



# Tahoe Donner Association

## Finance Reports

### October 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: November 15, 2019  
Re: **October 2019 – Operating Fund Financial Results**



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## Keynotes

1. A NOR loss of \$895,000 was favorable \$1,000 or 0% to Budget. YTD NOR loss of \$3,921,000 is favorable \$536,000/12% to Budget.
2. In October 2019, a Members' Equity transfer was approved by the Board and recorded, \$1.0m transfer from Operating Fund to Replacement Reserve Fund. Post-transfer, Operating Fund Members' Equity balance of \$2.0 million is \$557,000 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 F05, Added Consolidated All Funds P&L Schedules. Section F04 – Repurposed, now latest Quarterly Financial Update. Section F14– Capital Funds reporting revised to include RRF Expenditure sub-schedule.

## Month – Operating Fund

Month financials for the Association indicate that net operating results (before assessment revenues) for the month was a loss of (\$895,000) which was favorable to budget by \$1,000/0%. Month's operating revenues of \$449,000 were \$31,000/6% unfavorable to budget and total expenses of \$1,344,000 were \$32,000/2% favorable to budget. Compared to last year same month, revenues are down \$15,000/3% and NORBO is unfavorable \$46,000/5%. Golf's result shortfall of \$37,000/61% (revenues off \$24k/38%) was offset by favorable results in various areas.

## Year to Date – Operating Fund

Ten months in, the NOR loss of (\$3,921,000) is favorable \$536,000 or 12% to budget. These results are driven primarily by excellent winter skiing conditions, with record snowfall for month of February for the region. Compared to the 1<sup>st</sup> ten months of last year, revenue is up \$1.4 million and NORBO is up

\$752,000. 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/department 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 <b>October 2019</b>			For the ten months ending <b>October 2019</b>		
	Value	Variance to Budget		Value	Variance to Budget	
<b>1</b> Operating Revenue	\$ 449,024	\$ (30,976)	-6%	\$ 12,375,967	\$ 86,967	1%
<b>2</b> Operating Costs	\$ (1,343,659)	\$ 32,341	2%	\$ (16,296,612)	\$ 449,388	3%
<b>3</b> Net Operating Result	\$ (894,635)	\$ 1,365	0%	\$ (3,920,645)	\$ 536,355	12%
	<i>3.1 Flow-thru %</i>		<i>-4%</i>			<i>617%</i>
<b>4</b> Operating Expenses	\$ (423,360)	\$ (52,777)	-14%	\$ (4,380,561)	\$ (27,587)	-1%
<b>5</b> Payroll Direct	\$ (694,675)	\$ 31,505	4%	\$ (8,494,560)	\$ 142,496	2%
<b>6</b> Payroll Direct % of Rev	-155%	(0.034)	-2%	-69%	0.016	2%
<b>7</b> Non-Exempt FTEs	111	8.4	7%	172	6.6	4%
<b>8</b> F&B COGS % of F&B Rev	-24.6%	0.033	12%	-28.7%	(0.002)	-1%
<b>9</b> Downhill Ski NOR	(110,318)	6,266	5%	936,422	473,077	102%
<b>10</b> OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,978,248	\$ 1,556,748	110%

## 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** and **October** brought cooler/expected temperatures but was not a contributing factor to operating results.

## Financial Notables of Operating Units

**Downhill Ski.** YTD NORBO of \$1,334,000 is favorable \$473k/55% to budget and favorable \$1M/368% to prior year. This was driven by excellent snow conditions and momentum for 18/19 winter season, as well as, aggressive Public pricing increases (peak and nonpeak). For the 17/18 season, skiing opened on Friday, 12/8/2017 with thin limited terrain on Snowbird lift only, and would clearly not have opened at all without snowmaking. Reliance on snowmaking continued through January and February as dry and unseasonably warm conditions persisted. March saw record snowfall, creating increased volume and revenue. For 18/19 season, Downhill Ski managed to open on December 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 \$260,000 is favorable \$117k/82% to budget and favorable \$146k/128% 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 \$98,000 is unfavorable \$31k to budget and unfavorable \$6k/6% 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 (\$44,000) is unfavorable \$23k to budget and unfavorable \$35k to prior year. YTD cogs of 29% compares to budget 28% and prior year 29%. Results versus budget driven primarily by the severe weather impacting customer volume (unable to see restaurant from Northwoods), with May closure benefiting financial results ~\$5,000+. Closed 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 (\$51,000) is favorable \$23k to budget and favorable \$54k to prior year. YTD cogs of 33% 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 Oct. actual of \$42,000 is over budget \$17k 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 10/31/2019, \$416,000/1733 versus prior year 175,000/648 passes. Revenue up \$241,000/138% and passes sold up 1085/167%. 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.

