	77,635	2%	751,881	26%	3,632,185	77,635	2%	751,881	26%	-	-	0%	-	0%	
3,500,197	3,758,750	3,416,707	(258,553)	-7%	83,490	2%	3,510,189	(250,161)	-7%	85,497	2%	(9,991)	(8,391)	524%	(2,007)	25%	
478,565	441,200	437,409	37,365	8%	41,157	9%	453,694	27,694	7%	48,154	12%	24,871	9,671	64%	(6,997)	-22%	
2,654,867	2,513,500	2,189,185	141,367	6%	465,682	21%	2,641,592	140,092	6%	465,057	21%	13,275	1,275	11%	625	5%	
750,679	654,000	766,068	96,679	15%	(15,390)	-2%	164,708	32,508	25%	6,568	4%	585,971	64,171	12%	(21,958)	-4%	
(1,284,492)	(1,326,890)	(1,243,582)	42,398	3%	(40,909)	-3%	(1,284,492)	42,398	3%	(40,909)	-3%	-	-	0%	-	0%	
(7,799,885)	(7,910,876)	(7,457,625)	110,991	1%	(342,260)	-5%	(4,834,065)	21,967	0%	(343,685)	-8%	(2,965,820)	89,024	3%	1,425	0%	
(1,911,375)	(2,149,843)	(1,870,848)	238,468	11%	(40,527)	-2%	(1,171,313)	126,626	10%	(28,630)	-3%	(740,062)	111,842	13%	(11,897)	-2%	
(9,711,261)	(10,060,719)	(9,328,473)	349,458	3%	(382,787)	-4%	(6,005,378)	148,593	2%	(372,316)	-7%	(3,705,882)	200,866	5%	(10,471)	0%	
(3,957,201)	(3,982,391)	(3,947,463)	25,190	1%	(9,738)	0%	(4,441,175)	(42,106)	-1%	(2,157,032)	-94%	483,974	67,296	-16%	2,147,294	129%	
(314,630)	(336,974)	(303,529)	22,344	7%	(11,101)	-4%	(201,137)	1,347	1%	(14,097)	-8%	(113,493)	20,997	16%	2,996	3%	
(737,312)	(722,430)	(709,830)	(14,882)	-2%	(27,482)	-4%	(574,242)	(29,982)	-6%	(30,994)	-6%	(163,070)	15,100	8%	3,512	2%	
(162,174)	(127,710)	(111,361)	(34,464)	-27%	(50,813)	-46%	(110,024)	(28,924)	-36%	(41,483)	-61%	(52,150)	(5,540)	-12%	(9,330)	-22%	
(1,061,717)	(1,084,139)	(1,086,058)	22,422	2%	24,340	2%	(648,855)	(11,725)	-2%	(17,403)	-3%	(412,863)	34,146	8%	41,744	9%	
(577,055)	(533,599)	(504,383)	(43,456)	-8%	(72,673)	-14%	(374,407)	(18,822)	-5%	(32,519)	-10%	(202,648)	(24,634)	-14%	(40,154)	-25%	
(258,950)	(242,260)	(261,357)	(16,690)	-7%	2,407	1%	Forestry Land Maint	(1,143)	357	24%	1,165	50%	(257,807)	(17,047)	-7%	1,241	0%
(431,000)	(431,000)	(349,500)	-	0%	(81,500)	-23%	Insurance	(229,400)	-	0%	(10,400)	-5%	(201,600)	-	0%	(71,100)	-54%
(211,168)	(217,050)	(206,442)	5,882	3%	(4,726)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(211,168)	5,882	3%	(4,726)	-2%
(273,373)	(251,780)	(223,587)	(21,593)	-9%	(49,786)	-22%	Credit Card Fees	(260,047)	(18,457)	-8%	(49,382)	-23%	(13,326)	(3,136)	-31%	(404)	-3%
(112,292)	(81,389)	(102,436)	(30,903)	-38%	(9,856)	-10%	Licenses Permits Fees	(32,931)	1,309	4%	5,578	14%	(79,361)	(32,212)	-68%	(15,434)	-24%
36,471	(100,060)	(88,981)	136,531	136%	125,452	141%	All other expenses	24,526	62,792	164%	66,016	159%	11,946	73,740	119%	59,436	125%
146,000	146,000	-	-	0%	146,000	#####	Allocated Overhead	(2,033,514)	-	0%	(2,033,514)	0%	2,179,514	-	0%	2,179,514	#####
\$ (3,026,011)	\$ (3,561,000)	\$ (3,969,236)	\$ 534,989	15%	\$ 943,225	24%	<b>Net Operating Result</b>	\$ (418,228)	\$ 200,102	32%	\$ (1,163,262)	-156%	\$ (2,607,783)	\$ 334,887	-11%	\$ 2,106,487	-45%
(14,952,953)	(15,370,000)	(14,519,519)	417,047	3%	(433,435)	-3%	Total Operating Costs	(11,731,045)	148,885	1%	(2,570,258)	-28%	(3,221,908)	268,162	8%	2,136,823	40%
10,584,000	10,584,000	10,233,000	-	0%	351,000	3%	Assessment Revenue					10,584,000	-	0%	351,000	3%	
(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%	
3,561,000	3,561,000	4,019,000	-	0%	(458,000)	-11%	<b>Net, Operating Fund Portion</b>					3,561,000	-	0%	(458,000)	-11%	
\$ 534,989	\$ -	\$ 49,764	\$ 534,989	NA	\$ 485,225	-975%	<b>Net Result</b>	\$ (418,228)	\$ 200,102	-32%	\$ (1,163,262)	-156%	\$ 953,217	\$ 334,887	54%	\$ 1,648,487	-237%

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - MONTH**  
for the month of September 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	
\$ (45,258)	\$ (43,032)	\$ (2,226)	-5%	Private Amenities	\$ 197,267	\$ 215,700	\$ (18,433)	-9%	\$ (242,525)	\$ (258,732)	\$ 16,207	6%
(4,961)	(5,219)	258	5%	Trout Creek Rec Ctr	88,488	92,700	(4,212)	-5%	(93,449)	(97,919)	4,470	5%
(12,629)	(8,709)	(3,920)	-45%	Aquatics	18,908	19,000	(92)	0%	(31,537)	(27,709)	(3,828)	-14%
4,737	7,408	(2,671)	-36%	Beach Club Marina	54,565	70,900	(16,335)	-23%	(49,828)	(63,492)	13,664	22%
(3,731)	(5,089)	1,358	27%	Tennis Center	34,318	31,800	2,518	8%	(38,049)	(36,889)	(1,160)	-3%
(8,830)	(11,544)	2,714	24%	Day Camps	-	-	-	0%	(8,830)	(11,544)	2,714	24%
(19,843)	(19,879)	36	0%	Recreation Programs	988	1,300	(312)	-24%	(20,831)	(21,179)	348	2%
<b>(235,838)</b>	<b>(191,551)</b>	<b>(44,287)</b>	<b>-23%</b>	<b>Public Amenities</b>	<b>595,018</b>	<b>691,500</b>	<b>(96,482)</b>	<b>-14%</b>	<b>(830,855)</b>	<b>(883,051)</b>	<b>52,196</b>	<b>6%</b>
(90,226)	(103,368)	13,142	13%	Downhill Ski	1,147	-	1,147	0%	(91,372)	(103,368)	11,996	12%
(35,862)	(41,873)	6,011	14%	Cross Country Ski	-	-	-	0%	(35,862)	(41,873)	6,011	14%
(5,754)	(6,905)	1,151	17%	Snowplay	-	-	-	0%	(5,754)	(6,905)	1,151	17%
(11,583)	44,671	(56,254)	-126%	Golf	175,890	230,100	(54,210)	-24%	(187,472)	(185,429)	(2,043)	-1%
(4,472)	(9,233)	4,761	52%	Campground	10,754	3,500	7,254	207%	(15,226)	(12,733)	(2,493)	-20%
(36,376)	(17,462)	(18,914)	-108%	Equestrian	16,885	28,000	(11,115)	-40%	(53,261)	(45,462)	(7,799)	-17%
(9,459)	(6,946)	(2,513)	-36%	Bikeworks	17,288	14,400	2,888	20%	(26,748)	(21,346)	(5,402)	-25%
(23,768)	(26,290)	2,522	10%	Trails	36	100	(64)	-64%	(23,804)	(26,390)	2,586	10%
31,212	18,594	12,618	68%	The Lodge	305,291	293,500	11,791	4%	(274,079)	(274,906)	827	0%
(26,656)	(18,636)	(8,020)	-43%	Summer Food and Bev	22,506	39,300	(16,794)	-43%	(49,162)	(57,936)	8,774	15%
(14,470)	(12,229)	(2,241)	-18%	Pizza on the Hill	17,217	43,000	(25,783)	-60%	(31,687)	(55,229)	23,542	43%
(8,424)	(11,874)	3,450	29%	Alder Creek Café	28,004	39,600	(11,596)	-29%	(36,427)	(51,474)	15,047	29%
<b>(281,096)</b>	<b>(234,583)</b>	<b>(46,513)</b>	<b>-20%</b>	<b>Amenities Total</b>	<b>792,284</b>	<b>907,200</b>	<b>(114,916)</b>	<b>-13%</b>	<b>(1,073,380)</b>	<b>(1,141,783)</b>	<b>68,403</b>	<b>6%</b>
<b>(368,413)</b>	<b>(417,417)</b>	<b>49,004</b>	<b>12%</b>	<b>HOA &amp; Amenities</b>								
				<b>Support Services</b>	<b>59,108</b>	<b>58,800</b>	<b>308</b>	<b>1%</b>	<b>(427,521)</b>	<b>(476,217)</b>	<b>48,696</b>	<b>10%</b>
(160,226)	(173,877)	13,651	8%	General	-	-	-	0%	(160,226)	(173,877)	13,651	8%
(21,187)	-	(21,187)	#####	Administration	12,616	11,100	1,516	14%	(33,803)	(11,100)	(22,703)	-205%
10,513	-	10,513	#####	Communications	15,631	15,400	231	1%	(5,118)	(15,400)	10,282	67%
7,332	-	7,332	#####	Information Tech	-	-	-	0%	7,332	-	7,332	#####
462	-	462	#####	Accounting	423	500	(77)	-15%	39	(500)	539	108%
6,938	-	6,938	#####	Human Resources	-	-	-	0%	6,938	-	6,938	#####
(20,123)	(27,014)	6,891	26%	Architectural Standards	21,465	21,400	65	0%	(41,588)	(48,414)	6,827	14%
4,789	-	4,789	#####	Member Services	3,689	4,000	(311)	-8%	1,100	(4,000)	5,100	128%
6,620	-	6,620	#####	Risk & Facility Admin	-	-	-	0%	6,620	-	6,620	#####
(206,684)	(216,526)	9,842	5%	Forestry	5,285	6,400	(1,115)	-17%	(211,969)	(222,926)	10,957	5%
3,153	-	3,153	#####	Maintenance	-	-	-	0%	3,153	-	3,153	#####
<b>\$ (649,508)</b>	<b>\$ (652,000)</b>	<b>\$ 2,492</b>	<b>0%</b>	<b>TDA Operating Fund</b>	<b>\$ 851,393</b>	<b>\$ 966,000</b>	<b>\$ (114,607)</b>	<b>-12%</b>	<b>\$ (1,500,901)</b>	<b>\$ (1,618,000)</b>	<b>\$ 117,099</b>	<b>7%</b>

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

For the nine months ending September 2019

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead		
Net Operating Results (NOR)					Variance to Budget				Total Operating Expenses				ANNUAL BUDGET AMOUNTS		
Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	Revenue BUDGET	T O E BUDGET	N O R BUDGET	
\$ (236,293)	\$ (265,217)	\$ 28,924	11%	\$ 2,394,353	\$ 2,425,100	\$ (30,747)	-1%	\$ (2,630,646)	\$ (2,690,317)	\$ 59,671	2%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)	
(81,132)	(105,278)	24,146	23%	852,177	851,900	277	0%	(933,309)	(957,178)	23,869	2%	1,094,000	(1,281,600)	(187,600)	
(177,543)	(168,772)	(8,771)	-5%	210,552	199,000	11,552	6%	(388,095)	(367,772)	(20,323)	-6%	241,000	(450,200)	(209,200)	
198,944	209,049	(10,105)	-5%	684,643	736,700	(52,057)	-7%	(485,699)	(572,651)	41,952	8%	750,000	(602,700)	147,300	
(61,397)	(61,614)	217	0%	219,608	199,600	20,008	10%	(281,005)	(261,214)	(19,791)	-8%	213,000	(306,300)	(93,300)	
(33,024)	(7,059)	(25,965)	-368%	247,719	275,000	(27,281)	-10%	(280,743)	(282,059)	1,316	0%	275,000	(305,900)	(30,900)	
(82,141)	(131,543)	49,402	38%	179,653	162,900	16,753	10%	(261,794)	(294,443)	32,649	11%	180,000	(364,100)	(184,100)	
<b>(181,935)</b>	<b>(353,113)</b>	<b>171,178</b>	<b>48%</b>	<b>8,918,464</b>	<b>\$ 8,836,500</b>	<b>81,964</b>	<b>1%</b>	<b>(9,100,399)</b>	<b>\$ (9,189,613)</b>	<b>89,214</b>	<b>1%</b>	<b>10,776,000</b>	<b>(12,017,300)</b>	<b>(1,241,300)</b>	
1,046,740	579,929	466,811	80%	3,653,144	3,124,000	529,144	17%	(2,606,404)	(2,544,071)	(62,333)	-2%	3,895,000	(3,600,900)	294,100	
117,548	8,265	109,283	1322%	967,339	780,600	186,739	24%	(849,791)	(772,335)	(77,456)	-10%	1,043,000	(1,065,600)	(22,600)	
35,372	44,384	(9,012)	-20%	177,691	194,000	(16,309)	-8%	(142,320)	(149,616)	7,296	5%	282,000	(222,600)	59,400	
(511,183)	(140,767)	(370,416)	-263%	667,774	1,096,300	(428,526)	-39%	(1,178,957)	(1,237,067)	58,110	5%	1,160,000	(1,487,300)	(327,300)	
(8,365)	(23,253)	14,888	64%	95,390	70,000	25,390	36%	(103,754)	(93,253)	(10,501)	-11%	70,000	(111,600)	(41,600)	
(108,673)	(85,035)	(23,638)	-28%	236,870	255,000	(18,130)	-7%	(345,543)	(340,035)	(5,508)	-2%	255,000	(395,500)	(140,500)	
(16,544)	(20,875)	4,331	21%	129,399	110,600	18,799	17%	(145,943)	(131,475)	(14,468)	-11%	117,000	(146,500)	(29,500)	
(162,911)	(192,299)	29,388	15%	3,550	1,000	2,550	255%	(166,461)	(193,299)	26,838	14%	1,000	(234,700)	(233,700)	
(221,678)	(190,480)	(31,198)	-16%	2,080,308	2,093,100	(12,792)	-1%	(2,301,986)	(2,283,580)	(18,406)	-1%	2,630,000	(2,967,000)	(337,000)	
(111,382)	(100,741)	(10,641)	-11%	200,790	262,600	(61,810)	-24%	(312,173)	(363,341)	51,168	14%	270,000	(409,200)	(139,200)	
(127,670)	(103,932)	(23,738)	-23%	337,002	493,000	(155,998)	-32%	(464,672)	(596,932)	132,260	22%	603,000	(754,700)	(151,700)	
(113,188)	(128,309)	15,121	12%	369,207	356,300	12,907	4%	(482,395)	(484,609)	2,214	0%	450,000	(621,700)	(171,700)	
<b>(418,228)</b>	<b>(618,330)</b>	<b>200,102</b>	<b>32%</b>	<b>11,312,818</b>	<b>11,261,600</b>	<b>51,218</b>	<b>0%</b>	<b>(11,731,045)</b>	<b>(11,879,930)</b>	<b>148,885</b>	<b>1%</b>	<b>13,529,000</b>	<b>(15,328,100)</b>	<b>(1,799,100)</b>	
<b>(2,607,783)</b>	<b>(2,942,670)</b>	<b>334,887</b>	<b>11%</b>	<b>614,125</b>	<b>\$ 547,400</b>	<b>66,725</b>	<b>12%</b>	<b>(3,221,908)</b>	<b>\$ (3,490,070)</b>	<b>268,162</b>	<b>8%</b>	<b>686,000</b>	<b>(4,582,900)</b>	<b>(3,896,900)</b>	
(1,702,219)	(1,696,784)	(5,435)	0%	-	-	-	0%	(1,702,219)	(1,696,784)	(5,435)	0%	-	(2,267,800)	(2,267,800)	
61,102	-	61,102	#####	227,696	155,900	71,796	46%	(166,595)	(155,900)	(10,695)	-7%	184,000	(184,000)	-	
103,459	-	103,459	#####	177,460	164,100	13,360	8%	(74,000)	(164,100)	90,100	55%	210,000	(210,000)	-	
62,023	-	62,023	#####	-	-	-	0%	62,023	-	62,023	#####	-	-	-	
(20,366)	-	(20,366)	#####	4,031	4,900	(869)	-18%	(24,397)	(4,900)	(19,497)	-398%	6,000	(6,000)	-	
(1,680)	-	(1,680)	#####	-	-	-	0%	(1,680)	-	(1,680)	#####	-	-	-	
(252,444)	(269,591)	17,147	6%	128,553	153,200	(24,647)	-16%	(380,996)	(422,791)	41,795	10%	196,000	(561,700)	(365,700)	
20,242	-	20,242	#####	26,834	29,300	(2,466)	-8%	(6,592)	(29,300)	22,708	78%	34,000	(34,000)	-	
20,759	-	20,759	#####	-	-	-	0%	20,759	-	20,759	#####	-	-	-	
(959,090)	(976,295)	17,205	2%	49,553	40,000	9,553	24%	(1,008,642)	(1,016,295)	7,653	1%	56,000	(1,319,400)	(1,263,400)	
60,431	-	60,431	#####	-	-	-	0%	60,431	-	60,431	#####	-	-	-	
<b>\$ (3,026,011)</b>	<b>\$ (3,561,000)</b>	<b>\$ 534,989</b>	<b>15%</b>	<b>\$ 11,926,943</b>	<b>\$ 11,809,000</b>	<b>\$ 117,943</b>	<b>1%</b>	<b>\$ (14,952,953)</b>	<b>\$ (15,370,000)</b>	<b>\$ 417,047</b>	<b>3%</b>	<b>\$ 14,215,000</b>	<b>\$ (19,911,000)</b>	<b>\$ (5,696,000)</b>	

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

Net Operating Results Before Allocated Overhead (NORBO)										Department	Revenue					Before Allocated Overhead 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			
\$ 27,080	\$ 29,306	\$ 28,250	\$ (2,226)	-8%	\$ (1,170)	-4%	\$ 197,267	\$ (18,433)	-9%	\$ (11,057)	-5%	\$ (170,187)	\$ 16,207	9%	\$ 9,887	5%				
17,533	17,275	22,667	258	1%	(5,134)	-23%	Private Amenities													
3,222	7,142	556	(3,920)	-55%	2,666	479%	Trout Creek Rec Ctr	88,488	(4,212)	-5%	2,899	3%	(70,955)	4,470	6%	(8,034)	-13%			
15,459	18,130	14,835	(2,671)	-15%	624	4%	Aquatics	18,908	(92)	0%	4,695	33%	(15,686)	(3,828)	-32%	(2,029)	-15%			
3,489	2,131	1,898	1,358	64%	1,590	84%	Beach Club Marina	54,565	(16,335)	-23%	(12,071)	-18%	(39,106)	13,664	26%	12,695	25%			
(3,461)	(6,175)	(4,776)	2,714	44%	1,314	28%	Tennis Center	34,318	2,518	8%	(5,768)	-14%	(30,829)	(1,160)	-4%	7,359	19%			
(9,161)	(9,197)	(6,931)	36	0%	(2,230)	-32%	Day Camps	-	-	0%	(610)	-100%	(3,461)	2,714	44%	1,924	36%			
							Recreation Programs	988	(312)	-24%	(202)	-17%	(10,149)	348	3%	(2,029)	-25%			
<b>(86,416)</b>	<b>(42,129)</b>	<b>(3,715)</b>	<b>(44,287)</b>	<b>-105%</b>	<b>(82,701)</b>	<b>-2226%</b>	<b>Public Amenities</b>	<b>595,018</b>	<b>(96,482)</b>	<b>-14%</b>	<b>(103,720)</b>	<b>-15%</b>	<b>(681,433)</b>	<b>52,196</b>	<b>7%</b>	<b>21,020</b>	<b>3%</b>			
(51,528)	(64,670)	(63,576)	13,142	20%	12,048	19%	Downhill Ski	1,147	1,147	0%	59	5%	(52,674)	11,996	19%	11,989	19%			
(18,208)	(24,219)	(19,529)	6,011	25%	1,320	7%	Cross Country Ski	-	-	0%	-	0%	(18,208)	6,011	25%	1,320	7%			
(1,210)	(2,361)	(2,356)	1,151	49%	1,146	49%	Snowplay	-	-	0%	-	0%	(1,210)	1,151	49%	1,146	49%			
6,279	62,533	62,466	(56,254)	-90%	(56,187)	-90%	Golf	175,890	(54,210)	-24%	(47,755)	-21%	(169,610)	(2,043)	-1%	(8,432)	-5%			
(1,579)	(6,340)	1,216	4,761	75%	(2,795)	-230%	Campground	10,754	7,254	207%	(119)	-1%	(12,333)	(2,493)	-25%	(2,676)	-28%			
(30,326)	(11,412)	(13,286)	(18,914)	-166%	(17,040)	-128%	Equestrian	16,885	(11,115)	-40%	(8,992)	-35%	(47,211)	(7,799)	-20%	(8,048)	-21%			
(6,750)	(4,237)	(5,095)	(2,513)	-59%	(1,655)	-32%	Bikeworks	17,288	2,888	20%	6,655	63%	(24,039)	(5,402)	-29%	(8,311)	-53%			
(18,832)	(21,354)	(18,615)	2,522	12%	(217)	-1%	Trails	36	(64)	-64%	(93)	-72%	(18,868)	2,586	12%	(124)	-1%			
64,629	52,011	81,381	12,618	24%	(16,752)	-21%	The Lodge	305,291	11,791	4%	(6,420)	-2%	(240,662)	827	0%	(10,332)	-4%			
(22,553)	(14,533)	(9,822)	(8,020)	-55%	(12,731)	-130%	Summer Food and Bev	22,506	(16,794)	-43%	(17,162)	-43%	(45,059)	8,774	16%	4,431	9%			
(4,974)	(2,733)	(12,126)	(2,241)	-82%	7,152	59%	Pizza on the Hill	17,217	(25,783)	-60%	(18,402)	-52%	(22,191)	23,542	51%	25,554	54%			
(1,364)	(4,814)	(4,374)	3,450	72%	3,010	69%	Alder Creek Café	28,004	(11,596)	-29%	(11,492)	-29%	(29,367)	15,047	34%	14,502	33%			
<b>(59,336)</b>	<b>(12,823)</b>	<b>24,535</b>	<b>(46,513)</b>	<b>-363%</b>	<b>(83,871)</b>	<b>-342%</b>	<b>Amenities Total</b>	<b>792,284</b>	<b>(114,916)</b>	<b>-13%</b>	<b>(114,777)</b>	<b>-13%</b>	<b>(851,620)</b>	<b>68,403</b>	<b>7%</b>	<b>30,906</b>	<b>4%</b>			
<b>(606,173)</b>	<b>(655,177)</b>	<b>(546,201)</b>	<b>49,004</b>	<b>7%</b>	<b>(59,972)</b>	<b>-11%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>59,108</b>	<b>308</b>	<b>1%</b>	<b>(73,814)</b>	<b>-56%</b>	<b>(665,281)</b>	<b>48,696</b>	<b>7%</b>	<b>13,842</b>	<b>2%</b>			
(63,700)	(77,351)	(53,063)	13,651	18%	(10,636)	-20%	General	-	-	0%	-	0%	(63,700)	13,651	18%	(10,636)	-20%			
(76,871)	(55,684)	(40,266)	(21,187)	-38%	(36,605)	-91%	Administration	12,616	1,516	14%	(7,608)	-38%	(89,487)	(22,703)	-34%	(28,997)	-48%			
(32,348)	(42,861)	(39,622)	10,513	25%	7,274	18%	Communications	15,631	231	1%	(2,369)	-13%	(47,979)	10,282	18%	9,643	17%			
(48,041)	(55,373)	(47,740)	7,332	13%	(301)	-1%	Information Tech	-	-	0%	-	0%	(48,041)	7,332	13%	(301)	-1%			
(67,047)	(67,509)	(58,966)	462	1%	(8,081)	-14%	Accounting	423	(77)	-15%	(67)	-14%	(67,470)	539	1%	(8,014)	-13%			
(26,383)	(33,321)	(27,009)	6,938	21%	626	2%	Human Resources	-	-	0%	-	0%	(26,383)	6,938	21%	626	2%			
(10,178)	(17,069)	(6,047)	6,891	40%	(4,131)	-68%	Architectural Standards	21,465	65	0%	(5,095)	-19%	(31,643)	6,827	18%	964	3%			
(14,202)	(18,991)	(19,946)	4,789	25%	5,744	29%	Member Services	3,689	(311)	-8%	2,895	365%	(17,891)	5,100	22%	2,849	14%			
(21,348)	(27,968)	(28,862)	6,620	24%	7,514	26%	Risk & Facility Admin	-	-	0%	-	0%	(21,348)	6,620	24%	7,514	26%			
(191,915)	(201,757)	(169,035)	9,842	5%	(22,880)	-14%	Forestry	5,285	(1,115)	-17%	(61,569)	-92%	(197,200)	10,957	5%	38,690	16%			
(54,140)	(57,293)	(55,644)	3,153	6%	1,504	3%	Maintenance	-	-	0%	-	0%	(54,140)	3,153	6%	1,504	3%			
<b>\$ (665,508)</b>	<b>\$ (668,000)</b>	<b>\$ (521,665)</b>	<b>\$ 2,492</b>	<b>0%</b>	<b>\$ (143,843)</b>	<b>-28%</b>	<b>TDA Operating Fund</b>	<b>\$ 851,393</b>	<b>\$ (114,607)</b>	<b>-12%</b>	<b>\$ (188,591)</b>	<b>-18%</b>	<b>\$ (1,516,901)</b>	<b>\$ 117,099</b>	<b>7%</b>	<b>\$ 44,748</b>	<b>3%</b>			

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
For the nine months ending September 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
\$ 427,044	\$ 398,120	\$ 443,081	\$ 28,924	7%	\$ (16,037)	-4%	<b>Private Amenities</b>	\$ 2,394,353	\$ (30,747)	-1%	\$ 74,515	3%	\$ (1,967,309)	\$ 59,671	3%	\$ (90,552)	-5%
125,138	100,992	158,178	24,146	24%	(33,040)	-21%	Trout Creek Rec Ctr	852,177	277	0%	9,047	1%	(727,039)	23,869	3%	(42,087)	-6%
(32,191)	(23,420)	11,398	(8,771)	-37%	(43,589)	-382%	Aquatics	210,552	11,552	6%	20,528	11%	(242,743)	(20,323)	-9%	(64,116)	-36%
297,265	307,370	268,640	(10,105)	-3%	28,625	11%	Beach Club Marina	684,643	(52,057)	-7%	17,472	3%	(387,378)	41,952	10%	11,153	3%
4,810	4,593	(15,902)	217	5%	20,712	130%	Tennis Center	219,608	20,008	10%	14,488	7%	(214,798)	(19,791)	-10%	6,224	3%
16,210	42,175	37,313	(25,965)	-62%	(21,103)	-57%	Day Camps	247,719	(27,281)	-10%	(8,948)	-3%	(231,509)	1,316	1%	(12,155)	-6%
15,812	(33,590)	(16,546)	49,402	147%	32,358	196%	Recreation Programs	179,653	16,753	10%	21,929	14%	(163,841)	32,649	17%	10,428	6%
<b>1,188,242</b>	<b>1,017,064</b>	<b>301,953</b>	<b>171,178</b>	<b>17%</b>	<b>886,289</b>	<b>294%</b>	<b>Public Amenities</b>	<b>8,918,464</b>	<b>81,964</b>	<b>1%</b>	<b>1,332,481</b>	<b>18%</b>	<b>(7,730,222)</b>	<b>89,214</b>	<b>1%</b>	<b>(446,192)</b>	<b>-6%</b>
1,401,594	934,783	352,911	466,811	50%	1,048,683	297%	Downhill Ski	3,653,144	529,144	17%	1,299,907	55%	(2,251,550)	(62,333)	-3%	(251,224)	-13%
279,432	170,149	149,172	109,283	64%	130,260	87%	Cross Country Ski	967,339	186,739	24%	334,096	53%	(687,907)	(77,456)	-13%	(203,836)	-42%
77,038	86,050	39,705	(9,012)	-10%	37,333	94%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(100,654)	7,296	7%	(11,415)	-13%
(347,390)	23,026	4,626	(370,416)	#####	(352,016)	#####	Golf	667,774	(428,526)	-39%	(372,417)	-36%	(1,015,164)	58,110	5%	20,402	2%
18,162	3,274	18,809	14,888	455%	(647)	-3%	Campground	95,390	25,390	36%	8,633	10%	(77,227)	(10,501)	-16%	(9,279)	-14%
(53,194)	(29,556)	(44,056)	(23,638)	-80%	(9,138)	-21%	Equestrian	236,870	(18,130)	-7%	9,844	4%	(290,064)	(5,508)	-2%	(18,983)	-7%
8,294	3,963	2,261	4,331	109%	6,033	267%	Bikeworks	129,399	18,799	17%	27,213	27%	(121,105)	(14,468)	-14%	(21,180)	-21%
(117,646)	(147,034)	(132,998)	29,388	20%	15,352	12%	Trails	3,550	2,550	255%	3,078	652%	(121,196)	26,838	18%	12,274	9%
84,750	115,948	92,683	(31,198)	-27%	(7,933)	-9%	The Lodge	2,080,308	(12,792)	-1%	70,386	4%	(1,995,558)	(18,406)	-1%	(78,319)	-4%
(73,758)	(63,117)	(41,149)	(10,641)	-17%	(32,610)	-79%	Summer Food and Bev	200,790	(61,810)	-24%	(53,116)	-21%	(274,549)	51,168	16%	20,506	7%
(40,592)	(16,854)	(45,012)	(23,738)	-141%	4,420	10%	Pizza on the Hill	337,002	(155,998)	-32%	(149,116)	-31%	(377,594)	132,260	26%	153,536	29%
(48,447)	(63,568)	(94,999)	15,121	24%	46,552	49%	Alder Creek Café	369,207	12,907	4%	105,224	40%	(417,654)	2,214	1%	(58,672)	-16%
<b>1,615,286</b>	<b>1,415,184</b>	<b>745,034</b>	<b>200,102</b>	<b>14%</b>	<b>870,252</b>	<b>117%</b>	<b>Amenities Total</b>	<b>11,312,818</b>	<b>51,218</b>	<b>0%</b>	<b>1,406,996</b>	<b>14%</b>	<b>(9,697,531)</b>	<b>148,885</b>	<b>2%</b>	<b>(536,744)</b>	<b>-6%</b>
<b>(4,787,297)</b>	<b>(5,122,184)</b>	<b>(4,714,269)</b>	<b>334,887</b>	<b>7%</b>	<b>(73,027)</b>	<b>-2%</b>	<b>HOA &amp; Amenities</b>	<b>614,125</b>	<b>66,725</b>	<b>12%</b>	<b>(30,336)</b>	<b>-5%</b>	<b>(5,401,422)</b>	<b>268,162</b>	<b>5%</b>	<b>(42,691)</b>	<b>-1%</b>
(816,357)	(810,922)	(718,422)	(5,435)	-1%	(97,935)	-14%	Support Services	-	-	0%	-	0%	(816,357)	(5,435)	-1%	(97,935)	-14%
(389,514)	(450,616)	(494,724)	61,102	14%	105,209	21%	General	227,696	71,796	46%	17,199	8%	(617,211)	(10,695)	-2%	88,010	12%
(286,903)	(390,362)	(363,809)	103,459	27%	76,906	21%	Administration	177,460	13,360	8%	18,738	12%	(464,362)	90,100	16%	58,169	11%
(447,470)	(509,493)	(478,949)	62,023	12%	31,478	7%	Communications	-	-	0%	-	0%	(447,470)	62,023	12%	31,478	7%
(628,608)	(608,242)	(578,457)	(20,366)	-3%	(50,151)	-9%	Information Tech	4,031	(869)	-18%	(474)	-11%	(632,639)	(19,497)	-3%	(49,677)	-9%
(289,061)	(287,381)	(271,055)	(1,680)	-1%	(18,006)	-7%	Accounting	-	-	0%	-	0%	(289,061)	(1,680)	-1%	(18,006)	-7%
(161,250)	(178,397)	(120,209)	17,147	10%	(41,041)	-34%	Human Resources	128,553	(24,647)	-16%	(28,118)	-18%	(289,802)	41,795	13%	(12,922)	-5%
(163,392)	(183,634)	(160,895)	20,242	11%	(2,497)	-2%	Architectural Standards	26,834	(2,466)	-8%	(811)	-3%	(190,226)	22,708	11%	(1,686)	-1%
(232,829)	(253,588)	(248,582)	20,759	8%	15,753	6%	Member Services	-	-	0%	-	0%	(232,829)	20,759	8%	15,753	6%
(823,660)	(840,865)	(733,058)	17,205	2%	(90,602)	-12%	Risk & Facility Admin	49,553	9,553	24%	(36,869)	-43%	(873,212)	7,653	1%	(53,732)	-7%
(548,253)	(608,684)	(546,110)	60,431	10%	(2,143)	0%	Forestry	-	-	0%	-	0%	(548,253)	60,431	10%	(2,143)	0%
							Maintenance	-	-	0%	-	0%					
<b>\$ (3,172,011)</b>	<b>\$ (3,707,000)</b>	<b>\$ (3,969,236)</b>	<b>\$ 534,989</b>	<b>14%</b>	<b>\$ 797,225</b>	<b>20%</b>	<b>TDA Operating Fund</b>	<b>\$ 11,926,943</b>	<b>\$ 117,943</b>	<b>1%</b>	<b>\$ 1,376,660</b>	<b>13%</b>	<b>\$ (15,098,953)</b>	<b>\$ 417,047</b>	<b>3%</b>	<b>\$ (579,435)</b>	<b>-4%</b>

**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%	<b>Private Amenities</b>	\$ 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%
<b>1,674,348</b>	<b>1,220,178</b>	<b>421,874</b>	<b>454,170</b>	<b>37%</b>	<b>1,252,473</b>	<b>297%</b>	<b>Public Amenities</b>	<b>5,808,655</b>	<b>768,455</b>	<b>15%</b>	<b>1,868,352</b>	<b>47%</b>	<b>(4,134,307)</b>	<b>(314,285)</b>	<b>-8%</b>	<b>(615,879)</b>	<b>-18%</b>
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%
<b>1,591,083</b>	<b>1,122,580</b>	<b>371,543</b>	<b>468,503</b>	<b>42%</b>	<b>1,219,539</b>	<b>328%</b>	<b>Amenities Total</b>	<b>6,147,969</b>	<b>783,969</b>	<b>15%</b>	<b>1,865,705</b>	<b>44%</b>	<b>(4,556,887)</b>	<b>(315,467)</b>	<b>-7%</b>	<b>(646,166)</b>	<b>-17%</b>
<b>(1,990,430)</b>	<b>(2,043,580)</b>	<b>(1,845,667)</b>	<b>53,150</b>	<b>3%</b>	<b>(144,763)</b>	<b>-8%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>228,068</b>	<b>11,068</b>	<b>5%</b>	<b>17,100</b>	<b>8%</b>	<b>(2,218,498)</b>	<b>42,082</b>	<b>2%</b>	<b>(161,863)</b>	<b>-8%</b>
(380,854)	(356,257)	(314,474)	(24,597)	-7%	(66,381)	-21%	General	-	-	0%	-	0%	(380,854)	(24,597)	-7%	(66,381)	-21%
(112,659)	(169,807)	(119,802)	57,148	34%	7,143	6%	Administration	120,379	27,979	30%	10,132	9%	(233,038)	29,169	11%	(2,989)	-1%
(160,591)	(192,533)	(182,743)	31,942	17%	22,153	12%	Communications	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%	<b>TDA Operating Fund</b>	\$ 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 Five Summer Months (May-Sep) 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
\$ 510,309	\$ 495,718	\$ 493,412	\$ 14,591	3%	\$ 16,897	3%	<b>Private Amenities</b>	\$ 2,055,039	\$ (46,261)	-2%	\$ 77,163	4%	\$ (1,544,730)	\$ 60,852	4%	\$ (60,265)	-4%
158,634	157,031	142,805	1,603	1%	15,830	11%	Trout Creek Rec Ctr	559,312	(18,888)	-3%	31,777	6%	(400,678)	20,491	5%	(15,947)	-4%
(38,931)	(24,420)	(11,851)	(14,511)	-59%	(27,080)	-228%	Aquatics	150,594	1,594	1%	29,671	25%	(189,524)	(16,104)	-9%	(56,750)	-43%
314,140	330,426	297,468	(16,286)	-5%	16,672	6%	Beach Club Marina	678,659	(58,041)	-8%	8,160	1%	(364,518)	41,756	10%	8,512	2%
32,089	11,795	31,989	20,294	172%	100	0%	Tennis Center	239,251	39,651	20%	(5,578)	-2%	(207,162)	(19,357)	-10%	5,677	3%
17,401	42,485	37,664	(25,084)	-59%	(20,263)	-54%	Day Camps	247,599	(27,401)	-10%	(9,053)	-4%	(230,198)	2,317	1%	(11,210)	-5%
26,976	(21,599)	(4,663)	48,575	225%	31,639	678%	Recreation Programs	179,624	16,824	10%	22,186	14%	(152,648)	31,751	17%	9,453	6%
<b>(486,106)</b>	<b>(203,114)</b>	<b>(119,921)</b>	<b>(282,992)</b>	<b>-139%</b>	<b>(366,184)</b>	<b>-305%</b>	<b>Public Amenities</b>	<b>3,109,810</b>	<b>(686,490)</b>	<b>-18%</b>	<b>(535,872)</b>	<b>-15%</b>	<b>(3,595,915)</b>	<b>403,499</b>	<b>10%</b>	<b>169,687</b>	<b>5%</b>
(286,620)	(312,136)	(273,402)	25,516	8%	(13,218)	-5%	Downhill Ski	4,404	4,404	0%	1,996	83%	(291,024)	21,112	7%	(15,214)	-6%
(81,780)	(97,442)	(89,683)	15,662	16%	7,903	9%	Cross Country Ski	95,390	25,390	36%	(201)	-100%	(81,780)	15,662	16%	8,104	9%
(6,436)	(12,805)	(12,908)	6,369	50%	6,472	50%	Snowplay	-	-	0%	-	0%	(6,436)	6,369	50%	6,472	50%
(182,146)	184,879	157,968	(367,025)	-199%	(340,114)	-215%	Golf	667,674	(426,626)	-39%	(370,492)	-36%	(849,820)	59,601	7%	30,379	3%
28,981	13,176	28,264	15,805	120%	717	3%	Campground	95,390	25,390	36%	8,633	10%	(66,409)	(9,585)	-17%	(7,916)	-14%
(29,200)	(6,028)	(16,639)	(23,172)	-384%	(12,561)	-75%	Equestrian	236,870	(18,130)	-7%	9,859	4%	(266,070)	(5,042)	-2%	(22,420)	-9%
8,218	3,963	2,144	4,255	107%	6,074	283%	Bikeworks	122,390	11,790	11%	24,086	25%	(114,173)	(7,536)	-7%	(18,012)	-19%
(86,612)	(115,124)	(110,433)	28,512	25%	23,821	22%	Trails	3,550	2,550	255%	3,078	652%	(90,162)	25,962	22%	20,743	19%
242,755	218,306	287,473	24,449	11%	(44,719)	-16%	The Lodge	1,400,373	(50,827)	-4%	(44,361)	-3%	(1,157,618)	75,276	6%	(357)	0%
(68,886)	(57,023)	(36,214)	(11,863)	-21%	(32,672)	-90%	Summer Food and Bev	200,790	(61,810)	-24%	(53,116)	-21%	(269,676)	49,947	16%	20,443	7%
(6,350)	1,391	(9,620)	(7,741)	-556%	3,271	34%	Pizza on the Hill	196,610	(147,390)	-43%	(149,605)	-43%	(202,960)	139,649	41%	152,875	43%
(18,030)	(24,271)	(46,870)	6,241	26%	28,841	62%	Alder Creek Café	181,758	(25,842)	-12%	34,251	23%	(199,788)	32,083	14%	(5,411)	-3%
<b>24,203</b>	<b>292,604</b>	<b>373,490</b>	<b>(268,401)</b>	<b>-92%</b>	<b>(349,287)</b>	<b>-94%</b>	<b>Amenities Total</b>	<b>5,164,848</b>	<b>(732,752)</b>	<b>-12%</b>	<b>(458,709)</b>	<b>-8%</b>	<b>(5,140,645)</b>	<b>464,351</b>	<b>8%</b>	<b>109,422</b>	<b>2%</b>
<b>(2,796,867)</b>	<b>(3,078,604)</b>	<b>(2,868,602)</b>	<b>281,737</b>	<b>9%</b>	<b>71,735</b>	<b>3%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>386,057</b>	<b>55,657</b>	<b>17%</b>	<b>(47,436)</b>	<b>-11%</b>	<b>(3,182,924)</b>	<b>226,080</b>	<b>7%</b>	<b>119,172</b>	<b>4%</b>
(435,502)	(454,665)	(403,948)	19,163	4%	(31,554)	-8%	General	-	-	0%	-	0%	(435,502)	19,163	4%	(31,554)	-8%
(276,855)	(280,809)	(374,922)	3,954	1%	98,067	26%	Administration	107,317	43,817	69%	7,068	7%	(384,172)	(39,863)	-12%	90,999	19%
(126,312)	(197,829)	(181,066)	71,517	36%	54,754	30%	Communications	122,107	11,507	10%	9,798	9%	(248,419)	60,010	19%	44,955	15%
(251,621)	(281,224)	(258,103)	29,603	11%	6,481	3%	Information Tech	-	-	0%	-	0%	(251,621)	29,603	11%	6,481	3%
(339,730)	(338,836)	(313,906)	(894)	0%	(25,824)	-8%	Accounting	2,031	(869)	-30%	(587)	-22%	(341,761)	(25)	0%	(25,237)	-8%
(135,392)	(161,575)	(148,441)	26,183	16%	13,049	9%	Human Resources	-	-	0%	-	0%	(135,392)	26,183	16%	13,049	9%
(58,512)	(92,779)	(52,030)	34,267	37%	(6,482)	-12%	Architectural Standards	93,536	(10,264)	-10%	(16,217)	-15%	(152,049)	44,530	23%	9,734	6%
(80,601)	(98,653)	(81,134)	18,052	18%	533	1%	Member Services	22,718	(1,182)	-5%	576	3%	(103,319)	19,234	16%	(43)	0%
(110,243)	(140,145)	(130,272)	29,902	21%	20,029	15%	Risk & Facility Admin	-	-	0%	-	0%	(110,243)	29,902	21%	20,029	15%
(673,984)	(699,160)	(611,889)	25,176	4%	(62,096)	-10%	Forestry	38,348	12,648	49%	(48,074)	-56%	(712,332)	12,528	2%	(14,021)	-2%
(308,113)	(332,929)	(312,893)	24,816	7%	4,779	2%	Maintenance	-	-	0%	-	0%	(308,113)	24,816	7%	4,779	2%
<b>\$ (2,772,664)</b>	<b>\$ (2,786,000)</b>	<b>\$ (2,495,112)</b>	<b>\$ 13,336</b>	<b>0%</b>	<b>\$ (277,552)</b>	<b>-11%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,550,905</b>	<b>\$ (677,095)</b>	<b>-11%</b>	<b>\$ (506,146)</b>	<b>-8%</b>	<b>\$ (8,323,569)</b>	<b>\$ 690,431</b>	<b>8%</b>	<b>\$ 228,594</b>	<b>3%</b>

**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%	<b>Private Amenities</b>	\$ 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%
<b>2,017,652</b>	<b>1,057,655</b>	<b>(8,289)</b>	<b>959,997</b>	<b>91%</b>	<b>2,025,941</b>	<b>#####</b>	<b>Public Amenities</b>	<b>7,824,608</b>	<b>1,334,608</b>	<b>21%</b>	<b>2,805,753</b>	<b>56%</b>	<b>(5,806,956)</b>	<b>(374,611)</b>	<b>-7%</b>	<b>(779,812)</b>	<b>-16%</b>
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%
<b>1,901,426</b>	<b>925,854</b>	<b>(102,675)</b>	<b>975,572</b>	<b>105%</b>	<b>2,004,101</b>	<b>1952%</b>	<b>Amenities Total</b>	<b>8,358,815</b>	<b>1,363,115</b>	<b>19%</b>	<b>2,831,791</b>	<b>51%</b>	<b>(6,457,389)</b>	<b>(387,543)</b>	<b>-6%</b>	<b>(827,690)</b>	<b>-15%</b>
<b>(2,898,835)</b>	<b>(3,068,854)</b>	<b>(2,624,251)</b>	<b>170,019</b>	<b>6%</b>	<b>(274,584)</b>	<b>-10%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>356,239</b>	<b>59,939</b>	<b>20%</b>	<b>53,809</b>	<b>18%</b>	<b>(3,255,075)</b>	<b>110,079</b>	<b>3%</b>	<b>(328,394)</b>	<b>-11%</b>
(405,504)	(493,171)	(385,608)	87,667	18%	(19,896)	-5%	General	-	-	0%	-	0%	(405,504)	87,667	18%	(19,896)	-5%
(340,838)	(273,068)	(206,706)	(67,770)	-25%	(134,133)	-65%	Administration	136,781	24,181	21%	(5,964)	-4%	(477,619)	(91,951)	-24%	(128,169)	-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%	<b>TDA Operating Fund</b>	\$ 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%	<b>Private Amenities</b>	\$ 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%
<b>1,822,563</b>	<b>1,402,317</b>	<b>551,181</b>	<b>420,246</b>	<b>30%</b>	<b>1,271,382</b>	<b>231%</b>	<b>Public Amenities</b>	<b>5,219,714</b>	<b>654,514</b>	<b>14%</b>	<b>1,787,734</b>	<b>52%</b>	<b>(3,397,152)</b>	<b>(234,269)</b>	<b>-7%</b>	<b>(516,353)</b>	<b>-18%</b>
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%
<b>1,744,763</b>	<b>1,334,003</b>	<b>483,423</b>	<b>410,760</b>	<b>31%</b>	<b>1,261,340</b>	<b>261%</b>	<b>Amenities Total</b>	<b>5,466,176</b>	<b>650,076</b>	<b>13%</b>	<b>1,797,469</b>	<b>49%</b>	<b>(3,721,413)</b>	<b>(239,316)</b>	<b>-7%</b>	<b>(536,129)</b>	<b>-17%</b>
<b>(1,491,555)</b>	<b>(1,503,003)</b>	<b>(1,360,420)</b>	<b>11,448</b>	<b>1%</b>	<b>(131,136)</b>	<b>-10%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>171,396</b>	<b>6,496</b>	<b>4%</b>	<b>10,229</b>	<b>6%</b>	<b>(1,662,951)</b>	<b>4,952</b>	<b>0%</b>	<b>(141,365)</b>	<b>-9%</b>
(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%
<b>\$ 253,208</b>	<b>\$ (169,000)</b>	<b>\$ (876,996)</b>	<b>\$ 422,208</b>	<b>250%</b>	<b>\$ 1,130,204</b>	<b>129%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,637,572</b>	<b>\$ 656,572</b>	<b>13%</b>	<b>\$ 1,807,698</b>	<b>47%</b>	<b>\$ (5,384,365)</b>	<b>\$ (234,365)</b>	<b>-5%</b>	<b>\$ (677,494)</b>	<b>-14%</b>

**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%	<b>Private Amenities</b>	\$ 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%
<b>(665,157)</b>	<b>(603,237)</b>	<b>(510,254)</b>	<b>(61,920)</b>	<b>-10%</b>	<b>(154,903)</b>	<b>-30%</b>	<b>Public Amenities</b>	<b>1,205,848</b>	<b>(177,252)</b>	<b>-13%</b>	<b>(174,009)</b>	<b>-13%</b>	<b>(1,871,005)</b>	<b>115,332</b>	<b>6%</b>	<b>19,106</b>	<b>1%</b>
(128,089)	(150,667)	(69,951)	22,578	15%	(58,138)	-83%	Downhill Ski	299,833	54,833	22%	5,550	2%	(427,922)	(32,255)	-8%	(63,688)	-17%
(36,715)	(26,964)	(26,398)	(9,751)	-39%	(10,316)	-39%	Cross Country Ski	90,715	29,715	49%	22,798	34%	(127,430)	(39,466)	-45%	(33,114)	-35%
4,302	(14,398)	(23,959)	18,700	130%	28,261	118%	Snowplay	14,915	8,915	149%	25,461	241%	(10,613)	9,785	48%	2,799	21%
(255,190)	(167,377)	(156,024)	(87,813)	-52%	(99,166)	-64%	Golf	62,404	(150,996)	-71%	(164,079)	-72%	(317,594)	63,183	17%	64,912	17%
(4,463)	(7,774)	(5,483)	3,311	43%	1,020	19%	Campground	22,138	10,738	94%	6,895	45%	(26,601)	(7,427)	-39%	(5,875)	-28%
(61,791)	(57,920)	(53,944)	(3,871)	-7%	(7,847)	-15%	Equestrian	37,632	(1,868)	-5%	3,649	11%	(99,423)	(2,003)	-2%	(11,496)	-13%
(3,582)	(3,736)	(4,227)	154	4%	645	15%	Bikeworks	39,463	5,163	15%	6,515	20%	(43,045)	(5,009)	-13%	(5,870)	-16%
(33,131)	(48,338)	(48,586)	15,207	31%	15,455	32%	Trails	1,035	835	418%	975	1625%	(34,166)	14,372	30%	14,480	30%
(56,977)	(18,165)	(13,999)	(38,812)	-214%	(42,978)	-307%	The Lodge	487,906	(72,294)	-13%	(42,851)	-8%	(544,884)	33,482	6%	(127)	0%
(31,613)	(39,287)	(34,146)	7,674	20%	2,533	7%	Summer Food and Bev	11,625	(28,975)	-71%	(27,712)	-70%	(43,239)	36,648	46%	30,245	41%
(27,060)	(33,422)	(34,357)	6,362	19%	7,297	21%	Pizza on the Hill	63,782	(37,218)	-37%	(35,939)	-36%	(90,841)	43,581	32%	43,236	32%
(30,848)	(35,189)	(39,179)	4,341	12%	8,331	21%	Alder Creek Café	74,400	3,900	6%	24,727	50%	(105,248)	441	0%	(16,396)	-18%
<b>(721,599)</b>	<b>(686,333)</b>	<b>(525,783)</b>	<b>(35,266)</b>	<b>-5%</b>	<b>(195,816)</b>	<b>-37%</b>	<b>Amenities Total</b>	<b>1,747,892</b>	<b>(183,408)</b>	<b>-9%</b>	<b>(179,597)</b>	<b>-9%</b>	<b>(2,469,490)</b>	<b>148,143</b>	<b>6%</b>	<b>(16,218)</b>	<b>-1%</b>
<b>(1,568,060)</b>	<b>(1,710,667)</b>	<b>(1,595,517)</b>	<b>142,607</b>	<b>8%</b>	<b>27,457</b>	<b>2%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>253,022</b>	<b>53,322</b>	<b>27%</b>	<b>42,981</b>	<b>20%</b>	<b>(1,821,082)</b>	<b>89,285</b>	<b>5%</b>	<b>(15,524)</b>	<b>-1%</b>
(338,331)	(319,512)	(316,167)	(18,819)	-6%	(22,164)	-7%	General	-	-	0%	-	0%	(338,331)	(18,819)	-6%	(22,164)	-7%
(131,838)	(162,199)	(145,219)	30,361	19%	13,381	9%	Administration	92,934	47,534	105%	28,913	45%	(224,771)	(17,172)	-8%	(15,533)	-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%
<b>\$ (2,289,658)</b>	<b>\$ (2,397,000)</b>	<b>\$ (2,121,300)</b>	<b>\$ 107,342</b>	<b>4%</b>	<b>\$ (168,359)</b>	<b>-8%</b>	<b>TDA Operating Fund</b>	<b>\$ 2,000,914</b>	<b>\$ (130,086)</b>	<b>-6%</b>	<b>\$ (136,616)</b>	<b>-6%</b>	<b>\$ (4,290,572)</b>	<b>\$ 237,428</b>	<b>5%</b>	<b>\$ (31,743)</b>	<b>-1%</b>

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
**Q3 Jul-Sep, 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	
<b>561,285</b>	<b>549,530</b>	<b>526,368</b>	<b>11,755</b>	<b>2%</b>	<b>34,918</b>	<b>7%</b>	<b>Private Amenities</b>	<b>1,605,848</b>	<b>(20,152)</b>	<b>-1%</b>	<b>70,368</b>	<b>5%</b>	<b>(1,044,562)</b>	<b>31,908</b>	<b>3%</b>	<b>(35,451)</b>	<b>-4%</b>
141,849	135,944	125,678	5,905	4%	16,171	13%	Trout Creek Rec Ctr	384,594	(11,306)	-3%	22,992	6%	(242,745)	17,211	7%	(6,822)	-3%
(20,360)	(5,816)	(2,214)	(14,544)	-250%	(18,147)	-820%	Aquatics	110,121	5,321	5%	22,966	26%	(130,481)	(19,865)	-18%	(41,112)	-46%
306,727	320,818	294,553	(14,091)	-4%	12,175	4%	Beach Club Marina	564,654	(39,946)	-7%	10,847	2%	(257,927)	25,855	9%	1,328	1%
31,184	13,204	28,353	17,980	136%	2,831	10%	Tennis Center	169,717	34,217	25%	665	0%	(138,534)	(16,238)	-13%	2,166	2%
52,987	74,878	63,173	(21,891)	-29%	(10,186)	-16%	Day Camps	201,368	(24,632)	-11%	(9,120)	-4%	(148,381)	2,741	2%	(1,065)	-1%
48,899	10,502	16,825	38,397	366%	32,073	191%	Recreation Programs	175,394	16,194	10%	22,019	14%	(126,496)	22,202	15%	10,054	7%
<b>30,837</b>	<b>217,984</b>	<b>261,026</b>	<b>(187,147)</b>	<b>-86%</b>	<b>(230,189)</b>	<b>-88%</b>	<b>Public Amenities</b>	<b>2,492,902</b>	<b>(395,298)</b>	<b>-14%</b>	<b>(281,244)</b>	<b>-10%</b>	<b>(2,462,065)</b>	<b>208,151</b>	<b>8%</b>	<b>51,055</b>	<b>2%</b>
(159,597)	(181,780)	(167,931)	22,183	12%	8,334	5%	Downhill Ski	2,213	2,213	0%	675	44%	(161,809)	19,971	11%	7,659	5%
(50,651)	(67,895)	(50,479)	17,244	25%	(171)	0%	Cross Country Ski	-	-	0%	-	0%	(50,651)	17,244	25%	(171)	0%
(5,597)	(8,083)	(6,864)	2,486	31%	1,267	18%	Snowplay	-	-	0%	-	0%	(5,597)	2,486	31%	1,267	18%
13,610	288,416	251,676	(274,806)	-95%	(238,067)	-95%	Golf	605,320	(276,080)	-31%	(208,076)	-26%	(591,711)	1,273	0%	(29,990)	-5%
30,509	18,482	31,513	12,027	65%	(1,004)	-3%	Campground	73,252	14,652	25%	1,738	2%	(42,743)	(2,625)	-7%	(2,742)	-7%
24,566	45,423	29,297	(20,857)	-46%	(4,731)	-16%	Equestrian	199,237	(16,263)	-8%	6,196	3%	(174,671)	(4,594)	-3%	(10,926)	-7%
11,876	7,699	6,547	4,177	54%	5,329	81%	Bikeworks	89,936	13,636	18%	20,698	30%	(78,061)	(9,460)	-14%	(15,369)	-25%
(60,430)	(74,941)	(69,880)	14,511	19%	9,450	14%	Trails	2,515	1,715	214%	2,103	510%	(62,945)	12,796	17%	7,347	10%
253,079	192,908	251,265	60,171	31%	1,814	1%	The Lodge	1,047,518	33,518	3%	15,971	2%	(794,439)	26,653	3%	(14,158)	-2%
(38,296)	(19,257)	(3,197)	(19,039)	-99%	(35,099)	#####	Summer Food and Bev	189,165	(32,835)	-15%	(25,403)	-12%	(227,460)	13,797	6%	(9,696)	-4%
9,627	22,905	11,356	(13,278)	-58%	(1,729)	-15%	Pizza on the Hill	156,026	(110,974)	-42%	(111,761)	-42%	(146,399)	97,696	40%	110,032	43%
2,141	(5,893)	(22,277)	8,034	136%	24,418	110%	Alder Creek Café	127,720	(24,880)	-16%	16,616	15%	(125,578)	32,915	21%	7,802	6%
<b>592,122</b>	<b>767,514</b>	<b>787,394</b>	<b>(175,392)</b>	<b>-23%</b>	<b>(195,272)</b>	<b>-25%</b>	<b>Amenities Total</b>	<b>4,098,750</b>	<b>(415,450)</b>	<b>-9%</b>	<b>(210,876)</b>	<b>-5%</b>	<b>(3,506,628)</b>	<b>240,058</b>	<b>6%</b>	<b>15,604</b>	<b>0%</b>
<b>(1,727,682)</b>	<b>(1,908,514)</b>	<b>(1,758,333)</b>	<b>180,832</b>	<b>9%</b>	<b>30,651</b>	<b>2%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>189,707</b>	<b>6,907</b>	<b>4%</b>	<b>(83,546)</b>	<b>-31%</b>	<b>(1,917,389)</b>	<b>173,925</b>	<b>8%</b>	<b>114,198</b>	<b>6%</b>
(202,298)	(239,412)	(199,363)	37,114	16%	(2,935)	-1%	General	-	-	0%	-	0%	(202,298)	37,114	16%	(2,935)	-1%
(177,261)	(175,776)	(267,965)	(1,485)	-1%	90,704	34%	Administration	35,894	4,894	16%	(18,164)	-34%	(213,155)	(6,379)	-3%	108,867	34%
(87,356)	(126,016)	(109,246)	38,660	31%	21,890	20%	Communications	54,683	983	2%	732	1%	(142,039)	37,677	21%	21,159	13%
(143,073)	(169,281)	(143,609)	26,208	15%	536	0%	Information Tech	-	-	0%	-	0%	(143,073)	26,208	15%	536	0%
(205,406)	(204,142)	(185,350)	(1,264)	-1%	(20,055)	-11%	Accounting	1,648	(552)	-25%	(360)	-18%	(207,053)	(711)	0%	(19,695)	-11%
(82,968)	(95,528)	(85,901)	12,560	13%	2,934	3%	Human Resources	-	-	0%	-	0%	(82,968)	12,560	13%	2,934	3%
(38,768)	(55,092)	(30,252)	16,324	30%	(8,516)	-28%	Architectural Standards	53,866	(9,834)	-15%	(18,236)	-25%	(92,634)	26,158	22%	9,720	9%
(47,443)	(56,143)	(53,445)	8,700	15%	6,001	11%	Member Services	14,779	379	3%	8,967	154%	(62,223)	8,321	12%	(2,966)	-5%
(54,939)	(84,037)	(77,023)	29,098	35%	22,084	29%	Risk & Facility Admin	-	-	0%	-	0%	(54,939)	29,098	35%	22,084	29%
(507,364)	(507,010)	(427,028)	(354)	0%	(80,336)	-19%	Forestry	28,837	11,037	62%	(56,485)	-66%	(536,201)	(11,391)	-2%	(23,851)	-5%
(180,806)	(196,077)	(179,150)	15,271	8%	(1,656)	-1%	Maintenance	-	-	0%	-	0%	(180,806)	15,271	8%	(1,656)	-1%
<b>\$ (1,135,560)</b>	<b>\$ (1,141,000)</b>	<b>\$ (970,940)</b>	<b>\$ 5,440</b>	<b>0%</b>	<b>\$ (164,620)</b>	<b>-17%</b>	<b>TDA Operating Fund</b>	<b>\$ 4,288,456</b>	<b>\$ (408,544)</b>	<b>-9%</b>	<b>\$ (294,423)</b>	<b>-6%</b>	<b>\$ (5,424,016)</b>	<b>\$ 413,984</b>	<b>7%</b>	<b>\$ 129,802</b>	<b>2%</b>

**Tahoe Donner Association**  
**Operating Fund - NOR and Per Property Metrics**

**For the nine months ending September 2019**

Net Operating Results (NOR)				Department	Per Property Metrics			
Actual	Budget	Variance to Budget			Actual	Budget	Variance to Budget	
		Amount	Pctg				Amount	Pctg
				<b># of Assessed Lots</b>	<b>6473</b>	<b>6473</b>	-	0%
<b>\$ (236,293)</b>	<b>\$ (265,217)</b>	<b>\$ 28,924</b>	<b>11%</b>	<b>Private Amenities</b>	<b>\$ (36.50)</b>	<b>\$ (40.97)</b>	<b>\$ 4</b>	<b>11%</b>
(81,132)	(105,278)	24,146	23%	Trout Creek Rec Ctg	(12.53)	(16.26)	4	23%
(177,543)	(168,772)	(8,771)	-5%	Aquatics	(27.43)	(26.07)	(1)	-5%
198,944	209,049	(10,105)	-5%	Beach Club Marina	30.73	32.30	(2)	-5%
(61,397)	(61,614)	217	0%	Tennis Center	(9.49)	(9.52)	0	0%
(33,024)	(7,059)	(25,965)	-368%	Day Camps	(5.10)	(1.09)	(4)	-368%
(82,141)	(131,543)	49,402	38%	Recreation Programs	(12.69)	(20.32)	8	38%
<b>(181,935)</b>	<b>(353,113)</b>	<b>171,178</b>	<b>48%</b>	<b>Public Amenities</b>	<b>\$ (28.11)</b>	<b>\$ (54.55)</b>	<b>26</b>	<b>48%</b>
1,046,740	579,929	466,811	80%	Downhill Ski	161.71	89.59	72	80%
117,548	8,265	109,283	1322%	Cross Country Ski	18.16	1.28	17	1322%
35,372	44,384	(9,012)	-20%	Snowplay	5.46	6.86	(1)	-20%
(511,183)	(140,767)	(370,416)	-263%	Golf	(78.97)	(21.75)	(57)	-263%
(8,365)	(23,253)	14,888	64%	Campground	(1.29)	(3.59)	2	64%
(108,673)	(85,035)	(23,638)	-28%	Equestrian	(16.79)	(13.14)	(4)	-28%
(16,544)	(20,875)	4,331	21%	Bikeworks	(2.56)	(3.22)	1	21%
(162,911)	(192,299)	29,388	15%	Trails	(25.17)	(29.71)	5	15%
(221,678)	(190,480)	(31,198)	-16%	The Lodge	(34.25)	(29.43)	(5)	-16%
(111,382)	(100,741)	(10,641)	-11%	Summer Food and Bev	(17.21)	(15.56)	(2)	-11%
(127,670)	(103,932)	(23,738)	-23%	Pizza on the Hill	(19.72)	(16.06)	(4)	-23%
(113,188)	(128,309)	15,121	12%	Alder Creek Café	(17.49)	(19.82)	2	12%
<b>(418,228)</b>	<b>(618,330)</b>	<b>200,102</b>	<b>32%</b>	<b>Amenities Total</b>	<b>\$ (64.61)</b>	<b>\$ (95.52)</b>	<b>31</b>	<b>32%</b>
<b>(2,607,783)</b>	<b>(2,942,670)</b>	<b>334,887</b>	<b>11%</b>	<b>HOA &amp; Amenities</b>	<b>\$ (402.87)</b>	<b>\$ (454.61)</b>	<b>52</b>	<b>11%</b>
(1,702,219)	(1,696,784)	(5,435)	0%	<b>Support Services</b>				
61,102	-	61,102	#####	General	(262.97)	(262.13)	(1)	0%
103,459	-	103,459	#####	Administration	9.44	-	9	0%
				Communications	15.98	-	16	0%
62,023	-	62,023	#####	Information Tech	9.58	-	10	0%
(20,366)	-	(20,366)	#####	Accounting	(3.15)	-	(3)	0%
(1,680)	-	(1,680)	#####	Human Resources	(0.26)	-	(0)	0%
(252,444)	(269,591)	17,147	6%	Architectural Standards	(39.00)	(41.65)	3	6%
20,242	-	20,242	#####	Member Services	3.13	-	3	0%
20,759	-	20,759	#####	Risk & Facility Admin	3.21	-	3	0%
(959,090)	(976,295)	17,205	2%	Forestry	(148.17)	(150.83)	3	2%
60,431	-	60,431	#####	Maintenance	9.34	-	9	0%
<b>\$ (3,026,011)</b>	<b>\$ (3,561,000)</b>	<b>\$ 534,989</b>	<b>15%</b>	<b>Net Operating Result</b>	<b>\$ (467.48)</b>	<b>\$ (550.13)</b>	<b>\$ 82.65</b>	<b>15%</b>

**Operating Fund - NOR and Per Unit Metrics - YEAR TO DATE**

**Tahoe Donner Association**  
**Payroll Hours for nonExempt Employees**  
for the month of **September 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	
<b>2,820</b>	<b>3,231</b>	<b>3,433</b>	<b>411</b>	<b>13%</b>	<b>612</b>	<b>18%</b>	<b>Private Amenities</b>	<b>46,021</b>	<b>45,468</b>	<b>43,727</b>	<b>(553)</b>	<b>-1%</b>	<b>(2,294)</b>	<b>-5%</b>
1,159	1,373	1,398	214	16%	239	17%	Trout Creek Rec Ctr	14,177	13,482	13,084	(696)	-5%	(1,093)	-8%
198	134	211	(64)	-48%	13	6%	Aquatics	5,352	4,646	3,745	(706)	-15%	(1,607)	-43%
844	1,056	1,135	212	20%	291	26%	Beach Club Marina	9,827	10,885	10,784	1,058	10%	957	9%
456	460	474	4	1%	18	4%	Tennis Center	3,755	3,745	4,015	(10)	0%	260	6%
5	-	-	(5)	0%	(5)	0%	Day Camps	10,062	9,280	9,343	(782)	-8%	(719)	-8%
159	208	215	49	24%	56	26%	Recreation Programs	2,848	3,431	2,755	582	17%	(93)	-3%
<b>13,177</b>	<b>14,589</b>	<b>14,444</b>	<b>1,412</b>	<b>10%</b>	<b>1,267</b>	<b>9%</b>	<b>Public Amenities</b>	<b>168,855</b>	<b>172,661</b>	<b>166,180</b>	<b>3,806</b>	<b>2%</b>	<b>(2,675)</b>	<b>-2%</b>
480	527	502	46	9%	22	4%	Downhill Ski Area	54,567	50,281	50,218	(4,286)	-9%	(4,350)	-9%
12	8	77	(4)	-50%	65	84%	Cross Country Ski Area	14,956	11,994	8,736	(2,962)	-25%	(6,220)	-71%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	3,006	2,982	2,303	(24)	-1%	(703)	-31%
1,612	1,704	1,859	92	5%	248	13%	Golf Operations	7,277	9,765	9,219	2,488	25%	1,942	21%
3,503	3,255	3,008	(249)	-8%	(495)	-16%	Golf Maintenance	17,923	20,448	19,792	2,525	12%	1,869	9%
102	86	104	(16)	-19%	2	1%	Campground	910	803	775	(107)	-13%	(135)	-17%
758	720	682	(38)	-5%	(75)	-11%	Equestrian	5,934	5,751	5,267	(183)	-3%	(667)	-13%
82	138	125	56	41%	42	34%	Bikeworks	1,214	1,349	1,433	135	10%	220	15%
486	638	659	152	24%	173	26%	Trails	1,799	3,371	3,621	1,572	47%	1,821	50%
3,959	4,400	4,481	441	10%	522	12%	The Lodge	37,074	37,700	37,488	625	2%	414	1%
1,212	1,303	1,202	91	7%	(10)	-1%	Summer Food and Bev	6,751	8,046	7,487	1,295	16%	735	10%
361	810	945	449	55%	584	62%	Pizza on the Hill	8,267	10,032	11,670	1,765	18%	3,403	29%
610	1,001	800	391	39%	191	24%	Alder Creek Café	9,175	10,139	8,172	963	10%	(1,003)	-12%
<b>15,997</b>	<b>17,820</b>	<b>17,877</b>	<b>1,823</b>	<b>10%</b>	<b>1,879</b>	<b>11%</b>	<b>Amenities Total</b>	<b>214,876</b>	<b>218,129</b>	<b>209,907</b>	<b>3,253</b>	<b>1%</b>	<b>(4,969)</b>	<b>-2%</b>
<b>7,614</b>	<b>8,841</b>	<b>7,814</b>	<b>1,227</b>	<b>14%</b>	<b>200</b>	<b>3%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>63,192</b>	<b>69,971</b>	<b>65,876</b>	<b>6,779</b>	<b>10%</b>	<b>2,684</b>	<b>4%</b>
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
195	362	400	167	46%	205	51%	Administration	2,361	3,594	3,502	1,233	34%	1,141	33%
517	312	244	(205)	-66%	(274)	-112%	Communications	4,176	2,927	2,407	(1,250)	-43%	(1,769)	-74%
621	614	467	(7)	-1%	(154)	-33%	Information Tech	4,722	5,616	5,256	894	16%	534	10%
981	1,049	835	68	6%	(146)	-18%	Accounting	9,238	9,414	8,880	176	2%	(358)	-4%
-	160	166	160	100%	166	100%	Human Resources	298	1,662	1,615	1,364	82%	1,317	82%
735	1,048	840	313	30%	104	12%	Architectural Standards	6,802	8,504	6,711	1,702	20%	(91)	-1%
487	528	488	41	8%	1	0%	Member Services	4,180	4,728	4,514	547	12%	333	7%
238	172	316	(66)	-38%	78	25%	Risk & Facility Admin	1,585	1,581	3,044	(4)	0%	1,459	48%
2,444	3,145	2,526	701	22%	82	3%	Forestry	14,318	16,401	14,030	2,082	13%	(289)	-2%
1,395	1,451	1,532	56	4%	138	9%	Maintenance	15,510	15,546	15,917	35	0%	407	3%
<b>23,611</b>	<b>26,661</b>	<b>25,691</b>	<b>3,049</b>	<b>11%</b>	<b>2,079</b>	<b>8%</b>	<b>Total Payroll Hours</b>	<b>278,068</b>	<b>288,099</b>	<b>275,783</b>	<b>10,032</b>	<b>3%</b>	<b>(2,285)</b>	<b>-1%</b>

Hours are Pre-capitalization to capital project, if any

**Tahoe Donner Association**  
**Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)**  
for the month of September 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	16	-	-	-	10	9	8	8	17	44	82	54	20	13	12	12	30	28	(1.5)	-5%	
11	9	9	9	9	11	9	8	7	-	-	-	10	9	7	8	8	7	9	9	8	9	11	11	9	8	(0.7)	-8%	
-	-	-	-	1	5	15	8	1	-	-	-	-	0	-	-	0	4	9	6	1	0	-	-	3	2	(1.0)	-43%	
-	-	-	-	3	11	22	16	5	-	-	-	-	-	-	-	5	11	23	16	7	1	-	0	6	7	0.6	9%	
-	-	-	-	1	5	7	6	3	-	-	-	-	-	-	-	2	5	7	6	3	1	-	-	2	3	0.2	6%	
-	-	-	-	1	17	28	12	0	-	-	-	-	-	-	-	0	14	25	14	-	-	-	-	6	6	(0.5)	-8%	
0	0	-	1	0	3	7	4	1	-	-	-	0	0	0	0	1	2	8	3	1	2	2	1	2	2	(0.1)	-3%	
<b>178</b>	<b>153</b>	<b>136</b>	<b>72</b>	<b>39</b>	<b>82</b>	<b>122</b>	<b>116</b>	<b>76</b>	-	-	-	<b>137</b>	<b>136</b>	<b>133</b>	<b>67</b>	<b>53</b>	<b>99</b>	<b>130</b>	<b>120</b>	<b>83</b>	<b>58</b>	<b>47</b>	<b>160</b>	<b>108</b>	<b>107</b>	<b>(1.7)</b>	<b>-2%</b>	
103	91	74	32	3	3	3	3	3	-	-	-	86	89	72	28	3	3	3	3	3	4	8	90	35	32	(2.8)	-9%	
29	22	23	11	0	0	0	0	0	-	-	-	14	9	21	4	0	1	0	1	0	2	8	27	10	6	(4.0)	-71%	
6	6	4	1	-	-	-	-	-	-	-	-	4	5	4	1	-	-	-	-	-	-	0	6	2	1	(0.5)	-31%	
-	0	-	-	0	5	14	13	9	-	-	-	-	-	-	-	3	11	15	14	11	4	-	-	5	6	1.2	21%	
1	1	2	4	12	19	22	21	20	-	-	-	1	1	3	8	20	22	20	22	17	15	4	1	11	13	1.2	9%	
-	-	-	-	1	1	1	1	1	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	1	0	(0.1)	-17%	
0	-	0	0	0	9	11	9	4	-	-	-	-	0	0	0	1	6	11	8	4	1	0	0	4	3	(0.4)	-13%	
-	-	-	-	0	2	2	2	0	-	-	-	-	-	-	-	0	2	3	2	1	0	-	-	1	1	0.1	15%	
-	-	-	-	-	1	4	2	3	-	-	-	0	-	-	-	2	6	5	5	4	3	0	-	1	2	1.2	50%	
22	19	21	17	18	29	35	30	23	-	-	-	22	20	22	18	16	29	33	31	26	19	19	22	24	24	0.3	1%	
-	-	-	-	-	3	14	15	7	-	-	-	-	-	-	-	1	7	16	13	7	2	-	-	4	5	0.5	10%	
7	6	4	3	1	5	9	11	2	-	-	-	5	6	5	4	4	8	17	14	5	6	4	7	5	7	2.2	29%	
10	8	8	3	3	5	7	6	4	-	-	-	7	6	7	4	2	5	7	5	5	3	4	9	6	5	(0.6)	-12%	
<b>188</b>	<b>162</b>	<b>145</b>	<b>82</b>	<b>54</b>	<b>134</b>	<b>210</b>	<b>171</b>	<b>92</b>	-	-	-	<b>147</b>	<b>144</b>	<b>141</b>	<b>75</b>	<b>70</b>	<b>144</b>	<b>212</b>	<b>174</b>	<b>103</b>	<b>72</b>	<b>59</b>	<b>172</b>	<b>138</b>	<b>135</b>	<b>(3.2)</b>	<b>-2%</b>	
<b>37</b>	<b>32</b>	<b>34</b>	<b>33</b>	<b>40</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>44</b>	-	-	-	<b>38</b>	<b>31</b>	<b>34</b>	<b>33</b>	<b>47</b>	<b>49</b>	<b>51</b>	<b>51</b>	<b>45</b>	<b>53</b>	<b>49</b>	<b>37</b>	<b>41</b>	<b>42</b>	<b>1.7</b>	<b>4%</b>	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
3	2	2	1	1	1	1	1	1	-	-	-	2	2	2	2	2	2	2	2	2	3	3	3	2	2	0.7	33%	
2	2	3	3	3	3	3	3	3	-	-	-	2	2	2	1	2	2	2	2	1	2	1	1	3	2	(1.1)	-74%	
3	2	2	3	4	3	2	3	4	-	-	-	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.3	10%	
6	5	6	6	6	6	6	6	6	-	-	-	6	5	5	5	6	6	6	6	5	6	6	6	6	6	(0.2)	-4%	
1	1	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0.8	82%	
5	4	5	5	5	3	4	4	4	-	-	-	4	3	4	4	4	4	5	6	5	5	4	5	4	4	(0.1)	-1%	
2	3	3	3	2	3	2	3	3	-	-	-	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.2	7%	
2	1	1	1	0	1	1	2	1	-	-	-	2	2	2	2	2	2	2	2	2	2	2	2	1	2	0.9	48%	
2	1	2	2	8	19	18	17	14	-	-	-	3	1	0	1	12	17	17	16	15	19	14	3	9	9	(0.2)	-2%	
11	11	11	9	10	10	10	9	8	-	-	-	11	10	11	10	10	10	11	10	9	10	11	11	10	10	0.3	3%	
<b>225</b>	<b>194</b>	<b>179</b>	<b>115</b>	<b>95</b>	<b>182</b>	<b>259</b>	<b>219</b>	<b>136</b>	-	-	-	<b>186</b>	<b>176</b>	<b>176</b>	<b>109</b>	<b>117</b>	<b>193</b>	<b>263</b>	<b>224</b>	<b>148</b>	<b>125</b>	<b>108</b>	<b>209</b>	<b>178</b>	<b>177</b>	<b>(1.5)</b>	<b>-1%</b>	

**Tahoe Donner Association**  
**FTE - NonExempt Employees** [note, this report excludes Exempt Employees (salaried)]  
for the period September 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	
<b>16.3</b>	<b>18.6</b>	<b>19.8</b>	<b>2.4</b>	<b>13%</b>	<b>3.5</b>	<b>18%</b>	<b>Private Amenities</b>	<b>30</b>	<b>29</b>	<b>28</b>	<b>(0)</b>	<b>-1%</b>	<b>(1)</b>	<b>-5%</b>
6.7	7.9	8.1	1	16%	1	17%	Trout Creek Rec Ctr	9	9	8	(0)	-5%	(1)	-8%
1.1	0.8	1.2	(0)	-48%	0	6%	Aquatics	3	3	2	(0)	-15%	(1)	-43%
4.9	6.1	6.5	1	20%	2	26%	Beach Club Marina	6	7	7	1	10%	1	9%
2.6	2.7	2.7	0	1%	0	4%	Tennis Center	2	2	3	(0)	0%	0	6%
0.0	-	-	(0)	0%	(0)	0%	Day Camps	6	6	6	(1)	-8%	(0)	-8%
0.9	1.2	1.2	0	24%	0	26%	Recreation Programs	2	2	2	0	17%	(0)	-3%
<b>76.0</b>	<b>84.2</b>	<b>83.3</b>	<b>8.1</b>	<b>10%</b>	<b>7.3</b>	<b>9%</b>	<b>Public Amenities</b>	<b>108</b>	<b>111</b>	<b>107</b>	<b>2</b>	<b>2%</b>	<b>(2)</b>	<b>-2%</b>
2.8	3.0	2.9	0	9%	0	4%	Downhill Ski Area	35	32	32	(3)	-9%	(3)	-9%
0.1	0.0	0.4	(0)	-50%	0	84%	Cross Country Ski Area	10	8	6	(2)	-25%	(4)	-71%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	2	2	1	(0)	-1%	(0)	-31%
9.3	9.8	10.7	1	5%	1	13%	Golf Operations	5	6	6	2	25%	1	21%
20.2	18.8	17.4	(1)	-8%	(3)	-16%	Golf Maintenance	11	13	13	2	12%	1	9%
0.6	0.5	0.6	(0)	-19%	0	1%	Campground	1	1	0	(0)	-13%	(0)	-17%
4.4	4.2	3.9	(0)	-5%	(0)	-11%	Equestrian	4	4	3	(0)	-3%	(0)	-13%
0.5	0.8	0.7	0	41%	0	34%	Bikeworks	1	1	1	0	10%	0	15%
2.8	3.7	3.8	1	24%	1	26%	Trails	1	2	2	1	47%	1	50%
22.8	25.4	25.9	3	10%	3	12%	The Lodge	24	24	24	0	2%	0	1%
7.0	7.5	6.9	1	7%	(0)	-1%	Summer Food and Bev	4	5	5	1	16%	0	10%
2.1	4.7	5.5	3	55%	3	62%	Pizza on the Hill	5	6	7	1	18%	2	29%
3.5	5.8	4.6	2	39%	1	24%	Alder Creek Café	6	6	5	1	10%	(1)	-12%
<b>92.3</b>	<b>102.8</b>	<b>103.1</b>	<b>10.5</b>	<b>10%</b>	<b>10.8</b>	<b>11%</b>	<b>Amenities Total</b>	<b>138</b>	<b>140</b>	<b>135</b>	<b>2</b>	<b>1%</b>	<b>(3)</b>	<b>-2%</b>
<b>43.9</b>	<b>51.0</b>	<b>45.1</b>	<b>7</b>	<b>14%</b>	<b>1.2</b>	<b>3%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>41</b>	<b>45</b>	<b>42</b>	<b>4</b>	<b>10%</b>	<b>2</b>	<b>4%</b>
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.1	2.1	2.3	1	46%	1	51%	Administration	2	2	2	1	34%	1	33%
3.0	1.8	1.4	(1)	-66%	(2)	-112%	Communications	3	2	2	(1)	-43%	(1)	-74%
3.6	3.5	2.7	(0)	-1%	(1)	-33%	Information Tech	3	4	3	1	16%	0	10%
5.7	6.1	4.8	0	6%	(1)	-18%	Accounting	6	6	6	0	2%	(0)	-4%
-	0.9	1.0	1	100%	1	100%	Human Resources	0	1	1	1	82%	1	82%
4.2	6.0	4.8	2	30%	1	12%	Architectural Standards	4	5	4	1	20%	(0)	-1%
2.8	3.0	2.8	0	8%	0	0%	Member Services	3	3	3	0	12%	0	7%
1.4	1.0	1.8	(0)	-38%	0	25%	Risk & Facility Admin	1	1	2	(0)	0%	1	48%
14.1	18.1	14.6	4	22%	0	3%	Forestry	9	11	9	1	13%	(0)	-2%
8.0	8.4	8.8	0	4%	1	9%	Maintenance	10	10	10	0	0%	0	3%
<b>136.2</b>	<b>153.8</b>	<b>148.2</b>	<b>17.6</b>	<b>11%</b>	<b>12.0</b>	<b>8%</b>	<b>Total nonExempt FTEs</b>	<b>178</b>	<b>185</b>	<b>177</b>	<b>6.4</b>	<b>3.5%</b>	<b>(1.5)</b>	<b>-0.8%</b>

**Tahoe Donner Association  
Overtime Payroll Hours Report  
for the month of September 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
<b>41</b>	<b>341</b>	<b>69</b>	<b>299</b>	<b>88%</b>	<b>27</b>	<b>40%</b>	<b>Private Amenities</b>	<b>1,035</b>	<b>1,402</b>	<b>367</b>	<b>26%</b>
24	72	30	48	67%	6	21%	Trout Creek Rec Ctr	354	482	129	27%
6	176	0	170	97%	(6)	-1191%	Aquatics	342	162	(180)	-111%
2	28	25	26	93%	23	93%	Beach Club Marina	117	393	276	70%
6	23	6	17	74%	0	3%	Tennis Center	92	97	4	5%
-	-	-	-	0%	-	0%	Day Camps	13	21	9	41%
4	41	8	37	91%	4	50%	Recreation Programs	117	247	129	52%
<b>605</b>	<b>1,210</b>	<b>527</b>	<b>605</b>	<b>50%</b>	<b>(78)</b>	<b>-15%</b>	<b>Public Amenities</b>	<b>9,737</b>	<b>8,060</b>	<b>(1,677)</b>	<b>-21%</b>
10	2	4	(8)	-516%	(6)	-154%	Downhill Ski Area	3,858	2,613	(1,245)	-48%
-	-	-	-	0%	-	0%	Cross Country Ski Area	798	426	(372)	-87%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
10	43	16	33	76%	5	34%	Golf Operations	98	116	18	16%
329	350	227	20	6%	(102)	-45%	Golf Maintenance	1,981	1,919	(62)	-3%
18	45	24	27	60%	6	25%	Campground	194	155	(39)	-25%
24	34	21	9	27%	(4)	-18%	Equestrian	148	111	(37)	-33%
-	-	-	-	0%	-	0%	Bikeworks	3	3	(0)	-8%
18	35	8	17	49%	(10)	-115%	Trails	74	57	(16)	-28%
79	152	183	73	48%	104	57%	The Lodge	1,003	1,226	223	18%
33	97	22	64	66%	(10)	-47%	Summer Food and Bev	255	166	(89)	-53%
50	420	13	370	88%	(37)	-290%	Pizza on the Hill	722	966	244	25%
34	34	9	(0)	-1%	(25)	-263%	Alder Creek Café	399	151	(248)	-164%
<b>647</b>	<b>1,551</b>	<b>596</b>	<b>904</b>	<b>58%</b>	<b>(51)</b>	<b>-9%</b>	<b>Amenities Total</b>	<b>10,772</b>	<b>9,462</b>	<b>(1,310)</b>	<b>-14%</b>
<b>220</b>	<b>354</b>	<b>256</b>	<b>133</b>	<b>38%</b>	<b>35</b>	<b>14%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>2,642</b>	<b>2,158</b>	<b>(484)</b>	<b>-22%</b>
-	-	-	-	0%	-	0%	General	-	-	-	0%
20	38	68	18	48%	48	71%	Administration	394	457	62	14%
4	7	4	4	49%	0	6%	Communications	40	66	27	40%
0	5	0	5	91%	(0)	-165%	Information Tech	16	22	7	29%
12	20	14	8	40%	2	16%	Accounting	187	137	(50)	-36%
-	-	0	-	0%	0	100%	Human Resources	3	67	63	95%
13	24	38	10	44%	25	65%	Architectural Standards	267	217	(50)	-23%
7	12	3	5	39%	(5)	-191%	Member Services	84	42	(42)	-99%
10	18	6	8	44%	(5)	-81%	Risk & Facility Admin	90	76	(14)	-18%
127	195	86	68	35%	(41)	-47%	Forestry	759	473	(286)	-60%
26	34	37	8	22%	11	29%	Maintenance	802	601	(201)	-33%
<b>867</b>	<b>1,904</b>	<b>852</b>	<b>1,037</b>	<b>54%</b>	<b>(16)</b>	<b>-2%</b>	<b>Total Payroll Hours</b>	<b>13,414</b>	<b>11,620</b>	<b>(1,794)</b>	<b>-15%</b>

**Tahoe Donner Association  
Statement of Financial Position**

**Consolidated**

**September 2019**

	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>Assets</b>										
Cash & Investments, Restricted	\$ 339,941	\$ 339,678	\$ 337,615	\$ 320,546	263	0%	2,326	1%	19,395	6%
Cash & Investments, non-Restricted	27,285,953	28,488,306	23,669,418	23,150,977	(1,202,353)	-4%	3,616,535	15%	4,134,975	18%
Cash and Investments total	27,625,893	28,827,984	24,007,033	23,471,523	(1,202,090)	-4%	3,618,860	15%	4,154,370	18%
Member's Dues & Receivables, Net	301,873	313,849	241,528	244,556	(11,976)	-4%	60,344	25%	57,317	23%
Other Receivables	151,025	123,477	259,249	233,439	27,548	22%	(108,224)	-42%	(82,415)	-35%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	253,424	275,843	314,923	260,123	(22,418)	-8%	(61,499)	-20%	(6,699)	-3%
Prepaid Expenses & Other Assets	239,065	328,694	748,910	165,663	(89,629)	-27%	(509,844)	-68%	73,403	44%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(40,739,352)	(40,464,352)	(38,264,352)	(38,094,808)	(275,000)	-1%	(2,475,000)	-6%	(2,644,544)	-7%
NBV of Property & Equipment	39,061,706	39,336,706	41,536,706	38,248,241	(275,000)	-1%	(2,475,000)	-6%	813,465	2%
Construction In Progress	2,151,283	1,912,501	18,147	2,757,092	238,782	12%	2,133,136	11755%	(605,808)	-22%
Net Property and Equipment	41,212,989	41,249,208	41,554,854	41,005,333	(36,218)	0%	(341,864)	-1%	207,657	1%
<b>Total Assets</b>	<b>\$ 69,784,269</b>	<b>\$ 71,119,054</b>	<b>\$ 67,126,497</b>	<b>\$ 65,380,637</b>	<b>(1,334,785)</b>	<b>-2%</b>	<b>2,657,773</b>	<b>4%</b>	<b>4,403,633</b>	<b>7%</b>
<b>Liabilities</b>										
Accounts Payable	\$ 340,630	\$ 372,953	\$ 487,502	\$ 286,211	(32,323)	-9%	(146,873)	-30%	54,419	19%
Accrued Liabilities	1,321,102	1,425,452	1,488,616	1,399,900	(104,350)	-7%	(167,514)	-11%	(78,798)	-6%
Deferred Revenue, Annual Assessment	2,135,445	2,787,445	3,653,015	2,065,769	(652,000)	-23%	(1,517,570)	-42%	69,676	3%
Deferred Revenue, Recreation Fee	486,055	597,830	529,630	413,931	(111,775)	-19%	(43,575)	-8%	72,124	17%
Deferred Revenue, All Other	480,296	518,290	619,597	247,961	(37,993)	-7%	(139,301)	-22%	232,336	94%
Deposits	536,970	540,736	532,931	463,941	(3,766)	-1%	4,039	1%	73,029	16%
<b>Total Liabilities</b>	<b>5,300,497</b>	<b>6,242,705</b>	<b>7,311,291</b>	<b>4,877,712</b>	<b>(942,208)</b>	<b>-15%</b>	<b>(2,010,794)</b>	<b>-28%</b>	<b>422,785</b>	<b>9%</b>
<b>Members' Equity</b>	<b>64,483,772</b>	<b>64,876,349</b>	<b>59,815,205</b>	<b>60,502,924</b>	<b>(392,577)</b>	<b>-1%</b>	<b>4,668,567</b>	<b>8%</b>	<b>3,980,848</b>	<b>7%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 69,784,269</b>	<b>\$ 71,119,054</b>	<b>\$ 67,126,497</b>	<b>\$ 65,380,637</b>	<b>(1,334,785)</b>	<b>-2%</b>	<b>2,657,773</b>	<b>4%</b>	<b>4,403,633</b>	<b>7%</b>
Balance Check	-	-	-	-	-	-	-	-	-	-
Members Equity Per Owner (#6473)	\$ 9,962	\$ 10,023	\$ 9,241	\$ 9,347	(61)	-1%	721	8%	615	7%

**Tahoe Donner Association  
Statement of Financial Position**

**Operating Fund  
September 2019**

TB REF	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <span style="color: green;">Increase</span> <span style="color: red;">(Decrease)</span>							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
<b>Assets</b>												
	Cash & Investments, Restricted	2	\$ 339,941	\$ 339,678	\$ 337,615	\$ 320,546	263	0%	2,326	1%	19,395	6%
	Cash & Investments, non-Restricted	1	5,505,777	6,734,038	5,619,298	5,278,569	(1,228,261)	-18%	(113,520)	-2%	227,208	4%
	Cash and Investments total		5,845,718	7,073,716	5,956,913	5,599,115	(1,227,998)	-17%	(111,195)	-2%	246,603	4%
	Member's Dues & Receivables, Net	3	301,158	313,134	240,813	243,841	(11,976)	-4%	60,344	25%	57,317	24%
	Other Receivables	4	81,022	60,550	165,962	140,929	20,473	34%	(84,939)	-51%	(59,907)	-43%
	Due From (To) Other Funds	5	1,491,269	1,109,454	130,684	789,785	381,815	34%	1,360,585	1041%	701,484	89%
	Inventory	6	253,424	275,843	314,923	260,123	(22,418)	-8%	(61,499)	-20%	(6,699)	-3%
	Prepaid Expenses & Other Assets	7	239,051	327,425	748,910	165,663	(88,373)	-27%	(509,858)	-68%	73,389	44%
	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%
	<b>Total Assets</b>		<b>\$ 8,211,643</b>	<b>\$ 9,160,121</b>	<b>\$ 7,558,205</b>	<b>\$ 7,199,456</b>	<b>(948,478)</b>	<b>-10%</b>	<b>653,438</b>	<b>9%</b>	<b>1,012,187</b>	<b>14%</b>
<b>Liabilities</b>												
	Accounts Payable	11	\$ 304,246	\$ 343,580	\$ 315,280	\$ 286,211	(39,334)	-11%	(11,035)	-3%	18,035	6%
	Accrued Liabilities	12	1,291,749	1,397,850	1,475,017	1,380,320	(106,101)	-8%	(183,268)	-12%	(88,571)	-6%
	Deferred Revenue, Annual Assessment	13	2,135,445	2,787,445	1,643,857	2,065,769	(652,000)	-23%	491,588	30%	69,676	3%
	Deferred Revenue, Recreation Fee	14	486,055	597,830	529,630	413,931	(111,775)	-19%	(43,575)	-8%	72,124	17%
	Deferred Revenue, All Other	15	480,296	518,290	619,597	247,961	(37,993)	-7%	(139,301)	-22%	232,336	94%
	Deposits	16	536,970	540,736	532,931	463,941	(3,766)	-1%	4,039	1%	73,029	16%
	<b>Total Liabilities</b>		<b>5,234,760</b>	<b>6,185,730</b>	<b>5,116,312</b>	<b>4,858,132</b>	<b>(950,970)</b>	<b>-15%</b>	<b>118,449</b>	<b>2%</b>	<b>376,628</b>	<b>8%</b>
	<b>Members' Equity</b>	17	<b>2,976,883</b>	<b>2,974,391</b>	<b>2,441,893</b>	<b>2,341,324</b>	<b>2,492</b>	<b>0%</b>	<b>534,989</b>	<b>22%</b>	<b>635,559</b>	<b>27%</b>
	<b>Total Liabilities and Members' Equity</b>		<b>\$ 8,211,643</b>	<b>\$ 9,160,121</b>	<b>\$ 7,558,205</b>	<b>\$ 7,199,456</b>	<b>(948,478)</b>	<b>-10%</b>	<b>653,438</b>	<b>9%</b>	<b>1,012,187</b>	<b>14%</b>
	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		1,555,383	1,552,891	1,341,893	1,241,324	2,492	0%	213,489	16%	314,059	25%

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

Operating Fund - Members' Equity Recon:			
YTD NOR results Favorable (Unfavorable)	534,989	F06.2	
Annual Assessment revenue variance to Budget	-		
Members' Equity Transfers In (Out)	-	< GPC CFP Forecast has \$1.0m OUT	
<b>Net Change in Members Equity</b>	<b>534,989</b>	<b>(A)</b>	<b>toDVF</b>

**Tahoe Donner Association**  
**Statement of Financial Position**  
**Replacement Reserve Fund**  
**September 2019**

	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
<b>Assets</b>												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	13,745,732	13,727,954	11,879,903	12,123,240	17,778	0%	1,865,829	16%	1,622,492	13%	1,622,492	13%
Cash and Investments total	13,745,732	13,727,954	11,879,903	12,123,240	17,778	0%	1,865,829	16%	1,622,492	13%	1,622,492	13%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	31,079	28,717	68,988	70,464	2,362	8%	(37,909)	-55%	(39,385)	-56%	(39,385)	-56%
Due From (To) Other Funds	(671,379)	(356,822)	(23,640)	(705,852)	(314,557)	-88%	(647,739)	-2740%	34,473	5%	34,473	5%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	14	1,269	(0)	0	(1,256)	-99%	14	#####	14	#####	14	#####
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
<b>Total Assets</b>	<b>\$ 13,105,446</b>	<b>\$ 13,401,119</b>	<b>\$ 11,925,251</b>	<b>\$ 11,487,851</b>	<b>(295,673)</b>	<b>-2%</b>	<b>1,180,195</b>	<b>10%</b>	<b>1,617,594</b>	<b>14%</b>	<b>1,617,594</b>	<b>14%</b>
<b>Liabilities</b>												
Accounts Payable	\$ 27,066	\$ 22,159	\$ 162,533	\$ (0)	4,908	22%	(135,467)	-83%	27,066	#####	27,066	#####
Accrued Liabilities	20,957	19,790	10,454	13,922	1,167	6%	10,503	100%	7,035	51%	7,035	51%
Deferred Revenue, Annual Assessment	-	-	1,351,616	-	-	0%	(1,351,616)	-100%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
<b>Total Liabilities</b>	<b>48,023</b>	<b>41,949</b>	<b>1,524,603</b>	<b>13,922</b>	<b>6,075</b>	<b>14%</b>	<b>(1,476,579)</b>	<b>-97%</b>	<b>34,101</b>	<b>245%</b>	<b>34,101</b>	<b>245%</b>
<b>Members' Equity</b>	<b>13,057,422</b>	<b>13,359,170</b>	<b>10,400,648</b>	<b>11,473,929</b>	<b>(301,747)</b>	<b>-2%</b>	<b>2,656,774</b>	<b>26%</b>	<b>1,583,493</b>	<b>14%</b>	<b>1,583,493</b>	<b>14%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 13,105,446</b>	<b>\$ 13,401,119</b>	<b>\$ 11,925,251</b>	<b>\$ 11,487,851</b>	<b>(295,673)</b>	<b>-2%</b>	<b>1,180,195</b>	<b>10%</b>	<b>1,617,594</b>	<b>14%</b>	<b>1,617,594</b>	<b>14%</b>
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	2,656,774 F14
Members' Equity Transfers In (Out)	(A)
Net Change in Members Equity	<b>2,656,774 (A)</b>

**Financial Position (Balance Sheet)**  
**REPLACEMENT RESERVE FUND**

**Tahoe Donner Association**  
**Statement of Financial Position**  
**Development Fund**  
**September 2019**

	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>Assets</b>										
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	7,656,902	7,648,811	5,991,735	5,552,773	8,091	0%	1,665,167	28%	2,104,129	38%
Cash and Investments total	7,656,902	7,648,811	5,991,735	5,552,773	8,091	0%	1,665,167	28%	2,104,129	38%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%
Other Receivables	37,782	33,382	23,535	21,660	4,400	13%	14,247	61%	16,121	74%
Due From (To) Other Funds	(653,330)	(584,178)	(77,349)	(65,287)	(69,152)	-12%	(575,981)	-745%	(588,043)	-901%
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%
<b>Total Assets</b>	<b>\$ 7,042,068</b>	<b>\$ 7,098,729</b>	<b>\$ 5,938,635</b>	<b>\$ 5,509,861</b>	<b>(56,661)</b>	<b>-1%</b>	<b>1,103,433</b>	<b>19%</b>	<b>1,532,207</b>	<b>28%</b>
<b>Liabilities</b>										
Accounts Payable	\$ 9,318	\$ 7,214	\$ 9,689	\$ (0)	2,103	29%	(372)	-4%	9,318	#####
Accrued Liabilities	8,396	7,812	3,145	5,658	584	7%	5,251	167%	2,738	48%
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%
<b>Total Liabilities</b>	<b>17,714</b>	<b>15,026</b>	<b>633,847</b>	<b>5,658</b>	<b>2,687</b>	<b>18%</b>	<b>(616,133)</b>	<b>-97%</b>	<b>12,056</b>	<b>213%</b>
<b>Members' Equity</b>	<b>7,024,355</b>	<b>7,083,703</b>	<b>5,304,789</b>	<b>5,504,203</b>	<b>(59,348)</b>	<b>-1%</b>	<b>1,719,566</b>	<b>32%</b>	<b>1,520,152</b>	<b>28%</b>
							<b>(A)</b>			
<b>Total Liabilities and Members' Equity</b>	<b>\$ 7,042,068</b>	<b>\$ 7,098,729</b>	<b>\$ 5,938,635</b>	<b>\$ 5,509,861</b>	<b>(56,661)</b>	<b>-1%</b>	<b>1,103,433</b>	<b>19%</b>	<b>1,532,207</b>	<b>28%</b>
Balance Check	-	-	-	-						

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

Development Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	1,719,566 <b>F14</b>
Members' Equity Transfers In (Out)	- <b>&lt; GPC's CFP Forecast has \$1.0m IN</b>
Net Change in Members Equity	<b>1,719,566 (A)</b>

**Tahoe Donner Association**  
**Statement of Financial Position**  
**New Equipment Fund**  
**September 2019**

	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
<b>Assets</b>												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	377,542	377,503	178,482	196,396	38	0%	199,060	112%	181,146	92%	181,146	92%
Cash and Investments total	377,542	377,503	178,482	196,396	38	0%	199,060	112%	181,146	92%	181,146	92%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	1,141	828	765	386	313	38%	377	49%	755	196%	755	196%
Due From (To) Other Funds	(166,560)	(168,455)	(29,695)	(18,645)	1,895	1%	(136,865)	-461%	(147,915)	-793%	(147,915)	-793%
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%
<b>Total Assets</b>	<b>\$ 212,123</b>	<b>\$ 209,876</b>	<b>\$ 149,551</b>	<b>\$ 178,137</b>	<b>2,246</b>	<b>1%</b>	<b>62,571</b>	<b>42%</b>	<b>33,986</b>	<b>19%</b>	<b>33,986</b>	<b>19%</b>
<b>Liabilities</b>												
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%
<b>Total Liabilities</b>	<b>-</b>	<b>-</b>	<b>36,530</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>(36,530)</b>	<b>-100%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
<b>Members' Equity</b>	<b>212,123</b>	<b>209,876</b>	<b>113,021</b>	<b>178,137</b>	<b>2,246</b>	<b>1%</b>	<b>99,102</b>	<b>88%</b>	<b>33,986</b>	<b>19%</b>	<b>33,986</b>	<b>19%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 212,123</b>	<b>\$ 209,876</b>	<b>\$ 149,551</b>	<b>\$ 178,137</b>	<b>2,246</b>	<b>1%</b>	<b>62,571</b>	<b>42%</b>	<b>33,986</b>	<b>19%</b>	<b>33,986</b>	<b>19%</b>
Balance Check	-	-	-	-								

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

**Tahoe Donner Association  
Statement of Financial Position**

**Property Fund**

**September 2019**

	Current Month as of Sep 30, 2019	Last Month as of Aug 31, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Sep 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>Assets</b>										
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	(40,739,352)	(40,464,352)	(38,264,352)	(38,094,808)	(275,000)	-1%	(2,475,000)	-6%	(2,644,544)	-7%
NBV of Property & Equipment	39,061,706	39,336,706	41,536,706	38,248,241	(275,000)	-1%	(2,475,000)	-6%	813,465	2%
Construction In Progress	2,151,283	1,912,501	18,147	2,757,092	238,782	12%	2,133,136	11755%	(605,808)	-22%
Net Property and Equipment	41,212,989	41,249,208	41,554,854	41,005,333	(36,218)	0%	(341,864)	-1%	207,657	1%
<b>Total Assets</b>	<b>\$ 41,212,989</b>	<b>\$ 41,249,208</b>	<b>\$ 41,554,854</b>	<b>\$ 41,005,333</b>	<b>(36,218)</b>	<b>0%</b>	<b>(341,864)</b>	<b>-1%</b>	<b>207,657</b>	<b>1%</b>
<b>Liabilities</b>										
<b>Total Liabilities</b>	-	-	-	-	-	0%	-	0%	-	0%
<b>Members' Equity</b>	41,212,989	41,249,208	41,554,854	41,005,333	(36,218)	0%	(341,864)	-1%	207,657	1%
<b>Total Liabilities and Members' Equity</b>	<b>\$ 41,212,989</b>	<b>\$ 41,249,208</b>	<b>\$ 41,554,854</b>	<b>\$ 41,005,333</b>	<b>(36,218)</b>	<b>0%</b>	<b>(341,864)</b>	<b>-1%</b>	<b>207,657</b>	<b>1%</b>
Balance Check	-	-	-	-	-		-		-	
Depreciation Expense YTD	2,475,000	2,200,000	3,284,225	2,430,900	275,000	13%	(809,225)	-25%	44,100	2%
Retirement/disposal of Fixed Assets	-	-	-	-	-		-		-	
AD removal YTD	-	-	-	-	-		-		-	
Net Change in Accum Deprec YTD	2,475,000	-	-	-	-		-		-	

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

**Tahoe Donner Association**  
**Cash and Investments Summary Report**  
**Report for September 2019**

	<i>last year end - audited</i>		<b>Q1</b>		<b>Q2</b>			
	<b>12/31/2018</b>		<b>3/31/2019</b>		<b>6/30/2019</b>		<b>8/31/2019</b>	<b>9/30/2019</b>
<b>Consolidated TDA Total</b>	<b>24,007,033</b>	100%	<b>32,714,206</b>	100%	<b>30,571,476</b>		<b>28,827,984</b>	<b>27,625,893</b>
Cash/Money Market	1,786,473	7%	2,684,285	8%	3,198,304		7,701,165	3,797,009
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197		629,197	1,379,197
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	19,541,778		14,300,737	16,549,443
Bonds, Corporate	3,552,534	15%	3,558,330	11%	3,533,936		3,528,098	3,231,195
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		339,678	339,941
<b>Operating Fund (O)</b>	<b>5,956,913</b>	100%	<b>9,970,547</b>	100%	<b>7,728,336</b>		<b>7,073,716</b>	<b>5,845,718</b>
Cash/Money Market	1,504,482	25%	1,669,072	17%	1,600,359		2,915,312	2,188,112
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		3,689,529	3,188,469
Bonds, Corporate	-	0%	-	0%	-		-	-
Bonds, Municipals	-	0%	-	0%	-		-	-
Restricted Other	337,615	6%	338,405	3%	339,152		339,678	339,941
<b>Replacement Reserve Fund (R)</b>	<b>11,879,903</b>	100%	<b>14,801,083</b>	100%	<b>14,861,397</b>		<b>13,727,954</b>	<b>13,745,732</b>
Cash/Money Market	141,863	1%	872,107	6%	969,807		2,282,194	1,469,518
Certificates of Deposit	1,750,000	15%	1,250,000	8%	1,250,000		250,000	1,000,000
US Treasuries/GovOblig	6,631,359	56%	9,313,739	63%	9,232,577		7,792,584	8,169,941
Bonds, Corporate	1,806,952	15%	1,812,748	12%	1,838,804		1,832,966	1,536,063
Bonds, Municipals	1,549,729	13%	1,552,489	10%	1,570,210		1,570,210	1,570,210
<b>Development Fund (D)</b>	<b>5,991,735</b>	100%	<b>7,568,332</b>	100%	<b>7,606,619</b>		<b>7,648,811</b>	<b>7,656,902</b>
Cash/Money Market	111,058	2%	115,645	2%	599,017		2,274,521	107,014
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		2,670,259	4,845,857
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
<b>New Equipment Fund (N)</b>	<b>178,482</b>	100%	<b>374,244</b>	100%	<b>375,124</b>		<b>377,503</b>	<b>377,542</b>
Cash/Money Market	29,070	16%	27,462	7%	29,121		229,138	32,365
Certificates of Deposit	-	0%	-	0%	-		-	-
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003		148,365	345,177

<b>CASH FLOW RECON</b>		
<b>\$ Thousands</b>		
	<b>Month</b>	<b>YTD</b>
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)
<i>AA 3rows subtotal</i>	<i>10</i>	<i>8,994</i>
All other changes, net	(92)	(994)
Net Change in Cash and Investments	\$ (1,202)	\$ 3,619

**Cash & Investments - Current Balance Flow Thru:**

Current Month End Balance	27,626
OPF NOR Loss (remaining Mths @ Bdg)	(2,135)
RRF Spend 2019 forecast to go	(1,639)
NEF Spend 2019 forecast to go	(90)
DVF Spend 2019 forecast to go	(804)
All other cash flow, net working capital	(2,264)
<b>Raw Ending Balance *</b>	<b>20,694</b>

**Distribution of Raw Ending Balance:**

YE Forecasted Members Equity, RRF	11,400
YE Forecasted Members Equity, NEF	120
YE Forecasted Members Equity, DVF	6,200
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 **20,694**

(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
	<b>AVG ME BALANCE</b>		<b>INT INCOME</b>		<b>Earnings %</b>		<b>Earnings %</b>	
OP Fund	7,197,067	7,939,369	63,971	100,658	1.2%	1.7%	1.3%	1.1%
RR Fund	13,232,943	14,085,770	156,513	221,934	1.6%	2.1%	2.1%	1.6%
DEV Fund	5,413,004	7,280,857	59,109	129,414	1.5%	2.4%	2.1%	2.0%
NE Fund	229,839	336,012	2,539	5,436	1.5%	2.2%	1.6%	1.1%
Combined Totals	26,072,853	29,642,009	282,131	457,443	1.4%	2.1%	1.9%	1.6%

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> <b>8/31/2019</b>	18,881,092	5,198,499	3,161,552	-	129,197	1,015,508	56,278	261,637	83,051	41,170	<b>28,827,984</b>
Transfers IN (Out)	-	(1,000,000)	-	-	-	1,000,000	-	-	-	-	-
All other Activities	21,755	4,786	3,623	-	-	(1,242,060)	3	3	250	9,550	<b>(1,202,090)</b>
<i>current month</i> <b>9/30/2019</b>	18,902,847	4,203,285	3,165,174	-	129,197	773,448	56,281	261,640	83,301	50,720	<b>27,625,893</b>

**Replacement Reserve Fund**

	Stifel	WFBkr	EatonCB	EatonMB	Total
<b>8/31/2019</b>	7,211,531	3,354,871	1,562,841	1,598,710	13,727,954
Transfers IN (Out)					-
All other Activities	12,370	1,785	2,946	676	17,778
<b>9/30/2019</b>	7,223,901	3,356,656	1,565,788	1,599,387	13,745,732

**Development Fund**

	Stifel
<b>8/31/2019</b>	7,648,811
All other Activities	8,091
<b>9/30/2019</b>	7,656,902

**New Equipment Fund**

	Stifel
<b>8/31/2019</b>	377,503
All other Activities	38
<b>9/30/2019</b>	377,542

**Operating Fund**

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
<b>8/31/2019</b>	3,643,247	1,843,628	-	129,197	1,015,508	56,278	5,010	256,627	83,051	41,170	7,073,716
Transfers IN (Out)		(1,000,000)			1,000,000						-
All other Activities	1,256	3,000	-	-	(1,242,060)	3	(10)	13	250	9,550	(1,227,998)
<b>9/30/2019</b>	3,644,503	846,628	-	129,197	773,448	56,281	5,000	256,640	83,301	50,720	5,845,718

see next page for Maturities by Fund

		Yield To Maturity	ALL FUNDS - Maturity Values by # of Months from 09/30/2019											TOTAL
FUND	Investment Category Investment Description		0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	0	
			1	2	3	6	12	24	36	48	60	72	72	
ALL FUNDS	<b>cash/mm</b> cash and money market funds	0.5%	2,911,560	-	-	-	-	-	-	-	-	-	2,911,560	11%
ALL FUNDS	<b>UST</b> US Treasuries	1.9%	5,100,000	1,400,000	2,500,000	4,200,000	3,500,000	-	-	-	-	-	16,700,000	63%
ALL FUNDS	<b>CD</b> Bank Certificates of Deposit	2.0%	-	250,000	-	-	383,166	-	750,000	-	-	-	1,383,166	5%
ALL FUNDS	<b>Bonds-M</b> Municipal Bonds	2.4%	-	-	-	-	225,000	410,000	735,000	655,000	135,000	-	2,160,000	8%
ALL FUNDS	<b>Bonds-C</b> Corporate Bonds	2.8%	-	-	-	281,000	500,000	608,000	437,000	956,000	415,000	30,000	3,227,000	12%
	<b>11.6 WghtAvg Maturity in Months</b>	1.9%	8,011,560	1,650,000	2,500,000	4,481,000	4,608,166	1,018,000	1,922,000	1,611,000	550,000	30,000	26,381,726	100%
	Wght Avg Yield by Maturity Range	1.9%	30%	6%	9%	17%	17%	4%	7%	6%	2%	0%	100%	
			1.3%	2.4%	1.8%	2.0%	1.9%	2.4%	2.3%	2.9%	3.0%	2.6%		

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 September 30, 2019

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 09/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
RRF	cash/mm	cash and money market funds	0.5%	1,469,518	-	-	-	-	-	-	-	-	-	1,469,518	11%
RRF	UST	US Treasuries	1.9%	2,700,000	1,250,000	500,000	2,500,000	1,300,000	-	-	-	-	-	8,250,000	60%
RRF	CD	Bank Certificates of Deposit	2.1%	-	-	-	-	250,000	-	750,000	-	-	-	1,000,000	7%
RRF	Bonds-M	Municipal Bonds	2.0%	-	-	-	-	225,000	260,000	495,000	345,000	85,000	-	1,410,000	10%
RRF	Bonds-C	Corporate Bonds	2.7%	-	-	-	31,000	-	283,000	362,000	481,000	340,000	30,000	1,527,000	11%
			1.9%	4,169,518	1,250,000	500,000	2,531,000	1,775,000	543,000	1,607,000	826,000	425,000	30,000	13,656,518	100%
	13.4	WghtAvg Maturity in Months		31%	9%	4%	19%	13%	4%	12%	6%	3%	0%	100%	
		Wght Avg Yield by Maturity Range	1.9%	1.3%	2.5%	1.7%	1.8%	1.9%	2.1%	2.1%	2.7%	3.0%	2.6%		

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 09/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
DVF	cash/mm	cash and money market funds	0.5%	107,014	-	-	-	-	-	-	-	-	-	107,014	1%
DVF	UST	US Treasuries	1.9%	1,000,000	-	1,200,000	1,700,000	1,000,000	-	-	-	-	-	4,900,000	64%
DVF	CD	Bank Certificates of Deposit	1.8%	-	250,000	-	-	-	-	-	-	-	-	250,000	3%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	150,000	240,000	310,000	50,000	-	750,000	10%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	250,000	500,000	325,000	75,000	475,000	75,000	-	1,700,000	22%
			2.2%	1,107,014	250,000	1,200,000	1,950,000	1,500,000	475,000	315,000	785,000	125,000	-	7,707,014	100%
	13.3	WghtAvg Maturity in Months		14%	3%	16%	25%	19%	6%	4%	10%	2%	0%	100%	
		Wght Avg Yield by Maturity Range	2.2%	1.7%	1.8%	1.9%	2.2%	2.0%	2.8%	3.0%	3.1%	3.2%	0.0%		

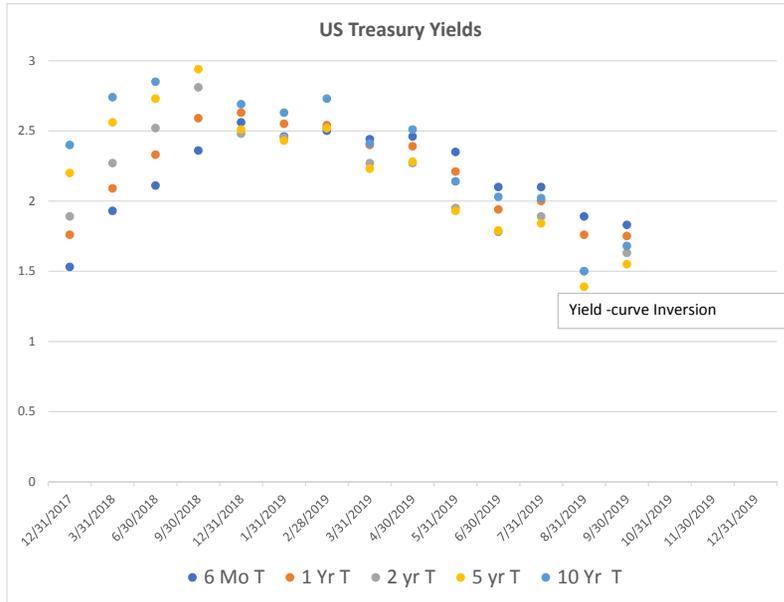
New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 09/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	32,365	-	-	-	-	-	-	-	-	-	32,365	8%
NEF	UST	US Treasuries	1.9%	-	150,000	-	-	200,000	-	-	-	-	-	350,000	92%
NEF	CD	Bank Certificates of Deposit	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.8%	32,365	150,000	-	-	200,000	-	-	-	-	-	382,365	100%
	7.1	WghtAvg Maturity in Months		8%	39%	0%	0%	52%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.8%	0.5%	2.2%	0.0%	0.0%	1.7%	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 09/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
OPF	cash/mm	cash and money market funds	0.5%	1,302,663	-	-	-	-	-	-	-	-	-	1,302,663	28%
OPF	UST	US Treasuries	1.7%	1,400,000	-	800,000	-	1,000,000	-	-	-	-	-	3,200,000	69%
OPF	CD	Bank Certificates of Deposit	2.3%	-	-	-	-	133,166	-	-	-	-	-	133,166	3%
OPF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
OPF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.4%	2,702,663	-	800,000	-	1,133,166	-	-	-	-	-	4,635,829	100%
	4.0	WghtAvg Maturity in Months		58%	0%	17%	0%	24%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.4%	1.2%	0.0%	1.7%	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.



Kiplinger's - as of 10/11/2019

<b>GDP</b>	2019 growth will be 2.3%; 1.8% in 2020 <a href="#">More »</a>
<b>JOBS</b>	Job gains of about 170,000 per month in '19 <a href="#">More »</a>
<b>INTEREST RATES</b>	10-year T-notes staying around 2% until trade war ends <a href="#">More »</a>
<b>INFLATION</b>	2.3% in '19, up from 1.9% in '18 <a href="#">More »</a>
<b>BUSINESS SPENDING</b>	Up just 2% in '19 amid uncertainty of trade war <a href="#">More »</a>
<b>ENERGY</b>	Crude trading from \$50 to \$55 per barrel in December <a href="#">More »</a>
<b>HOUSING</b>	5.35 million existing-home sales, down 1.1% in '19 <a href="#">More »</a>
<b>RETAIL SALES</b>	Growing 4.3% in '19 (excluding gas and autos) <a href="#">More »</a>
<b>TRADE DEFICIT</b>	Widening 7%-8% in '19 <a href="#">More »</a>

Source: Vanguard 10/11/2019

New Issue CDs	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	1.85%	1.85%	1.85%	1.80%	1.80%	1.80%	1.90%	1.90%	1.95%	—	2.00%

Bonds	Yield									
	1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year		
Treasuries	1.73%	1.68%	1.61%	1.59%	1.66%	1.75%	2.16%	2.23%		
Agencies	1.77%	1.95%	1.97%	2.26%	2.42%	2.70%	3.04%	2.79%		
Municipals highest grade	1.24%	1.28%	1.76%	1.68%	1.85%	2.17%	2.77%	2.65%		
Municipals high grade	1.43%	1.83%	1.56%	2.65%	2.76%	2.83%	2.86%	3.12%		
Municipals upper-medium grade	1.41%	1.43%	1.60%	2.33%	2.35%	2.53%	3.00%	3.23%		
Municipals investment grade	1.35%	1.58%	2.25%	2.45%	3.00%	2.90%	3.50%	3.48%		
Corporates highest grade	1.81%	1.78%	1.73%	1.87%	2.16%	2.40%	3.02%	2.97%		
Corporates high grade	1.94%	1.93%	2.04%	2.13%	2.35%	2.43%	3.23%	3.32%		
Corporates upper-medium grade	2.02%	2.19%	2.26%	2.50%	2.94%	3.49%	4.12%	4.08%		
Corporates investment grade	2.71%	3.18%	4.08%	3.92%	5.78%	6.58%	6.96%	6.97%		



**On 7/21/2019, Fed Rate lowered .25 from 2.50% to 2.25%.  
 On 9/18/2019, Fed Rate lowered .25 from 2.25% to 2.00%.**

CA Avg, Reg Unleaded (\$)						Current Month Change to		
9/30/2018	12/31/2018	3/31/2019	7/31/2019	8/31/2019	9/30/2019	LTM	PYE	Last Mth
\$ 3.52	\$ 3.29	\$ 3.27	\$ 3.60	\$ 3.48	\$ 3.61	\$ 0.09	\$ 0.32	\$ 0.13
(S) source = average for month - regular						3%	10%	4%

[https://www.eia.gov/dnav/pet/pet\\_pri\\_gnd\\_dcus\\_sca\\_m.htm](https://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_m.htm)

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

Unemployment, USA	3.5% / 3.7% / 3.7%	< USA Sep19/Aug19/Sep18
Unemployment, CA	4.1% / 4.1% / 4.1%	< CA Aug19/Jul19/Aug18

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

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Jul 31, 2019	Aug 31, 2019	Sep 30, 2019	Sep 30, 2018	Dec 31, 2018
<b>Total, ALL</b>	<b>300,094</b>	<b>275,741</b>	<b>253,323</b>	<b>260,022</b>	<b>314,822</b>
subtotal <b>Food and Beverage accounts (F&amp;B)</b>	132,561	122,288	98,500	96,718	119,438
subtotal <b>Retail Merchandise accounts</b>	167,533	153,453	154,823	163,303	195,383
subtotal <b>The Lodge F&amp;B accounts</b>	76,502	73,477	63,624	57,335	64,590
<b>Inventory Account</b>					
11412 Inv Retail Trout Creek	13,384	14,348	11,422	14,276	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	17,210	16,109	15,690	14,555	13,510
11415 Inv Retail Bikeworks	25,126	20,771	19,818	24,104	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	400	140	210	200	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	27,216	28,397	46,281
11423 Inv Retail Snowplay	0	0	0	26	370
11424 Inv Retail Golf Pro Shop	40,418	36,600	29,247	35,344	30,915
11425 Inv Retail Tennis	13,303	10,465	9,047	5,851	6,801
11426 Inv Retail Marina	1,251	644	859	539	514
11427 Inv Retail Equestrian	8,806	7,424	6,446	2,248	2,379
11428 Inv Retail Recreation	445	359	(4)	132	158
11429 Inv Retail Golf Special Order	4,509	3,913	1,613	-	-
11611 Inv DHS Food Meat	616	1,216	2,317	814	2,340
11612 Inv DHS Food Seafood	4	4	42	97	241
11613 Inv DHS Food Produce	0	0	0	35	290
11614 Inv DHS Food Dairy	(4)	(4)	171	372	983
11615 Inv DHS Food NABev	929	929	929	1,041	2,745
11616 Inv DHS Food Other	1,099	1,099	1,814	2,324	8,518
11617 Inv DHS Bev Beer	204	204	204	841	1,191
11618 Inv DHS Bev Liquor	7,455	7,510	7,510	6,797	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	1,790	1,962	1,441	1,231	1,239
11632 Inv ACAC Food Seafood	124	153	284	157	518
11633 Inv ACAC Food Produce	723	766	454	448	1,306
11634 Inv ACAC Food Dairy	616	556	447	694	667
11635 Inv ACAC Food NABev	950	828	660	700	672
11636 Inv ACAC Food Other	3,338	2,982	3,136	2,705	4,621
11637 Inv ACAC Bev Beer	1,185	1,067	747	1,209	1,232
11639 Inv ACAC Bev Wine	2,358	2,076	2,235	1,404	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Jul 31, 2019	Aug 31, 2019	Sep 30, 2019	Sep 30, 2018	Dec 31, 2018
11641 Inv Marina Food Meat	2,195	1,226	-	-	-
11642 Inv Marina Food Seafood	202	38	-	70	0
11643 Inv Marina Food Produce	266	134	-	25	(0)
11644 Inv Marina Food Dairy	451	212	12	16	(0)
11645 Inv Marina Food NABev	1,640	903	839	446	0
11646 Inv Marina Food Other	3,662	1,944	760	1,178	346
11647 Inv Marina Bev Beer	948	747	325	117	0
11648 Inv Marina Bev Liquor	2,526	1,294	940	872	524
11649 Inv Marina Bev Wine	175	88	23	331	328
11661 Inv Pizza Food Meat	2,047	2,047	878	798	2,057
11663 Inv Pizza Food Produce	632	332	0	396	642
11664 Inv Pizza Food Dairy	1,370	691	289	1,480	1,481
11665 Inv Pizza Food NABev	660	799	704	1,270	1,123
11666 Inv Pizza Food Other	5,035	6,691	2,741	3,277	4,169
11667 Inv Pizza Bev Beer	2,170	1,094	-	1,380	1,671
11669 Inv Pizza Bev Wine	2,315	1,091	856	2,154	2,984
11671 Inv SMRFaB Food Meat	1,126	1,103	202	502	185
11672 Inv SMRFaB Food Seafood	110	66	-	45	0
11673 Inv SMRFaB Food Produce	179	165	0	46	-
11674 Inv SMRFaB Food Dairy	284	268	140	133	100
11675 Inv SMRFaB Food NABev	649	639	145	555	93
11676 Inv SMRFaB Food Other	1,745	1,381	646	736	226
11677 Inv SMRFaB Bev Beer	906	891	163	591	(0)
11678 Inv SMRFaB Bev Liquor	863	711	252	455	-
11679 Inv SMRFaB Bev Wine	102	461	285	6	(0)
11681 Inv Lodge Food Meat	4,160	4,490	3,529	2,018	5,766
11682 Inv Lodge Food Seafood	1,444	2,086	884	515	3,004
11683 Inv Lodge Food Produce	2,651	2,024	1,165	1,482	1,895
11684 Inv Lodge Food Dairy	2,029	1,725	1,548	1,632	1,636
11685 Inv Lodge Food NABev	988	942	729	953	972
11686 Inv Lodge Food Other	7,025	6,575	5,840	6,611	6,124
11687 Inv Lodge Bev Beer	2,416	1,839	3,643	2,668	2,672
11688 Inv Lodge Bev Liquor	20,953	18,322	19,377	19,111	17,282
11689 Inv Lodge Bev Wine	34,835	35,473	26,909	22,345	25,239
11695 Inventory-Tennis Beverage	172	177	120	200	28
11696 Inventory-Tennis Food	72	102	-	-	-
11411 Inv Transfer	-	-	-	-	-

# TAHOE DONNER ASSOCIATION

## Capital Funds Summary

For the Nine Months Ending September 30, 2019

	9-months YTD	12-months		12-months w/Actual FBCF		
	2019 YTD Actual	2019 Budget	YTD Actual vs Budget	2019 FORECAST	Forecast vs Budget	
<b>REPLACEMENT RESERVE FUND (902)</b>						
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	221,934	172,000	49,934	250,000	78,000	45%
SALVAGE RECEIPTS	36,085	30,000	6,085	30,000	-	0%
INCOME TAX EXPENSE	(10,503)	(14,000)	3,497	(22,000)	(8,000)	57%
BAD DEBT EXPENSE	(4,000)	(12,000)	8,000	(12,000)	-	0%
ALLOCATED OVERHEAD	(56,581)	(77,000)	20,419	(77,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(1,561,432)	(3,721,000)	2,159,568	(2,626,351)	F 1,094,649	-29%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(629,729)	(1,319,000)	689,271	(1,204,297)	114,703	-9%
<b>Replacement Reserve Fund Balance</b>	<b>\$ 13,057,422</b>	<b>\$ 9,620,000</b>	<b>\$ 3,437,422</b>	<b>\$ 11,400,000</b>	<b>F \$ 1,780,000</b>	<b>19%</b>
<b>NEW EQUIPMENT FUND (905)</b>						
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	5,436	3,000	2,436	3,000	-	0%
INCOME TAX EXPENSE	-	-	-	-	-	na
EXPENDITURES FOR CAPITAL ADDITIONS C	(100,335)	(187,000)	86,665	(190,021)	(3,021)	2%
<b>NM&amp;E Fund Balance</b>	<b>\$ 212,123</b>	<b>\$ 64,000</b>	<b>\$ 148,123</b>	<b>\$ 120,000</b>	<b>\$ 56,000</b>	<b>88%</b>
<b>DEVELOPMENT FUND (903) -</b>						
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	129,414	86,000	43,414	160,000	74,000	86%
INCOME TAX EXPENSE	(5,251)	(7,000)	1,749	(13,000)	(6,000)	86%
BAD DEBT EXPENSE	(1,500)	(5,000)	3,500	(5,000)	-	0%
ALLOCATED OVERHEAD	(89,419)	(120,000)	30,581	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(471,369)	(1,850,000)	1,378,631	(1,274,788)	D 575,212	-31%
MAJOR R&M, PROJECTS & LEASE EXPENSES M	(10,309)	(50,000)	39,691	(20,000)	30,000	-60%
<b>Development Fund Balance</b>	<b>\$ 7,024,354</b>	<b>\$ 5,172,000</b>	<b>\$ 1,852,354</b>	<b>\$ 6,200,000</b>	<b>F \$ 1,028,000</b>	<b>20%</b>
			DHSki Lodge replacement designed savings	\$ 3,870,000	< subject to review	
			All other DVF Projects designed savings	\$ 2,330,000	< subject to review	
<b>Combined CAPITAL FUNDS ACTIVITY - Year to Date</b>						
EXPENDITURES FOR CAPITAL ADDITIONS C	(2,133,136)	(5,758,000)	3,624,864	(4,091,160)	1,666,840	
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(640,038)	(1,369,000)	728,962	(1,224,297)	144,703	
<b>YTD CAPITAL FUNDS TOTAL</b>	<b>(2,773,174)</b>	<b>(7,127,000)</b>	<b>4,353,826</b>	<b>(5,315,458)</b>	<b>1,811,542</b>	

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 2,133,136
Less Capitalized/place in service to Property Fund - PP&E	-
<b>CIP Balance (g/l # 904-16510)</b>	<b>\$ 2,151,283</b>

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 Nine Months Ending September 30, 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)
826,575	2018 projects, net, capital	3,721,000	2,894,425	826,575
(57,235)	2018 projects, net, expense	1,319,000	1,376,235	(57,235)
(221,216)	2018 projects, net, capital, accelerations	-	221,216	(221,216)
(101,484)	2018 projects, net, expense, accelerations	-	101,484	(101,484)
(46,297)	2017 projects, net, capital	-	46,297	(46,297) <b>S</b>
-	2017 projects, net, expense	-	-	-
-	2017 accelerations, capital	-	-	-
-	2017 accelerations, expense	-	-	-
-	2016 projects, net, capital	-	-	-
542,453	projects to carry-over to 2019+, capital	-	(542,453)	542,453
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	-	-	-
<b>S 2018 carryovers, TBD refine for February Reporting, rough estimate currently</b>				
<b>1,780,000</b>	Total, change schedule above			
		Budget	Forecast	diff
<b>1,780,000</b>	Variance of Ending Fund Balance 2019	9,620,000	11,400,000	1,780,000
<i>(0) Reconciliation difference</i>				
<b>Above recons fund balance flux.</b>				

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, Feasability Studies	10,000	10,000	-
-	Direct Payroll Charge	191,000	191,000	-
(66,984)	Land Acquisition, Other Projects, Contingency	59,000	125,984	(66,984)
<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)
<b>Timing between years</b>				
<b>Board Approved in prior years</b>				
-	Bad Debt Expense Forc vs Budget, 2019	(5,000)	(5,000)	-
-	Allocated Overhead Expense Forc vs Budget, 2019	(120,000)	(120,000)	-
74,000	Interest Income Forecast adjustment, 2019	86,000	160,000	74,000
(6,000)	Income Tax Forecast adjustment, 2019	(7,000)	(13,000)	(6,000)
-	other recon / rounding item			
<b>1,028,000</b>	Total, change schedule above			
<i>note - not all DF projects listed above, only this with flux. See next page for full DF spend report.</i>				
		Budget	Forecast	diff
<b>1,028,000</b>	Variance of Ending Fund Balance 2019	5,172,000	6,200,000	1,028,000
<i>- Reconciliation difference</i>				
<b>Above recons fund balance flux.</b>				

**TAHOE DONNER ASSOCIATION**  
**Capital Projection Schedule- Development Fund**

For the Nine Months Ending September 30, 2019  
 201909

	9-months YTD	12-months	12-months		
	2019	2019	2019	Forecast	
	YTD Actual	Budget (B)	FORECAST	vs Budget	
<b>DEVELOPMENT FUND (903) -</b>					
<i>w/Actual FBCF</i>					
2018 YEAR END 12/31/2018, Beginning Balance	\$ 5,304,788	\$ 4,950,000	\$ 5,304,788	\$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular	2,168,000	2,168,000	2,168,000	-	0%
Operating Fund Balance Transfer - IN	-	-	-	-	na
INTEREST INCOME	129,414	86,000	160,000	74,000	86%
INCOME TAX EXPENSE	(5,251)	(7,000)	(13,000)	(6,000)	86%
BAD DEBT EXPENSE	(1,500)	(5,000)	(5,000)	-	0%
ALLOCATED OVERHEAD	(89,419)	(120,000)	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C (471,369)	(1,850,000)	(1,274,788)	575,212	-31%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E (10,309)	(50,000)	(20,000)	30,000	-60%
<b>Development Fund Balance</b>	<b>\$ 7,024,354</b>	<b>\$ 5,172,000</b>	<b>\$ 6,200,000 (F)</b>	<b>\$ 1,028,000</b>	<b>20%</b>

see Blue shade note below

**YEAR 2019 SPEND**

	Project YR	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #
<b>Total, all below</b>		<b>481,678</b>	<b>1,900,000</b>	<b>1,294,788</b>	
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	25,689	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	245,579	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	143,253	191,000	191,000	931-165-267
Land Acquisition, Other Projects, Contingency	2019 C	-	59,000	125,984	
<b>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</b>					
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	1,330	-	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	<b>NEF Fund TL, Capital</b>	<b>240,800</b>	<b>161,322</b>	<b>190,021</b>	<b>(28,700)</b>	<b>100,335</b>	<b>132,246</b>	<b>89,686</b>	<b>12,960</b>
1	2019 NMEF-CAP	240,800	137,600	166,300	(28,700)	92,199	92,199	74,101	12,960
0	2019 NMEF-ADD	-	23,200	23,200	-	7,615	7,615	15,585	-
0	2018 NMEF-CAP	-	522	522	-	522	32,433	-	-
0	2017 NMEF-CAP	-	-	-	-	-	-	-	-
0	2016 NMEF-CAP	-	-	-	-	-	-	-	-

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\$ s
851 010 315	2018 NMEF-CAP	ASO Workstation	ASO	C	12	-	271	271	-	271	2,766	-	-
851 010 294	2018 NMEF-CAP	HVAC for Mezzanine	ASO	C	12	-	251	251	-	251	29,667	-	-
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	-	-	-	-	-	-	-
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	-
951 132 301	2019 NMEF-ADD	Strength Equipment Additional Equip	Trout Creek	C	12	-	14,700	14,700	-	-	-	14,700	-
	2019 NMEF-ADD		Forestry	C	12	-	-	-	-	-	-	-	-
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	1,800	30,460	(28,660)	-	-	30,460	-

:Date Last Modified  
10/10/2019

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Budget 2019 projects  
projects added (via contingency) in 2019  
carry over projects  
carry over projects  
carry over projects

**Notes**

carryover project from py  
carryover project from py

project killed,

BoD approved Yes, Date?

RRF Expenditures - SubSchedule  
 Replacement Reserve Fund

Replacement Reserve		181,002	135,504	316,506	1,561,432	629,729	2,191,161	2,624,050	1,206,598	3,830,648	153	84	237
as VALUE		MONTH - Actual			Year to Date - Actual			Forecast for Year			Count of Projects		
Dept#	by Location	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total
005	General	-	-	-	(1,802)	1,802	-	(27,913)	3,675	(24,238)	1	1	2
010	Administration	12,900	14,168	27,067	16,077	128,832	144,909	27,431	180,726	208,156	5	4	9
010	Northwoods	-	-	-	217,204	18,884	236,088	240,139	16,931	257,070	4	2	6
025	IT	10,098	11,788	21,887	142,157	172,098	314,255	257,335	246,537	503,872	28	23	51
050	Forestry	-	48,193	48,193	87,745	48,193	135,938	117,786	275,248	393,034	5	4	9
051	Trails	14,617	2,678	17,295	36,245	6,113	42,359	121,497	53,547	175,044	7	5	12
060	Marina	640	6,071	6,711	21,729	22,922	44,651	30,572	31,617	62,189	10	7	17
080	Equestrian Center	66	-	66	6,359	-	6,359	15,358	-	15,358	3	-	3
090	Tennis Complex	-	-	-	8,538	10,711	19,249	31,077	13,278	44,356	3	3	6
100	Campground	-	-	-	-	2,322	2,322	-	2,885	2,885	-	1	1
110	Cross Country	-	-	-	46,816	12,703	59,519	115,187	25,405	140,592	11	4	15
125	Golf Complex	-	-	-	-	12,596	12,596	-	13,675	13,675	-	1	1
125	Golf Course	9,388	-	9,388	224,925	34,414	259,339	274,495	34,484	308,979	13	3	16
128	The Lodge	4,473	-	4,473	59,714	63,675	123,389	94,041	79,358	173,399	7	4	11
130	No.Woods Pool-Bldg.	-	-	-	-	-	-	5,438	-	5,438	1	-	1
130	Northwoods Pool	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek OTHER	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek POOLSPA	16,092	2,891	18,983	42,483	2,891	45,375	107,461	5,577	113,038	10	1	11
132	Trout Creek BLDG	100,250	-	100,250	549,974	3,410	553,384	771,369	83,128	854,496	3	3	6
132	Trout Creek FITNESSEQ	-	-	-	-	-	-	78,000	-	78,000	1	-	1
140	Recreation	-	-	-	29,314	-	29,314	29,566	-	29,566	3	-	3
145	Day Camps	-	-	-	-	-	-	-	-	-	-	-	-
150	Pizza	298	-	298	11,958	-	11,958	20,252	-	20,252	5	-	5
151	Bikeworks	-	-	-	21,185	-	21,185	26,187	-	26,187	2	-	2
155	Alder Creek Caf�	-	-	-	564	-	564	7,121	-	7,121	2	-	2
160	General Maintenance	-	-	-	1,330	10,644	11,974	2,036	25,231	27,267	1	4	5
160	Maintenance	8,037	25,750	33,787	8,037	29,540	37,577	33,260	30,834	64,095	5	4	9
160	Vehicle Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
160	Vehicle/Fleet	-	-	-	-	-	-	-	-	-	-	-	-
165	Facilities Administration	-	-	-	-	-	-	-	-	-	-	-	-
170	Summer F&B	-	-	-	-	-	-	-	-	-	-	-	-
210	Chalet House	-	-	-	-	24,013	24,013	-	25,210	25,210	-	3	3
210	Ski Area - Lift Maintenance	4,144	-	4,144	17,211	-	17,211	45,437	-	45,437	5	-	5
210	Ski Area - Vehicle Maintenance	-	-	-	7,136	-	7,136	28,504	15,303	43,806	2	1	3
210	Ski Area Rentl-Rtl	-	-	-	-	-	-	84,428	-	84,428	8	-	8
210	Ski Area-Mtn Ops	-	23,965	23,965	6,532	23,965	30,497	81,864	43,947	125,811	6	6	12
210	Ski-Ops	-	-	-	-	-	-	-	-	-	-	-	-
210	Winter Food-Beverage	-	-	-	-	-	-	-	-	-	-	-	-
216	Snowplay	-	-	-	-	-	-	6,120	-	6,120	2	-	2
999	Various	-	-	-	-	-	-	-	-	-	-	-	-

201909	Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
	Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
	Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

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

by Project Yr/Fund Type

20	2016 RR-CAP					-	-	-	-	-	-	-	-	-	
2	2017 RR-CAP					-	6,867	6,867	-	4,144	11,010	95,636	(4,143)	-	carry-over projects
15	2018 RR-CAP					-	46,297	46,297	-	-	31,297	1,710,861	15,000	-	carry-over projects
3	2018 RR-EXP					-	-	-	-	-	3,781	40,342	(3,781)	-	carry-over projects
0	2018 RR-ACC-CAP					-	-	-	-	-	-	-	-	-	carry-over projects
0	2018 RR-ACC-EXP					-	-	-	-	-	-	-	-	-	carry-over projects
212	2019 RR-CAP					3,721,000	2,388,553	2,351,972	36,581	163,070	1,390,057	1,401,007	961,915	542,453	Budget 2018 projects
108	2019 RR-EXP					1,319,000	1,089,140	1,102,813	(13,673)	117,174	530,749	565,991	572,059	273,421	Budget 2018 projects
11	2019 RR-ACC-CAP					-	208,225	221,216	(12,991)	13,789	129,068	129,068	92,147	-	2018 projects added in 2018
7	2019 RR-ACC-EXP					-	21,506	101,484	(79,978)	18,330	95,198	95,198	6,286	-	2018 projects added in 2018

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

358	Administration					880,499	208,156	208,156	-	27,067	144,909	197,647	63,246	176,163	
2	Alder Creek Cafè					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	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)	66	6,359	6,359	8,999	4,049	
0	Facilities Administration					-	-	-	-	-	-	-	-	-	
9	Forestry					382,264	382,444	393,034	(10,590)	48,193	135,938	187,131	257,096	-	
3	General					1,849	11,849	(24,238)	36,087	-	-	-	(24,238)	-	
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)	9,388	259,339	312,768	49,637	71,513	
1	Golf Complex					13,675	13,675	13,675	-	-	12,596	12,596	1,079	-	
13	Maintenance					101,435	49,117	64,095	(14,978)	33,787	37,577	37,577	26,518	23,325	
20	Marina					109,542	62,029	62,189	(160)	6,711	44,651	44,651	17,538	61,808	
54	IT					480,841	497,222	503,872	(6,650)	21,887	314,255	314,255	189,615	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	-	298	11,958	12,842	8,294	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	125,811	(6,671)	23,965	30,497	109,150	95,314	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	-	4,144	17,211	1,484,240	28,227	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)	4,473	123,389	188,503	50,010	51,405	
23	Trails					348,456	173,208	175,044	(1,837)	17,295	42,359	60,748	132,685	119,439	
54	Trout Creek BLDG					869,002	854,496	854,496	-	100,250	553,384	554,358	301,112	19,016	
15	Trout Creek POOLSPA					193,530	119,497	113,038	6,459	18,983	45,375	45,375	67,664	74,033	
1	Trout Creek FITNESSEQ					-	78,000	78,000	-	-	-	-	78,000	-	
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-
2019 RR Expenditures Total, per 2019 Budget Report	5,040,000		

Project # Category Component Location Type 2019 Plan 2019 BUDG 2019 REVIS 2019 FOREC / 2019 Revised I 2019 MONTH 2019 YTD Act ITD Actual 2019 SPEND `2020+ SPEND Carryover\$s Reset in Study

201909	Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
	Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
	Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers Reset in Study	Notes
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 Roc	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	-	4,144	6,184	47,748	(4,143)	-	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 Impro	Northwoods	C	12	-	215,000	215,000	-	-	206,856	206,856	8,144	-	
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	-	12,900	12,900	12,900	(150)	-	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 Cafe	C	12	5,087	5,087	5,087	-	-	457	457	4,629	-	
921 155 015	2019 RR-CAP	Smallwares / Flatware	Alder Creek Cafe	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 - Suppleme	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	-	-	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	-	66	1,356	1,356	4,461	-	
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 - 7l	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	4,783	(86)	-	4,873	4,873	-	-	
921 125 059	2019 RR-CAP	Mower Walk Bhdn 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 Bhdn 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 Bhdn Grns -1c-	Golf Course	C	12	11,438	11,438	11,438	-	-	11,281	11,281	157	-	
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	-	

201909

Replacement Reserve TL

Capital  
Expense

5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers Reser in Study	Notes
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	-	9,149	39,258	39,258	16,742	-	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	-	26	69,566	69,566	(26)	-	to reclass to Deposit, as a down payment in 2019 for 2
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 - G	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	-	213	4,072	4,072	4,818	-	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	-	1,126	2,361	2,361	1,082	-	
921 025 085	2019 RR-CAP	Workstations- Communics.	IT	C	12	9,596	9,596	9,596	-	2,812	8,264	8,264	1,332	-	
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	-	655	18,079	18,079	18,364	-	
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	-	174	2,876	2,876	511	-	
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	-	4,970	11,482	11,482	7,042	-	
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	Zendesk - Member Services	IT	C	12	11,743	-	-	-	-	-	-	-	300	reclass to E, see E section
921 025 118	2019 RR-CAP	Cell Phones - Supplemental	IT	C	12	3,847	3,847	3,847	-	362	3,604	3,604	243	-	
921 025 284	2019 RR-ACC-CAP	Table Safe EMV Units (10) Lodge	IT	C	12	-	10,000	9,796	204	-	9,796	9,796	-	-	cc processing replacement to become EMV compliant
921 025 295	2019 RR-ACC-CAP	Laptop	IT	C	12	-	2,500	2,500	-	-	1,142	1,142	1,358	-	cc processing replacement to become EMV compliant
921 160 122	2019 RR-CAP	Fuel Tanks	Maintenance	C	12	48,084	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	-	6,235	6,235	6,235	1,736	-	
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	-	1,802	1,802	1,802	9,389	-	
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 reclasss 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	Inflatables - WIBIT	Marina	C	12	2,024	2,024	2,024	-	-	1,514	1,514	511	-	
921 060 139	2019 RR-CAP	Tool Inventory - Marina	Marina	C	12	2,050	2,050	2,050	-	-	1,499	1,499	550	-	
921 060 142	2019 RR-CAP	Marina Beach Repairs	Marina	C	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
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	-	640	6,117	6,117	7,298	-	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	-	

201909	Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
	Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
	Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers/Reset in Study	Notes
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 Sandwich Prp - Large and Smal	Pizza	C	99	3,087	-	-	-	-	-	-	-	3,087	-
921 150 158	2019 RR-CAP	Cold Box Sandwich 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	-	298	696	696	6,896	-	-
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 & Cusl	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 Furniture	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)	863	4,018	4,018	9,177	-	Accelerated to 2019 due to deterioration and popularity
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	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 cycle)	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 cyc	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 Repair	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 - Refri	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 Banquet	The Lodge	C	12	5,649	5,649	5,649	-	-	2,789	2,789	2,859	-	-
	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	-
921 128 219	2019 RR-CAP	China and Glassware	The Lodge	C	12	7,405	7,405	8,753	(1,348)	168	8,921	8,921	(168)	-	-
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	-	4,305	36,382	36,382	26,618	-	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	-	-
	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	-
921 051 225	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross	Trails	C	12	35,430	35,430	35,430	-	8,511	8,511	8,511	26,919	-	-

201909	Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
	Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
	Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers Reset in Study	Notes
923 051 226	2019 RR-CAP	Trail - Glacier Way Trailhead Remodel ( Trails		C	99	15,303	-	-	-	-	-	-	-	15,303	Deferred
921 051 227	2019 RR-CAP	Trail - Nature Loop Construction	Trails	C	12	76,465	7,921	7,921	-	7,921	7,921	7,921	-	-	mostly deferred to 2020
923 051 228	2019 RR-CAP	Trail - Trout Creek Trailhead Remodel - I	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)	-	-	-	-	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)	-	-	-	-	needs to be reclassified to E project #, error coding
921 051 289	2019 RR-ACC-CAP	McGlashan / Berggarten 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	-	100,250	540,183	540,183	220,164	-	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 - Gymside 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 - Gymside 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 - Gymside 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 - Gymside 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 - Gymside FF&E	Trout Creek BLDG	C	12	41,504	-	-	-	-	-	-	-	-	-
	2019 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	12	12,148	-	-	-	-	-	-	-	-	-
	2019 RR-CAP	Restrooms - Gymside Counters	Trout Creek BLDG	C	12	10,123	-	-	-	-	-	-	-	-	-
	2019 RR-CAP	Restrooms - Gymside Mirrors	Trout Creek BLDG	C	12	6,580	-	-	-	-	-	-	-	-	-
	2019 RR-CAP	Restrooms - Gymside 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 - Gymside 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 - Gymside Structural Remodel	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 - Gymside 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 - Gymside Windows	Trout Creek BLDG	C	12	15,315	-	-	-	-	-	-	-	-	-
	2019 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	12	15,315	-	-	-	-	-	-	-	-	-
921 132 239	2019 RR-CAP	Playground Furniture & Umbrellas	Trout Creek BLDG	C	12	9,920	9,920	9,920	-	-	8,690	8,690	1,230	-	-
921 132 302	2019 RR-ACC-CAP	Strength Equipment	Trout Creek FITNESSEQ	C	12	-	78,000	78,000	-	-	-	-	78,000	-	DP, BOD approved Sept 27, 2019
921 132 242	2019 RR-CAP	Rec Pool - Electrical/FRP Upgrade/Repl	Trout Creek POOLSPA	C	99	7,850	-	-	-	-	-	-	-	7,850	-
921 132 244	2019 RR-CAP	Contrlr- Chem Spas	Trout Creek POOLSPA	C	12	2,952	2,952	2,952	-	2,221	2,221	2,221	731	-	-
921 132 245	2019 RR-CAP	Furn Patio Umbr-Stnd	Trout Creek POOLSPA	C	12	3,133	3,133	3,133	-	-	-	-	3,133	-	-
921 132 246	2019 RR-CAP	Furniture - Patio - Lap-	Trout Creek POOLSPA	C	12	27,332	27,332	20,553	6,779	-	20,553	20,553	-	-	-
921 132 247	2019 RR-CAP	Furniture - Patio - Rec - Chaise	Trout Creek POOLSPA	C	99	45,553	-	-	-	-	-	-	-	-	45,553 deferred to 2020
921 132 248	2019 RR-CAP	Furniture - Patio - Rec - Tables & Chairs	Trout Creek POOLSPA	C	99	15,184	-	-	-	-	-	-	-	-	15,184 deferred to 2020
921 132 249	2019 RR-CAP	Dolphin 2x2 Pool Sweeper	Trout Creek POOLSPA	C	12	5,519	5,519	5,839	(320)	-	5,839	5,839	-	-	-

Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers/Reset in Study	Notes
921 132 250	2019 RR-CAP	Filter Sand - L- K-Spa	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	-	5,199	-	
see notes	2019 RR-CAP	Filter Sand - REC Pool	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	-	5,199	-	Accelerated in 2018
921 132 251	2019 RR-CAP	Filters Sand - Rec- Hdwr Replace	Trout Creek POOLSPA	C	12	20,246	20,246	20,246	-	-	-	-	20,246	-	
921 132 252	2019 RR-CAP	Heat Exchangers - Rec Pool-2 backup-	Trout Creek POOLSPA	C	99	5,445	-	-	-	-	-	-	-	5,445	
921 132 253	2019 RR-CAP	Heater- Rec Pool -4-	Trout Creek POOLSPA	C	12	29,589	29,589	29,589	-	13,870	13,870	13,870	15,718	-	
921 132 254	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements	Trout Creek POOLSPA	C	12	8,125	8,125	8,125	-	-	-	-	8,125	-	
921 132 255	2019 RR-CAP	Pool Cover- Rec Pool	Trout Creek POOLSPA	C	12	6,627	6,627	6,627	-	-	-	-	6,627	-	
823 025 109	2018 RR-EXP	E-Store	Administration	E	12	-	-	-	-	-	-	13,156	-	-	to reclass in Feb to 2019 Project
823 010 003	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	-	-	-	-	-	-	37,044	-	-	to reclass in Feb to 2019 Project
723 010 259	2018 RR-EXP	Northwoods Poolside 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	Engrg Svcs and Constr Docs - Covrd W	The Lodge	E	12	-	-	-	-	-	1,181	10,858	(1,181)	-	needs to be reclassified to 2019 Project C
923 025 117	2019 RR-EXP	Zendesk - Member Services	IT	E	12	-	11,743	11,743	-	-	6,340	6,340	5,403	300	reclassified to E from C
923 025 096	2019 RR-EXP	Conference Room Improvements	IT	E	12	-	-	-	-	-	-	-	-	-	to reclass to 2019 Project 'C'
923 010 006	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	33,908	33,908	33,908	-	3,001	26,148	26,148	7,760	-	
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	-	11,167	100,503	100,503	36,147	-	
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	-	3,900	3,900	3,900	6,386	-	
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	84,893	84,893	84,893	-	44,293	44,293	44,293	40,600	-	
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	-	3,910	31,279	31,279	12,135	-	
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	25,758	(6,489)	2,576	25,758	25,758	-	-	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	-	
923 025 094	2019 RR-EXP	Security Cameras Repairs	IT	E	12	5,087	5,087	5,087	-	4,047	4,408	4,408	678	-	
923 025 095	2019 RR-EXP	Adobe-Macromedia Software	IT	E	12	7,673	7,673	7,673	-	432	5,058	5,058	2,614	-	
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	-	593	5,333	5,333	1,881	-	
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	-	230	12,052	12,052	15,280	-	
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	-	

Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryovers Reser in Study	Notes
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	-	7,420	7,420	7,420	275	-	
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Repl	Maintenance	E	12	3,961	3,961	3,961	-	-	3,790	3,790	171	-	
923 060 130	2019 RR-EXP	Marina Asphalt Repairs	Marina	E	12	5,087	5,087	5,087	-	-	3,440	3,440	1,647	-	
923 060 131	2019 RR-EXP	Marina Pkg-Stripe	Marina	E	12	1,524	1,524	1,524	-	-	880	880	644	-	
923 060 137	2019 RR-EXP	Dock Repairs	Marina	E	12	6,188	6,188	6,188	-	-	5,933	5,933	255	-	
923 060 140	2019 RR-EXP	Fencing- Repairs	Marina	E	12	2,026	2,026	2,026	-	-	1,400	1,400	626	-	
923 060 141	2019 RR-EXP	Landscaping-Lawns-Irrigation - Repairs	Marina	E	12	8,138	8,138	8,138	-	6,071	6,861	6,861	1,277	-	
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	23,965	(6,671)	23,965	23,965	23,965	-	-	
923 210 186	2019 RR-EXP	DSL-AceRd. 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 Lot	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 El	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)	14,130	14,130	14,130	848	-	Accelerated due to wear on tires
923 160 293	2019 RR-ACC-EXP	Maintenance Yard Fence Repairs	Maintenance	E	12	4,200	4,200	4,200	-	4,200	4,200	4,200	-	-	
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	
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	2,382	(342)	873	2,382	2,382	-	-	
923 051 231	2019 RR-EXP	Trail 27-28 Repair - Teton Way - Const	Trails	E	12	2,040	2,040	2,040	-	1,805	1,805	1,805	235	-	
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	-	-	-	-	-	-	-	-	

Replacement Reserve TL	5,040,000	3,760,588	3,830,648	(70,060)	316,506	2,191,161	4,038,104	1,639,483	815,875
Capital	3,721,000	2,649,942	2,626,351	23,591	181,002	1,561,432	3,336,572	1,064,919	542,453
Expense	1,319,000	1,110,646	1,204,297	(93,651)	135,504	629,729	701,532	574,564	273,421

Project #	Category	Component	Location	Type	Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 MONTH Actual	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover\$ Res in Study	Notes
	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 POOL.SPA	E	12	5,577	5,577	5,577	-	2,891	2,891	2,891	2,686	-	
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)	(35,612)	35,574	-	(1,802)	-	(33,810)	-	rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	1,887	1,887	1,374	513	-	1,802	-	(428)	-	rounding in Forecast

Tahoe Donner Association  
**Department P&L Detail (D01)**  
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September 2019

Year-to-Date September 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 %		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>118,000</b>	<b>118,000</b>	<b>109,000</b>	<b>0</b>	<b>0%</b>	<b>9,000</b>	<b>8%</b>	<b>36053</b>	<b>Revenue</b>								
								<b>ALLOCATED RECREATION FEES</b>	<b>910,450</b>	<b>887,000</b>	<b>860,610</b>	<b>23,450</b>	<b>3%</b>	<b>49,840</b>	<b>6%</b>	<b>1,110,000</b>
18,524	28,100	25,903	-9,576	-34%	-7,379	-28%	(350...	Golf Passes	80,099	123,000	120,243	-42,901	-35%	-40,144	-33%	135,000
11,779	12,000	13,103	-221	-2%	-1,324	-10%	3502...	Golf Passes - Packs	42,393	70,600	77,068	-28,207	-40%	-34,675	-45%	85,000
19,460	37,900	34,080	-18,440	-49%	-14,620	-43%	35035	Golf Green Fees - Member	104,882	219,900	200,550	-115,018	-52%	-95,668	-48%	229,000
52,991	50,400	38,230	2,591	5%	14,762	39%	35025	Golf Green Fees - Guest	160,803	231,000	176,369	-70,197	-30%	-15,566	-9%	238,000
27,383	43,500	43,802	-16,117	-37%	-16,420	-37%	3503...	Golf Green Fees - Public	87,921	148,500	131,301	-60,579	-41%	-43,380	-33%	154,000
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	75	0	0%	-75	-100%	35570	Ski Passes - Public	216,626	116,800	160,101	99,826	85%	56,524	35%	156,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	210,735	169,900	201,548	40,835	24%	9,187	5%	224,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0
0	0	0	0	0%	0	0%	35594	Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100
0	0	0	0	0%	0	0%	35596	Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400
0	0	0	0	0%	0	0%	35595	Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600
0	0	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
36	100	129	-64	-64%	-93	-72%	35615	Public Daily Trail Fee	203,363	200,400	128,426	2,963	1%	74,937	58%	244,000
0	0	0	0	0%	0	0%	35620	Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000
2,701	5,500	6,192	-2,799	-51%	-3,491	-56%	37040	P.O. Trail Rides	38,349	50,000	41,048	-11,651	-23%	-2,699	-7%	50,000
2,704	4,000	5,105	-1,296	-32%	-2,401	-47%	37060	Guest Trail Rides	43,641	52,000	49,458	-8,359	-16%	-5,817	-12%	52,000
0	2,000	963	-2,000	-100%	-963	-100%	37080	Public Trail Rides	6,428	17,000	11,733	-10,572	-62%	-5,305	-45%	17,000
5,334	12,600	11,258	-7,266	-58%	-5,924	-53%	36012	Special Events Revenue	37,318	47,000	40,638	-9,683	-21%	-3,320	-8%	63,000
0	0	0	0	0%	0	0%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000
3,358	4,350	3,936	-992	-23%	-578	-15%	36054	Daily Usage Fee - Member	42,112	46,250	36,146	-4,138	-9%	5,966	17%	53,950
24,572	31,500	27,770	-6,928	-22%	-3,198	-12%	36055	Daily Usage Fee - Guest	445,899	451,800	387,114	-5,901	-1%	58,785	15%	494,650
10,730	3,200	10,374	7,530	235%	356	3%	38013	Campground Revenue	95,044	69,300	85,642	25,744	37%	9,402	11%	69,300
<b>179,572</b>	<b>235,150</b>	<b>220,920</b>	<b>-55,578</b>	<b>-24%</b>	<b>-41,349</b>	<b>-19%</b>		<b>Total Direct Access &amp; Use</b>	<b>3,590,856</b>	<b>3,503,050</b>	<b>2,818,846</b>	<b>87,806</b>	<b>3%</b>	<b>772,010</b>	<b>27%</b>	<b>4,135,800</b>
227,109	287,134	272,669	-60,025	-21%	-45,560	-17%	3310...	Food	2,417,357	2,738,211	2,398,976	-320,854	-12%	18,381	1%	3,354,400
-14,892	-26,080	-23,515	11,188	43%	8,624	37%		Food Discounts	-185,238	-243,750	-203,235	58,512	24%	17,996	9%	-297,800
-4,779	-7,180	-5,663	2,401	33%	883	16%	33152	EE Discounts	-73,626	-84,400	-69,136	10,774	13%	4,491	6%	-103,600
-1,752	-2,600	-1,214	848	33%	-538	-44%	33154	Guest Relations aka Manager	-18,778	-26,300	-20,408	7,522	29%	1,630	8%	-31,800
0	-200	-436	200	100%	436	100%	33156	InterDept Discounts	-5,594	-1,650	-6,384	-3,944	-239%	790	12%	-2,000
-8,360	-16,100	-16,203	7,740	48%	7,842	48%	3316...	Marketing Discounts	-87,240	-131,400	-107,308	44,160	34%	20,067	19%	-160,400
7,223	11,000	9,786	-3,777	-34%	-2,563	-26%	33180	Food NA Beverage	143,466	171,000	142,905	-27,534	-16%	561	0%	201,900
<b>219,440</b>	<b>272,054</b>	<b>258,940</b>	<b>-52,614</b>	<b>-19%</b>	<b>-39,499</b>	<b>-15%</b>		<b>Food subtotal</b>	<b>2,375,585</b>	<b>2,665,461</b>	<b>2,338,646</b>	<b>-289,876</b>	<b>-11%</b>	<b>36,939</b>	<b>2%</b>	<b>3,258,500</b>
25,137	33,340	37,871	-8,203	-25%	-12,734	-34%	3322...	Beer	287,298	311,016	292,630	-23,718	-8%	-5,332	-2%	376,000
-1,226	0	-791	-1,226	0%	-436	-55%	3322...	Beer Discounts	-7,118	0	-6,210	-7,118	0%	-908	-15%	0
37,658	28,130	45,857	9,528	34%	-8,199	-18%	33242	Liquor	321,338	240,430	190,765	80,908	34%	30,572	11%	292,100
-711	0	-1,408	-711	0%	697	49%	3324...	Liquor Discounts	-6,235	0	-9,169	-6,235	0%	2,935	32%	0
43,683	52,736	48,239	-9,053	-17%	-4,556	-9%	33262	Wine	336,699	405,373	329,514	-68,674	-17%	7,185	2%	505,100
-517	0	-1,801	-517	0%	1,284	71%	3326...	Wine Discounts	-6,638	0	-11,179	-6,638	0%	4,542	41%	0
2,946	0	3,602	2,946	0%	-656	-18%	33268	Corkage Fees	19,397	0	16,209	19,397	0%	3,188	20%	0
-773	0	-788	-773	0%	15	2%	33269	Corkage Fee Discounts	-10,753	0	-5,831	-10,753	0%	-4,923	-84%	0
<b>106,198</b>	<b>114,206</b>	<b>130,782</b>	<b>-8,008</b>	<b>-7%</b>	<b>-24,584</b>	<b>-19%</b>		<b>Beverage subtotal</b>	<b>933,988</b>	<b>956,819</b>	<b>896,729</b>	<b>-22,831</b>	<b>-2%</b>	<b>37,259</b>	<b>4%</b>	<b>1,173,200</b>
54,224	39,010	47,202	15,214	39%	7,022	15%	3328...	Misc other F&B	195,022	136,170	185,324	58,852	43%	9,698	5%	162,100
0	-100	0	100	100%	0	0%	33299	InterDept Food Sales	-4,398	300	-3,992	-4,698	-1566%	-405	-10%	0
<b>54,224</b>	<b>38,910</b>	<b>47,202</b>	<b>15,314</b>	<b>39%</b>	<b>7,022</b>	<b>15%</b>		<b>Other F&amp;B subtotal</b>	<b>190,624</b>	<b>136,470</b>	<b>181,332</b>	<b>54,154</b>	<b>40%</b>	<b>9,293</b>	<b>5%</b>	<b>162,100</b>
<b>379,863</b>	<b>425,170</b>	<b>436,924</b>	<b>-45,307</b>	<b>-11%</b>	<b>-57,061</b>	<b>-13%</b>		<b>Total Food and Beverage</b>	<b>3,500,197</b>	<b>3,758,750</b>	<b>3,416,707</b>	<b>-258,553</b>	<b>-7%</b>	<b>83,490</b>	<b>2%</b>	<b>4,593,800</b>
371,773	372,400	422,960	-627	0%	-51,187	-12%		<b>F&amp;B Revenue by Segment:</b>	<b>2,973,681</b>	<b>2,712,000</b>	<b>2,990,463</b>	<b>261,681</b>	<b>10%</b>	<b>-16,782</b>	<b>-1%</b>	<b>3,350,000</b>
87,844	94,300	129,022	-6,456	-7%	-41,178	-32%	33910	F&B-Dining Room	1,233,719	999,400	1,310,847	234,319	23%	-77,128	-6%	1,262,000
67,112	66,200	74,146	912	1%	-7,034	-9%	33920	F&B-Pub	605,491	616,700	587,752	-11,209	-2%	17,739	3%	793,000
189,185	156,900	160,533	32,285	21%	28,653	18%	33930	F&B-Banquets	635,967	600,400	581,430	35,567	6%	54,537	9%	730,000
3,204	10,800	7,852	-7,596	-70%	-4,648	-59%	33940	F&B-Lunch	44,879	86,000	120,433	-41,121	-48%	-75,554	-63%	86,000
13,041	21,700	24,535	-8,659	-40%	-11,494	-47%	33950	SmrF&B-Snack Bar	65,846	101,100	104,267	-35,254	-35%	-38,421	-37%	107,000
2,031	3,800	4,160	-1,769	-47%	-2,129	-51%	33970	SmrF&B-Pool BBQ	75,786	58,000	56,498	17,786	31%	19,288	34%	58,000
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	5,629	0	7,392	5,629	0%	-1,762	-24%	0
9,356	15,700	22,713	-6,344	-40%	-13,357	-59%	33990	Cafeteria	306,365	232,900	221,846	73,465	32%	84,519	38%	295,000
0	3,000	0	-3,000	-100%	0	0%	33989	Employee Housing	0	17,500	0	-17,500	-100%	0	0%	19,000
-2,565	0	-3,085	-2,565	0%	520	17%	33163	Mkt Discounts, Happy Hour Foo	-20,129	0	-23,873	-20,129	0%	3,744	16%	0
-914	0	-577	-914	0%	-337	-58%	33226	Mkt Discounts, Happy Hour Bev	-4,831	0	-2,996	-4,831	0%	-1,835	-61%	0
-119	0	-621	-119	0%	502	81%	33246	Mkt Discounts, Happy Hour Bev	-721	0	-3,418	-721	0%	2,697	79%	0
-190	0	-1,313	-190	0%	1,124											



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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-6,413	-8,100	-8,224	1,687	21%	1,811	22%	43270	Beer	-71,068	-76,280	-71,668	5,212	7%	600	1%	-92,070
-6,081	-5,850	-10,121	-231	-4%	4,040	40%	43280	Liquor	-54,765	-49,640	-58,174	-5,125	-10%	3,409	6%	-60,190
-22,001	-15,850	-15,420	-6,151	-39%	-6,581	-43%	43290	Wine	-110,626	-122,120	-101,122	11,494	9%	-9,503	-9%	-151,980
<b>-34,496</b>	<b>-29,800</b>	<b>-33,765</b>	<b>-4,696</b>	<b>-16%</b>	<b>-731</b>	<b>-2%</b>		<b>Beverage Cogs</b>	<b>-236,458</b>	<b>-248,040</b>	<b>-230,964</b>	<b>11,582</b>	<b>5%</b>	<b>-5,494</b>	<b>-2%</b>	<b>-304,240</b>
<b>-33,014</b>	<b>-25,340</b>	<b>-21,545</b>	<b>-7,674</b>	<b>-30%</b>	<b>-11,468</b>	<b>-53%</b>		<b>Retail Product Cogs</b>	<b>-271,954</b>	<b>-259,900</b>	<b>-247,647</b>	<b>-12,054</b>	<b>-5%</b>	<b>-24,307</b>	<b>-10%</b>	<b>-307,810</b>
<b>-134,590</b>	<b>-138,850</b>	<b>-133,445</b>	<b>4,260</b>	<b>3%</b>	<b>-1,145</b>	<b>-1%</b>		<b>Total COGS</b>	<b>-1,284,492</b>	<b>-1,326,890</b>	<b>-1,243,582</b>	<b>42,398</b>	<b>3%</b>	<b>-40,909</b>	<b>-3%</b>	<b>-1,613,000</b>
-15.8%	-14.4%	-12.8%	-01.4%	-10.0%	-03.0%	-23.2%		Total Cogs / GREV %	-10.8%	-11.2%	-11.8%	00.5%	04.2%	01.0%	08.6%	-11.3%
-76.8%	-66.0%	-60.7%	-10.8%	-16.3%	-16.1%	-26.5%		Retail Product Cogs / Retail R	-57.0%	-59.2%	-56.9%	02.2%	03.7%	00.0%	-00.1%	-58.1%
-63.6%	-57.3%	-50.6%	-06.3%	-10.9%	-13.0%	-25.6%		Retail Product Cogs / Retail R	-49.9%	-51.2%	-48.1%	01.2%	02.4%	-01.8%	-03.8%	-50.4%
-26.7%	-26.7%	-25.6%	00.0%	-00.2%	-01.1%	-04.4%		F&B Cogs / F&B Rev %	-28.9%	-28.4%	-29.1%	-00.5%	-01.9%	00.2%	00.8%	-28.4%
-28.6%	-28.1%	-27.7%	-00.5%	-02.0%	-01.0%	-03.5%		Food %, preDiscounts	-30.3%	-28.2%	-28.2%	-02.2%	-07.7%	-00.2%	-00.7%	-28.1%
-30.6%	-30.8%	-30.2%	00.2%	00.7%	-00.4%	-01.3%		Food %, postDiscounts	-32.7%	-30.7%	-32.7%	-01.9%	-06.3%	00.0%	00.1%	-30.7%
-33.8%	-45.5%	-47.0%	11.8%	25.8%	13.2%	28.2%		Food NA Beverage %	-29.7%	-33.4%	-33.2%	03.8%	11.2%	03.5%	10.5%	-33.7%
-32.5%	-26.1%	-25.8%	-06.4%	-24.5%	-06.7%	-25.8%		COGS % Beverage, incld CF,ne	-25.3%	-25.9%	-25.8%	00.6%	02.3%	00.4%	01.7%	-25.9%
-26.8%	-24.3%	-22.2%	-02.5%	-10.4%	-04.6%	-20.9%		COGS % Beer,net	-25.4%	-24.5%	-25.0%	-00.8%	-03.4%	-00.3%	-01.4%	-24.5%
-16.5%	-20.8%	-22.8%	04.3%	20.9%	06.3%	27.7%		COGS % Liquor,net	-17.4%	-20.6%	-20.7%	03.3%	15.8%	03.3%	15.9%	-20.6%
-51.0%	-30.1%	-33.2%	-20.9%	-69.6%	-17.8%	-53.5%		COGS % Wine,net	-33.5%	-30.1%	-31.8%	-03.4%	-11.3%	-01.8%	-05.5%	-30.1%
<b>716,803</b>	<b>827,150</b>	<b>906,538</b>	<b>-110,347</b>	<b>-13%</b>	<b>-189,736</b>	<b>-21%</b>		<b>Gross Margin (GREV-COG)</b>	<b>10,642,451</b>	<b>10,482,110</b>	<b>9,306,701</b>	<b>160,341</b>	<b>2%</b>	<b>1,335,750</b>	<b>14%</b>	<b>12,602,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-299,437	-334,440	-313,357	35,004	10%	13,921	4%	5110...	Salaries - Exempt - Regular & Ot	-2,877,142	-2,948,252	-2,786,489	71,110	2%	-90,653	-3%	-3,918,000
-7,637	-4,000	-7,676	-3,637	-91%	39	1%	51106	Salaries - Exempt - Commissions	-38,066	-20,700	-29,781	-17,366	-84%	-8,285	-28%	-23,000
-139,019	-170,154	-146,754	31,135	18%	7,735	5%	5122...	Wages - FTRRegular	-1,406,216	-1,586,095	-1,416,228	179,879	11%	10,013	1%	-2,107,637
-277,639	-291,829	-271,768	14,190	5%	-5,872	-2%	5124...	Wages - Seasonal	-3,312,422	-3,342,879	-3,018,116	30,457	1%	-294,306	-10%	-4,163,463
0	-8,000	-12,668	8,000	100%	12,668	100%	5122...	Wages-FTR-Commissions	-900	-22,000	-35,325	21,101	96%	34,426	97%	-30,000
-5,199	-5,300	-6,030	101	2%	831	14%	51246	Wages-Seasonal-Commissions	-75,605	-67,700	-76,384	-7,905	-12%	778	1%	-89,900
-46,367	-11,916	-11,000	-34,451	-289%	-35,367	-322%	5110...	Incentive Program, Exempt	-192,563	-107,250	-217,841	-85,313	-80%	25,279	12%	-143,000
-11,255	-2,500	-5,737	-8,755	-350%	-5,518	-96%	51227	Incentive Program, FTR, NonExe	-60,721	-22,500	-70,200	-38,221	-170%	9,478	14%	-30,000
-10,743	0	-7,034	-10,743	0%	-3,709	-53%	51247	Incentive Program, Seasonal, N	-60,325	-5,000	-37,712	-55,325	-1106%	-22,612	-60%	-10,000
24,189	23,500	25,972	689	3%	-1,784	-7%	51299	Capitalized Payroll Direct S&W	224,074	211,500	230,451	12,574	6%	-6,378	-3%	282,000
<b>-773,107</b>	<b>-804,639</b>	<b>-756,052</b>	<b>31,532</b>	<b>4%</b>	<b>-17,055</b>	<b>-2%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-7,799,885</b>	<b>-7,910,876</b>	<b>-7,457,625</b>	<b>110,991</b>	<b>1%</b>	<b>-342,260</b>	<b>-5%</b>	<b>-10,233,000</b>
-329,252	-326,856	-306,061	-2,396	-1%	-23,191	-8%		Salaries sub-total	-2,883,697	-2,864,702	-2,803,660	-18,995	-1%	-80,036	-3%	-3,802,000
-443,855	-477,783	-449,991	33,928	7%	6,136	1%		Wage sub-total	-4,916,189	-5,046,174	-4,653,965	129,985	3%	-262,224	-6%	-6,431,000
-150,274	-180,654	-165,159	30,380	17%	14,885	9%		Wage-FTR subsubtotal	-1,467,837	-1,630,595	-1,521,753	162,758	10%	53,916	4%	-2,167,637
-293,581	-297,129	-284,832	3,548	1%	-8,750	-3%		Wage-Seasonal subsubto	-3,448,352	-3,415,579	-3,132,212	-32,773	-1%	-316,140	-10%	-4,263,363
-90.8%	-83.3%	-72.7%	-07.5%	-09.0%	-18.1%	-24.9%		PayrollDirect %ofRevenue	-65.4%	-67.0%	-70.7%	01.6%	02.4%	05.3%	07.5%	-72.0%
-1,891	-1,233	-2,350	-658	-53%	459	20%	51108	PTO net\$ accrual, in Salaries	10,651	-14,233	-18,924	24,884	175%	29,574	156%	-17,900
237	-1,000	-510	1,237	124%	747	147%	51228	PTO net\$ accrual, in Wages FTR	-7,984	-9,000	-8,048	1,016	11%	64	1%	-12,000
-1,654	-2,233	-2,859	579	26%	1,206	42%		PTO net accrual, in PD Total	2,667	-23,233	-26,972	25,900	111%	29,639	110%	-29,900
-867.2	0.0	-851.6	-867.2	0.0	-15.6	0.0		Wage Overtime Hours	-13414.3	0.0	-11620.0	-13414.3	0.0	-1794.3	-0.2	0.0
-23611.3	-26660.7	-25690.6	3049.4	0.1	2079.3	0.1		Wage Total Hours	-278067.8	-288099.4	-275783.1	10031.6	0.0	-2284.7	0.0	-362184.4
18.81	17.88	17.50	0.93	0.05	1.31	0.08		Wage ROP avg	17.65	17.48	16.85	0.17	0.01	0.80	0.05	17.72
-7390.9	-8580.3	-7556.4	1189.4	0.1	165.5	0.0		EXEMPT Hours	-67857.6	-74245.4	-66715.9	6387.7	0.1	-1141.7	0.0	-98337.8
<b>PAYROLL BURDEN</b>																
-66,911	-86,150	-71,799	19,239	22%	4,888	7%	5130...	Payroll Taxes	-787,723	-888,510	-790,034	100,787	11%	2,310	0%	-1,149,000
-33,594	-38,770	-37,049	5,176	13%	3,455	9%	5130...	Workers Compensation	-382,781	-435,460	-414,930	52,679	12%	32,149	8%	-569,000
-64,160	-78,632	-60,207	14,472	18%	-3,953	-7%	5130...	Group Insurance	-656,149	-704,303	-582,068	48,154	7%	-74,081	-13%	-937,000
-14,745	-17,254	-16,131	2,509	15%	1,385	9%	5130...	Retirement Plan	-119,241	-153,826	-119,941	34,585	22%	700	1%	-205,000
3,708	3,584	4,078	124	3%	-370	-9%	51499	Capitalized Payroll Burden	34,519	32,256	36,124	2,263	7%	-1,605	-4%	43,000
<b>-175,703</b>	<b>-217,222</b>	<b>-181,108</b>	<b>41,519</b>	<b>19%</b>	<b>5,405</b>	<b>3%</b>		<b>PAYROLL BURDEN Total</b>	<b>-1,911,375</b>	<b>-2,149,843</b>	<b>-1,870,848</b>	<b>238,468</b>	<b>11%</b>	<b>-40,527</b>	<b>-2%</b>	<b>-2,817,000</b>
-82,176	-94,639	-83,511	12,463	13%	1,335	2%	(513...	subtotal, Burden-Salary	-776,456	-848,844	-763,082	72,388	9%	-13,375	-2%	-1,130,000
-50,419	-68,847	-49,032	18,428	27%	-1,387	-3%	(514...	subtotal, Burden-Wage-FTR	-519,518	-639,965	-499,346	120,447	19%	-20,172	-4%	-853,700
-46,816	-57,320	-52,643	10,504	18%	5,828	11%	(514...	subtotal, Burden-Wage-Seasonal	-649,921	-693,290	-644,545	43,369	6%	-5,376	-1%	-876,300
<b>22.7%</b>	<b>27.0%</b>	<b>24.0%</b>	<b>-04.3%</b>	<b>-15.8%</b>	<b>-01.2%</b>	<b>-05.1%</b>		<b>Burden % - on all Payroll</b>	<b>27.2%</b>	<b>27.2%</b>	<b>25.1%</b>	<b>-02.7%</b>	<b>-09.8%</b>	<b>-00.6%</b>	<b>-02.3%</b>	<b>27.5%</b>
25.0%	29.0%	27.3%	-04.0%	-13.8%	-02.3%	-08.5%		Burden % - Salary	26.9%	29.6%	27.2%	-02.7%	-09.1%	-00.3%	-01.1%	29.7%
33.6%	38.1%	29.7%	-04.6%	-12.0%	03.9%	13.0%		Burden % - Wage-FTR	35.4%	39.2%	32.8%	-03.9%	-09.8%	02.6%	07.9%	39.4%
15.9%	19.3%	18.5%	-03.3%	-17.3%	-02.5%	-13.7%		Burden % - Wage-Season	18.8%	20.3%	20.6%	-01.5%	-07.1%	-01.7%	-08.4%	20.6%
21.9%	26.4%	22.6%	-04.5%	-17.0%	-00.7%	-03.0%		Burden % - Wage-FTR&Se	23.8%	26.4%	24.6%	-02.6%	-10.0%	-00.8%	-03.2%	26.9%
<b>-948,810</b>	<b>-1,021,861</b>	<b>-937,159</b>	<b>73,051</b>	<b>7%</b>	<b>-11,650</b>	<b>-1%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-9,711,261</b>	<b>-10,060,719</b>	<b>-9,328,473</b>	<b>349,458</b>	<b>3%</b>	<b>-382,787</b>	<b>-4%</b>	<b>-13,050,000</b>
<b>22.7%</b>	<b>27.0%</b>	<b>24.0%</b>	<b>-4.3%</b>	<b>-15.8%</b>	<b>-1.2%</b>	<b>-5.1%</b>		<b>Burden % TL</b>	<b>24.5%</b>	<b>27.2%</b>	<b>25.1%</b>	<b>-2.7%</b>	<b>-9.8%</b>	<b>-0.6%</b>	<b>-2.3%</b>	<b>27.5%</b>
8.7%	10.7%	9.5%	-2.1%	-19.2%	-0.8%	-8.9%		Payroll Taxes %	10.1%	11.2%	10.6%	-1.1%	-10.1%	-0.5%	-4.7%	11.2%
4.3%	4.8%	4.9%	-0.5%	-9.8%	-0.6%	-11.3%		Workers Comp %	4.9%	5.5%	5.6%	-0.6%	-10.8%	-0.7%	-11.8%	5.6%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Nine Months Ending September 30, 2019  
 Operating Fund Consolidated

September 2019

Year-to-Date September 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			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
8.3%	9.8%	8.0%	-1.5%	-15.1%	0.3%	4.2%		Group Insurance %	8.4%	8.9%	7.8%	-0.5%	-5.5%	0.6%	7.8%	9.2%
1.9%	2.1%	2.1%	-0.2%	-11.1%	-0.2%	-10.6%		Retirement %	1.5%	1.9%	1.6%	-0.4%	-21.4%	-0.1%	-4.9%	2.0%
-0.5%	-0.4%	-0.5%	0.0%	-7.7%	0.1%	11.1%		Capz PB %	-0.4%	-0.4%	-0.5%	0.0%	-8.5%	0.0%	8.6%	-0.4%
<b>OPERATING EXPENSES (OE)</b>																
-3,374	-3,924	-3,888	550	14%	514	13%	50530	Employee Meals	-31,766	-34,509	-33,471	2,743	8%	1,705	5%	-44,301
-2,903	-5,400	-3,053	2,497	46%	150	5%	50605	Employee Housing expenses	-113,941	-97,000	-105,929	-16,941	-17%	-8,012	-8%	-137,400
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
-1,108	-2,000	-1,313	892	45%	205	16%	50615	Employee Recruiting	-9,856	-6,900	-11,022	-2,956	-43%	1,166	11%	-10,100
-1,543	-8,175	-2,194	6,632	81%	650	30%	50620	Employee Dev/Training	-29,450	-47,425	-35,645	17,975	38%	6,195	17%	-56,900
-1,917	-4,135	-2,507	2,218	54%	590	24%	50625	Employee Relations	-44,725	-36,480	-30,710	-8,245	-23%	-14,015	-46%	-61,750
-566	-1,400	-1,251	834	60%	685	55%	50626	PreEmployment Testing	-9,109	-15,100	-16,436	5,991	40%	7,327	45%	-22,400
-370	-600	-370	230	38%	0	0%	50627	EAP Services	-3,332	-5,200	-5,608	1,868	36%	2,277	41%	-6,600
-3,672	-2,600	-3,393	-1,072	-41%	-280	-8%	50628	Benefit Administration Services	-27,330	-19,400	-25,767	-7,930	-41%	-1,563	-6%	-33,200
-150	-480	-796	330	69%	646	81%	50630	Uniforms	-20,884	-27,300	-23,045	6,416	24%	2,162	9%	-47,050
-499	-1,100	-300	601	55%	-199	-66%	51080	Seminars & Conferences	-10,356	-21,950	-4,556	11,594	53%	-5,800	-127%	-30,520
-1,813	-1,570	-1,135	-243	-16%	-679	-60%	51095	Travel/Meeting Expense	-13,642	-25,710	-8,246	12,068	47%	-5,396	-65%	-32,090
<b>-17,916</b>	<b>-31,384</b>	<b>-20,200</b>	<b>13,468</b>	<b>43%</b>	<b>2,284</b>	<b>11%</b>		<b>Total Staff Expense</b>	<b>-314,630</b>	<b>-336,974</b>	<b>-300,436</b>	<b>22,344</b>	<b>7%</b>	<b>-14,195</b>	<b>-5%</b>	<b>-482,311</b>
-10,459	-12,000	-8,301	1,541	13%	-2,158	-26%	51090	Telephone	-81,225	-108,640	-104,230	27,415	25%	23,005	22%	-144,760
-2,464	-2,135	-1,842	-329	-15%	-621	-34%	55003	Cable/Sat TV Service	-16,345	-19,415	-16,112	3,070	16%	-233	-1%	-25,900
-13,176	-10,750	-14,328	-2,426	-23%	1,152	8%	55005	Disposal Fees	-104,454	-86,525	-81,410	-17,929	-21%	-23,044	-28%	-105,200
-27,423	-27,790	-28,282	367	1%	859	3%	5501...	Electricity	-238,348	-222,650	-225,576	-15,698	-7%	-12,773	-6%	-299,410
-3,101	-4,700	-3,566	1,599	34%	465	13%	55020	Natural Gas - Pools	-60,878	-53,500	-47,898	-7,378	-14%	-12,981	-27%	-70,000
-2,712	-3,080	-2,692	368	12%	-19	-1%	55025	Natural Gas - Buildings	-68,049	-63,600	-53,050	-4,449	-7%	-14,999	-28%	-83,750
<b>-9,825</b>	<b>-9,790</b>	<b>-9,053</b>	<b>-35</b>	<b>0%</b>	<b>-772</b>	<b>-9%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-162,174</b>	<b>-127,710</b>	<b>-111,361</b>	<b>-34,464</b>	<b>-27%</b>	<b>-50,813</b>	<b>-46%</b>	<b>-158,740</b>
-1,571	-220	-254	-1,351	-614%	-1,317	-519%	55027	Propane (LPG)	-5,830	-4,220	-5,510	-1,610	-38%	-321	-6%	-6,750
-7,470	-7,860	-7,343	390	5%	-127	-2%	55030	Sewer Fees	-66,468	-68,180	-65,018	1,712	3%	-1,451	-2%	-91,570
-4,333	-5,020	-5,765	687	14%	1,432	25%	5503...	Water - Building/Facility	-33,920	-33,920	-33,286	-590	-2%	-1,224	-4%	-43,090
-11,829	-12,700	-13,747	871	7%	1,918	14%	55040	Water - Grounds	-61,204	-61,780	-77,742	576	1%	16,538	21%	-97,170
<b>-94,362</b>	<b>-96,045</b>	<b>-95,173</b>	<b>1,683</b>	<b>2%</b>	<b>811</b>	<b>1%</b>		<b>TOTAL UTILITIES</b>	<b>-899,486</b>	<b>-850,140</b>	<b>-821,191</b>	<b>-49,346</b>	<b>-6%</b>	<b>-78,295</b>	<b>-10%</b>	<b>-1,126,340</b>
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>																
-183	-1,910	-343	1,727	90%	161	47%	56010	Security Exp	-10,959	-9,470	-8,253	-1,489	-16%	-2,706	-33%	-12,250
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-5,281	-1,000	-120	-4,281	-428%	-5,161	-4301%	-1,500
-10,959	-10,600	-10,534	-359	-3%	-425	-4%	56520	Linen Service	-101,436	-98,540	-103,352	-2,896	-3%	1,916	2%	-128,159
-5,925	-7,225	-7,872	1,300	18%	1,948	25%	56530	Janitorial Services & Supplies	-72,332	-72,575	-75,905	243	0%	3,573	5%	-94,050
-821	-968	-587	147	15%	-234	-40%	56535	Pest Control	-8,006	-8,490	-7,396	484	6%	-611	-8%	-10,575
-1,829	-5,691	-4,020	3,862	68%	2,191	55%	52020	Contract Fees	-19,899	-54,219	-59,855	34,320	63%	39,955	67%	-70,852
0	0	0	0	0%	0	0%	52021	Contract Labor	0	0	-3,094	0	0%	3,094	100%	0
-2,396	0	0	-2,396	0%	-2,396	0%	52022	Veterinary Services	-6,797	-5,500	-10,098	-1,297	-24%	3,301	33%	-5,800
-1,325	-400	-85	-925	-231%	-1,240	-1466%	52023	Equine Care Services	-6,996	-7,400	-7,001	404	5%	5	0%	-9,300
0	0	0	0	0%	0	0%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
-692	-660	-657	-32	-5%	-34	-5%	53705	Equipment Rental	-9,155	-10,780	-12,128	1,625	15%	2,973	25%	-20,650
0	0	0	0	0%	0	0%	57035	Rental Property Expense	88	0	-639	88	0%	727	114%	0
0	0	0	0	0%	0	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
-3,646	-1,000	-2,558	-2,646	-265%	-1,088	-43%	56505	Feed Hay Grain	-17,020	-13,500	-13,440	-3,520	-26%	-3,581	-27%	-13,500
-420	-600	-1,068	180	30%	648	61%	51560	Mbr Srv - Retail COGS	-4,682	-6,700	-6,498	2,018	30%	1,816	28%	-8,400
0	-40	-426	40	100%	426	100%	56503	Printed Forms/Ticket Stock	-6,755	-14,080	-9,076	7,325	52%	2,321	26%	-19,860
0	-550	-394	550	100%	394	100%	51037	Computer Software	-1,777	-3,950	-3,252	2,173	55%	1,475	45%	-5,300
0	-100	-367	100	100%	367	100%	51038	Computer Hardware	-150	-1,800	-761	1,650	92%	611	80%	-2,200
71	-545	-316	616	113%	386	122%	51050	Furniture and Office Equip	-7,743	-7,980	-7,615	237	3%	-128	-2%	-13,115
-1,266	-2,030	-1,283	764	38%	17	1%	51060	Office Supplies	-15,575	-20,485	-15,096	4,910	24%	-479	-3%	-28,510
-2,036	-2,055	-314	19	1%	-1,722	-548%	51061	Toner Cartridges	-19,670	-20,095	-14,380	425	2%	-5,290	-37%	-27,360
-38	-450	0	412	92%	-38	0%	53530	Signs	-6,674	-6,850	-7,250	176	3%	576	8%	-12,290
<b>-2,277</b>	<b>-3,705</b>	<b>-4,460</b>	<b>1,428</b>	<b>39%</b>	<b>2,182</b>	<b>49%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-54,091</b>	<b>-56,405</b>	<b>-65,605</b>	<b>2,314</b>	<b>4%</b>	<b>11,514</b>	<b>18%</b>	<b>-71,770</b>
-3,748	-6,050	-6,570	2,302	38%	2,822	43%	56502	Paper Products - Restaurant	-62,796	-66,720	-66,943	3,924	6%	4,147	6%	-83,520
0	-200	-187	200	100%	187	100%	56504	Candle & TableTop Supplies	-1,304	-1,200	-1,559	-104	-9%	254	16%	-2,000
-2,554	-3,000	-3,406	446	15%	853	25%	56511	Cleaning Supplies - Restaurant	-20,558	-26,450	-26,915	5,892	22%	6,357	24%	-34,550
-903	-2,570	-3,175	1,667	65%	2,271	72%	56540	Small Tools & Equipment	-19,410	-26,450	-23,598	7,040	27%	4,189	18%	-34,930
-718	-1,375	-1,142	657	48%	424	37%	56545	Safety Equipment	-14,694	-18,025	-9,176	3,331	18%	-5,519	-60%	-28,100
-1,253	0	-679	-1,253	0%	-575	-85%	56550	Spoilage	-13,152	0	-4,970	-13,152	0%	-8,182	-165%	0
0	-300	0	300	100%	0	0%	51025	Entertainment	-132	-6,250	-288	6,118	98%	156	54%	-7,850
0	-100	-119	100	100%	119	100%	55530	Recreation Programs	-19,653	-24,000	-23,614	4,347	18%	3,961	17%	-24,200
-3,948	-3,685	-3,572	-263	-7%	-375	-11%	55532	Special Programs	-30,343	-32,155	-35,372	1,812	6%	5,029	14%	-56,070
-2,001	-2,000	-954	-1	0%	-1,047	-110%	55537	Catering Rentals	-6,985	-4,800	-7,402	-2,185	-46%	417	6%	-7,400
0	0	0	0	0%	0	0%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
<b>Repairs &amp; Maintenance</b>																
-31	0	0	-31	0%	-31	0%	54200	R&M Building (non-posting)	-399	0	0	-399	0%	-399	0%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Nine Months Ending September 30, 2019  
 Operating Fund Consolidated

September 2019

Year-to-Date September 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			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-2,667	-3,900	-5,912	1,233	32%	3,245	55%	54210	General/PM	-41,947	-35,400	-45,745	-6,547	-18%	3,798	8%	-46,500
-1,564	-170	-380	-1,394	-820%	-1,184	-312%	54220	Plumbing	-4,873	-2,410	-8,046	-2,463	-102%	3,173	39%	-3,520
-748	-345	-23	-403	-117%	-725	-3139%	54240	Lighting and Electrical	-2,611	-2,685	-1,339	74	3%	-1,272	-95%	-4,080
0	0	0	0	0%	0	0%	54250	HVAC	-1,064	-300	-444	-764	-255%	-620	-139%	-800
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-1,450	0	1,378	95%	-72	0%	-3,000
-592	-650	1,459	58	9%	-2,051	-141%	54254	Elevators	-6,460	-5,350	-6,426	-1,110	-21%	-33	-1%	-7,200
-2,158	0	-375	-2,158	0%	-1,783	-475%	54256	Fire Suppression	-11,904	-6,750	-9,248	-5,154	-76%	-2,656	-29%	-12,000
0	-400	0	400	100%	0	0%	54274	Painting	-47	-800	-218	753	94%	171	78%	-900
-462	-1,407	-206	945	67%	-256	-124%	54290	Other Building	-4,964	-13,003	-7,838	8,039	62%	2,874	37%	-19,730
<b>-8,223</b>	<b>-6,872</b>	<b>-5,438</b>	<b>-1,351</b>	<b>-20%</b>	<b>-2,785</b>	<b>-51%</b>		<b>R&amp;M Building</b>	<b>-74,341</b>	<b>-68,148</b>	<b>-79,305</b>	<b>-6,193</b>	<b>-9%</b>	<b>4,964</b>	<b>6%</b>	<b>-97,730</b>
-10	0	-113	-10	0%	103	91%	54310	Asphalt	-188	0	-988	-188	0%	800	81%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-178	-270	0	92	0%	92	34%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-937	-2,500	-883	1,563	63%	-54	-6%	-2,500
0	0	0	0	0%	0	0%	54350	Ski Trails	-208	-600	-206	392	65%	-1	-1%	-1,000
0	0	0	0	0%	0	0%	54380	Snow Removal	-139,218	-96,060	-90,084	-43,158	-45%	-49,134	-55%	-134,100
-5,166	-5,550	-7,803	384	7%	2,637	34%	54390	Other Grounds Maint	-30,107	-31,350	-39,691	1,243	4%	9,584	24%	-37,700
<b>-5,176</b>	<b>-5,550</b>	<b>-7,916</b>	<b>374</b>	<b>7%</b>	<b>2,740</b>	<b>35%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-170,835</b>	<b>-130,510</b>	<b>-132,122</b>	<b>-40,325</b>	<b>-31%</b>	<b>-38,713</b>	<b>-29%</b>	<b>-175,300</b>
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,207	0	-1,207	0	0%	-1,207	0%	0
-1,035	-1,500	-5,183	465	31%	4,149	80%	54412	Ski Lifts, Fixed Grip	-5,499	-7,200	-8,665	1,701	24%	3,166	37%	-9,300
-39	-500	-77	461	92%	37	49%	54416	Ski Lifts, Surface	-686	-2,100	-491	1,414	67%	-195	-40%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
-1,000	-1,000	-737	0	0%	-263	-36%	54419	Snowmaking	-1,379	-4,500	-1,638	3,121	69%	259	16%	-5,400
-3,317	-14,500	-10,000	11,183	77%	6,683	67%	54421	Snowcats	-50,096	-70,800	-36,195	20,704	29%	-13,901	-38%	-92,000
0	-600	0	600	100%	0	0%	54426	Snowmobiles	-1,116	-8,150	-5,696	7,034	86%	4,580	80%	-12,600
-2,830	-2,300	-922	-530	-23%	-1,908	-207%	54434	Golf Maint Eq	-12,113	-11,600	-7,791	-513	-4%	-4,322	-55%	-14,000
-712	-200	-259	-512	-256%	-454	-175%	54438	Golf Carts Fleet	-2,471	-1,900	-2,358	-571	-30%	-113	-5%	-2,000
-7,666	-4,500	-3,358	-3,166	-70%	-4,308	-128%	54443	Rolling, Heavy	-54,486	-29,500	-27,679	-24,986	-85%	-26,807	-97%	-40,400
-10,479	-3,817	-7,346	-6,662	-175%	-3,133	-43%	54448	Rolling, Car/Truck/Bus/Van	-50,983	-50,011	-69,067	-972	-2%	18,084	26%	-67,840
-4,287	-1,000	-1,476	-3,287	-329%	-2,811	-190%	54452	F&B Kitchen Equip	-14,516	-11,600	-12,055	-2,916	-25%	-2,461	-20%	-16,200
0	-175	0	175	100%	0	0%	54454	F&B GlassSilverChina	-195	-1,575	-382	1,380	88%	187	49%	-2,100
-146	-50	0	-96	-193%	-146	0%	54461	Bicycles	-981	-950	-1,478	-31	-3%	497	34%	-1,400
0	-100	-110	100	100%	110	100%	54463	Fitness Equipment	-523	-2,100	-2,068	1,577	75%	1,545	75%	-3,000
0	-300	0	300	100%	0	0%	54470	Office Equip R&M	-530	-1,130	0	600	53%	-530	0%	-1,580
-4,699	-5,739	-4,633	1,040	18%	-66	-1%	54481	Computer Software Maint	-43,670	-52,215	-37,598	8,545	16%	-6,072	-16%	-69,730
-23	-620	-132	597	96%	109	83%	54483	Computer Hardware Maint	-1,672	-5,260	-3,489	3,588	68%	1,817	52%	-7,250
-95	-450	-99	355	79%	4	4%	54499	Other Operating Equip R&M	-5,582	-6,750	-5,768	1,168	17%	186	3%	-8,600
<b>-36,328</b>	<b>-37,351</b>	<b>-34,333</b>	<b>1,023</b>	<b>3%</b>	<b>-1,996</b>	<b>-6%</b>		<b>R&amp;M Equipment</b>	<b>-247,705</b>	<b>-267,341</b>	<b>-222,558</b>	<b>19,636</b>	<b>7%</b>	<b>-25,147</b>	<b>-11%</b>	<b>-356,300</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,900	-4,863	-2,700	-39%	-4,737	-97%	-7,500
0	-1,400	-1,400	1,400	100%	1,400	100%	54520	Fertilizer	-12,219	-15,600	-17,454	3,381	22%	5,235	30%	-16,500
0	-2,000	-3,500	2,000	100%	3,500	100%	54530	Top Dressing	-6,733	-7,400	-10,553	667	9%	3,820	36%	-9,000
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	-3,449	-3,000	-5,361	-449	-15%	1,912	36%	-3,000
-9	0	0	-9	0%	-9	0%	54560	Pesticides	-6,485	-6,700	-7,895	215	3%	1,410	18%	-9,300
-306	-400	-413	94	23%	107	26%	54570	Irrigation and Drainage	-4,087	-2,600	-1,868	-1,487	-57%	-2,218	-119%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-315</b>	<b>-4,500</b>	<b>-6,013</b>	<b>4,185</b>	<b>93%</b>	<b>5,698</b>	<b>95%</b>		<b>R&amp;M Golf Course</b>	<b>-42,573</b>	<b>-42,450</b>	<b>-47,995</b>	<b>-123</b>	<b>0%</b>	<b>5,421</b>	<b>11%</b>	<b>-48,800</b>
-4,827	-800	-1,212	-4,027	-503%	-3,615	-298%	54710	chemicals	-41,601	-23,800	-22,317	-17,801	-75%	-19,284	-86%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,350	0	1,350	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-4,827</b>	<b>-950</b>	<b>-1,212</b>	<b>-3,877</b>	<b>-408%</b>	<b>-3,615</b>	<b>-298%</b>		<b>R&amp;M Pool Spa</b>	<b>-41,601</b>	<b>-25,150</b>	<b>-22,402</b>	<b>-16,451</b>	<b>-65%</b>	<b>-19,198</b>	<b>-86%</b>	<b>-29,800</b>
-104,965	-104,260	-149,636	-705	-1%	44,671	30%	(575...	Forestry Management	-257,807	-240,760	-259,047	-17,047	-7%	1,240	0%	-262,560
0	-100	-25	100	100%	25	100%	57528	Trails Maintenance	-1,143	-1,500	-2,310	357	24%	1,167	51%	-1,600
<b>-104,965</b>	<b>-104,360</b>	<b>-149,661</b>	<b>-605</b>	<b>-1%</b>	<b>44,696</b>	<b>30%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-258,950</b>	<b>-242,260</b>	<b>-261,357</b>	<b>-16,690</b>	<b>-7%</b>	<b>2,407</b>	<b>1%</b>	<b>-264,160</b>
15,305	12,166	15,588	3,139	26%	-283	-2%	59010	Contra - Inter-Dept. Charges	182,698	137,934	153,325	44,764	32%	29,373	19%	187,910
<b>-144,529</b>	<b>-147,417</b>	<b>-188,985</b>	<b>2,888</b>	<b>2%</b>	<b>44,456</b>	<b>24%</b>		<b>R&amp;M subtotal</b>	<b>-653,307</b>	<b>-637,925</b>	<b>-612,414</b>	<b>-15,382</b>	<b>-2%</b>	<b>-40,893</b>	<b>-7%</b>	<b>-784,180</b>
<b>-193,395</b>	<b>-205,226</b>	<b>-244,071</b>	<b>11,831</b>	<b>6%</b>	<b>50,676</b>	<b>21%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-1,293,901</b>	<b>-1,352,094</b>	<b>-1,328,848</b>	<b>58,193</b>	<b>4%</b>	<b>34,947</b>	<b>3%</b>	<b>-1,713,841</b>
0	0	0	0	0%	0	0%	52010	ADMINISTRATIVE & OTHER EXPENSE								
-7,901	-1,825	0	-6,076	-333%	-7,901	0%	52015	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
-169	-834	-408	665	80%	239	59%	52016	Consulting Expense	-9,218	-50,425	-4,857	41,207	82%	-4,362	-90%	-56,100
-5,128	-8,750	-3,458	3,622	41%	-1,670	-48%	52017	Po Survey	-169	-7,500	-3,675	7,331	98%	3,506	95%	-10,000
0	0	0	0	0%	0	0%	52030	Legal Services	-62,628	-78,750	-144,637	16,122	20%	82,009	57%	-105,000
3,665	-500	-684	4,165	833%	4,349	636%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
-537	0	-900	363	40%	363	40%	51070	Public Relations	-6,512	-9,500	-23,223	2,988	31%	16,711	72%	-11,950
-4,818	-7,670	-5,674	2,852	37%	855	15%	55520	Promotion Expense	1,482	-4,500	-9,108	5,982	133%	10,590	116%	-6,500
0	0	0	0	0%	0	0%	55540	Resort Advertising	-47,052	-77,480	-50,336	30,428	39%	3,284	7%	-119,130
0	-300	-203	300	100%	203	100%	55545	Brochure Distribution	0	-4,800	-3,000	4,800	100%	3,000	100%	-7,000
0	0	0	0	0%	0	0%	55560	Sales specific	-2,634	-2,800	-1,986	166	6%	-648	-33%	-3,700

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Nine Months Ending September 30, 2019  
 Operating Fund Consolidated

September 2019

Year-to-Date September 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 %	
-130	-500	-431	370	74%	301	70%	51520	Charitable Contributions	-8,526	-11,000	-10,971	2,474	22%	2,445	22%	-12,400
0	0	-1,602	0	0%	1,602	100%	51530	Community Relations	-673	-10,000	-2,946	9,327	93%	2,273	77%	-20,000
-707	-900	-935	193	21%	228	24%	55538	Reservation Services	-9,025	-9,000	-8,474	-25	0%	-551	-7%	-11,200
-5,004	-7,860	-7,147	2,856	36%	2,143	30%	55525	Marketing Discounts CoGS	-47,105	-62,260	-56,997	15,155	24%	9,892	17%	-76,200
-2,143	-1,525	-1,935	-618	-40%	-207	-11%	51020	Dues & Subscriptions	-21,277	-20,775	-18,604	-502	-2%	-2,673	-14%	-27,840
-10,587	-10,761	-17,427	174	2%	6,840	39%	51035	Licenses, Permits, Fees	-112,292	-81,389	-102,436	-30,903	-38%	-9,856	-10%	-119,050
-382	-485	-285	103	21%	-97	-34%	51096	Mileage Reimbursement	-4,398	-6,165	-4,294	1,767	29%	-104	-2%	-8,010
-3,772	-2,900	-1,070	-872	-30%	-2,701	-252%	51515	Board Expense	-40,376	-27,300	-61,030	-13,076	-48%	20,654	34%	-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
-2,196	-2,200	-2,122	4	0%	-74	-4%	51063	Postage - TDNews	-24,610	-21,850	-28,832	-2,760	-13%	4,223	15%	-30,450
-1,159	-1,230	-820	71	6%	-340	-41%	51065	Postage - General	-8,977	-11,475	-7,433	2,498	22%	-1,544	-21%	-15,450
0	0	0	0	0%	0	0%	51510	Assessment Billing	-3,744	-1,400	-4,682	-2,344	-167%	939	20%	-10,400
-1,228	-774	-798	-454	-59%	-430	-54%	51535	Digital Content	-11,002	-6,966	-14,011	-4,036	-58%	3,009	21%	-9,288
-6,188	-6,200	-12,852	12	0%	6,664	52%	51545	Printing - TD News	-58,366	-60,800	-56,436	2,434	4%	-1,930	-3%	-84,400
0	0	-92	0	0%	92	100%	51546	Printing - Brochures	-22,647	-17,350	-15,442	-5,297	-31%	-7,206	-47%	-28,400
-934	0	-1,780	-934	0%	845	48%	51547	Printing - Other	-2,322	-100	-4,749	-2,222	-2222%	2,427	51%	-100
0	-400	-211	400	100%	211	100%	56601	Claims Expense	-79,995	-3,800	-11,012	-76,195	-2005%	-68,983	-628%	-5,000
0	0	0	0	0%	0	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
-60	-834	-100	774	93%	40	40%	52215	Collection Expense	-221	-7,500	-801	7,279	97%	580	72%	-10,000
-16,442	-18,980	-17,502	2,538	13%	1,060	6%	52220	Credit Card Expense	-273,373	-251,780	-223,587	-21,593	-9%	-49,786	-22%	-307,140
-511	0	-728	-511	0%	217	30%	52225	Over/Short	-1,530	0	467	-1,530	0%	-1,997	-428%	0
-234	100	0	-334	-334%	-234	0%	57009	Inter-Department Food Costs	2,537	900	3,507	1,637	182%	-969	-28%	1,200
0	-2,756	0	2,756	100%	0	0%	59999	Contingency	0	-22,368	0	22,368	100%	0	0%	-30,000
-37,800	-37,800	-29,500	0	0%	-8,300	-28%	52025	Insurance Expense	-431,000	-431,000	-349,500	0	0%	-81,500	-23%	-590,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	57030	Taxes - Property	-177,418	-183,300	-172,692	5,882	3%	-4,726	-3%	-246,000
-3,750	-3,750	-3,750	0	0%	0	0%	5702...	Taxes - Income	-33,750	-33,750	-33,750	0	0%	0	0%	-45,000
<b>-127,829</b>	<b>-140,634</b>	<b>-131,602</b>	<b>12,805</b>	<b>9%</b>	<b>3,773</b>	<b>3%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-1,595,184</b>	<b>-1,589,183</b>	<b>-1,496,989</b>	<b>-6,001</b>	<b>0%</b>	<b>-98,195</b>	<b>-7%</b>	<b>-2,122,508</b>
<b>-433,501</b>	<b>-473,289</b>	<b>-491,044</b>	<b>39,788</b>	<b>8%</b>	<b>57,543</b>	<b>12%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-4,103,201</b>	<b>-4,128,391</b>	<b>-3,947,463</b>	<b>25,190</b>	<b>1%</b>	<b>-155,738</b>	<b>-4%</b>	<b>-5,445,000</b>
<b>-1,382,311</b>	<b>-1,495,150</b>	<b>-1,428,204</b>	<b>112,839</b>	<b>8%</b>	<b>45,893</b>	<b>3%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-13,814,462</b>	<b>-14,189,110</b>	<b>-13,275,937</b>	<b>374,648</b>	<b>3%</b>	<b>-538,525</b>	<b>-4%</b>	<b>-18,495,000</b>
<b>-665,508</b>	<b>-668,000</b>	<b>-521,665</b>	<b>2,492</b>	<b>0%</b>	<b>-143,843</b>	<b>-28%</b>		<b>NORBO (before AO)</b>	<b>-3,172,011</b>	<b>-3,707,000</b>	<b>-3,969,236</b>	<b>534,989</b>	<b>14%</b>	<b>797,225</b>	<b>20%</b>	<b>-5,893,000</b>
<b>16,000</b>	<b>16,000</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>16,000</b>	<b>0%</b>	<b>59025</b>	<b>ALLOCATED OVERHEAD (AO)</b>	<b>146,000</b>	<b>146,000</b>	<b>146,000</b>	<b>0</b>	<b>0%</b>	<b>146,000</b>	<b>0%</b>	<b>197,000</b>
<b>-649,508</b>	<b>-652,000</b>	<b>-521,665</b>	<b>2,492</b>	<b>0%</b>	<b>-127,843</b>	<b>-25%</b>		<b>NOR (after AO)</b>	<b>-3,026,011</b>	<b>-3,561,000</b>	<b>-3,969,236</b>	<b>534,989</b>	<b>15%</b>	<b>943,225</b>	<b>24%</b>	<b>-5,696,000</b>
-1,500,901	-1,618,000	-1,561,649	117,099	7%	60,748	4%		T O C post AO	-14,952,953	-15,370,000	-14,519,519	417,047	3%	-433,435	-3%	-19,911,000
<b>-1,516,901</b>	<b>-1,634,000</b>	<b>-1,561,649</b>	<b>117,099</b>	<b>7%</b>	<b>44,748</b>	<b>3%</b>		<b>T O C pre AO</b>	<b>-15,098,953</b>	<b>-15,516,000</b>	<b>-14,519,519</b>	<b>417,047</b>	<b>3%</b>	<b>-579,435</b>	<b>-4%</b>	<b>-20,108,000</b>
-56.7%	-59.7%	-66.6%	03.0%	05.0%	09.9%	14.8%		REV to TOC (CRR%)	-79.8%	-76.8%	-72.7%	-02.9%	-03.8%	-07.1%	-09.8%	-71.4%
<b>652,000</b>	<b>652,000</b>	<b>670,000</b>	<b>0</b>	<b>0%</b>	<b>-18,000</b>	<b>-3%</b>		<b>Assessment Revenue, Operatin</b>	<b>3,561,000</b>	<b>3,561,000</b>	<b>4,019,000</b>	<b>0</b>	<b>0%</b>	<b>-458,000</b>	<b>-11%</b>	<b>5,696,000</b>
<b>2,492</b>	<b>0</b>	<b>148,335</b>	<b>2,492</b>	<b>0%</b>	<b>-145,843</b>	<b>-98%</b>		<b>NOR AFTER Assessment Reven</b>	<b>534,989</b>	<b>0</b>	<b>49,764</b>	<b>534,989</b>	<b>0%</b>	<b>485,225</b>	<b>975%</b>	<b>0</b>