- 10/31/2019 -- **2019/2020** – sold 4,558 revenues of \$1,167,000, (vs py pace; volume up 3%, revenue up 12%)
- For full year cycle **2018/2019** – sold 4,582 revenues of \$1,069,000, (vs py cycle; volume up 4%, revenue up 2%)
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3595/56% (3581/55%) Base up to 4p | 845/13% (714/10%) 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 10/31/xx:  
 10/31/19 - 2019 38 or 0.6% of units  
 10/31/18 - 2018 31 or 0.5% of units  
 10/31/17 - 2017 31 or 0.5% of units  
 10/31/16 - 2016 44 or 0.7% of units

as of 09/30/xx:  
 09/30/19 - 2019 45 or 0.7% of units  
 09/30/18 - 2018 38 or 0.6% of units  
 09/30/17 - 2017 37 or 0.6% of units  
 09/30/16 - 2016 48 or 0.7% of units

as of 08/31/xx:  
 08/31/19 - 2019 48 or 0.7% of units  
 08/31/18 - 2018 46 or 0.7% of units  
 08/31/17 - 2017 47 or 0.7% of units  
 08/31/16 - 2016 54 or 0.8% of units

as of 07/31/xx:  
 07/31/19 - 2019 52 or 0.8% of units  
 07/31/18 - 2018 51 or 0.8% of units  
 07/31/17 - 2017 53 or 0.8% of units  
 07/31/16 - 2016 61 or 0.9% 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 October 2019**

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 October		2019 October	
	Status	11/7/2018	10/7/2019	11/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
<b>Exempt</b>	101	42	42	41	-1	-2%	-1	-2%	3	0	2	0
<b>NonExempt</b>	102	42	40	40	-2	-5%	0	0%	1	0	0	0
<b>NonExempt</b>	103	166	176	149	-17	-10%	-27	-15%	74	4	67	6
<b>NonExempt</b>	104	17	18	17	0	0%	-1	-6%	0	0	1	0
<b>Totals</b>	Total	267	276	247	-20	-7%	-29	-11%	78	4	70	6
<b>Totals (FTYR)</b>	101 + 102	84	82	81	-3	-4%	-1	-1%	4	0	2	0

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

101 - FT Exempt      102 - FT 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 Q2 approximately 10 positions, 5 of these due to relocations to other areas, and the other 5; 1 retirement, 1 lasted less than a month due to performance, 1 worked out due to performance, 1 lifestyle choice (did not want to work summers), and 1 went to work for a competitor where spouse worked, for same rate of pay.

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



**Trout Creek Recreation Center**

	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue	Member Mix and %tl %M					
						w/Mbr			onGCard				Rec Fee			Non Rec Fee		
<b>Total 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>Oct17</b>	8,109	6,167	76%	540	7%							\$ 4,240	6,040	74%	98%	127	2%	2%
<b>Oct18</b>	8,391	6,234	74%	457	5%	257	3%	56%	200	2%	44%	\$ 4,316	6,065	72%	97%	169	2%	3%
<b>Oct19</b>	7,480	6,440	86%	494	7%	301	4%	61%	193	3%	39%	\$ 5,737	6,331	85%	98%	109	1%	2%
<b>YTD Oct17</b>	124,458	84,240	68%	22,837	18%							\$ 178,358	75,861	61%	90%	8,379	7%	10%
<b>YTD Oct18</b>	120,202	83,840	70%	18,681	16%	7,769	6%	42%	11,924	10%	64%	\$ 200,850	78,310	65%	93%	5,530	5%	7%
<b>YTD Oct19</b>	118,107	85,875	73%	19,794	17%	9,957	8%	50%	10,922	9%	55%	\$ 245,919	79,837	68%	93%	6,038	5%	7%
<b>2019/day 304</b>	389	282		65		33			36			\$ 809	263			20		

**YTD - Trout Creek Visits Mix**

- 73% Member
- 8% Guests with Member
- 9% Guests on Guest Card
- 6% Employee
- 3% Fitness/Childcare/Massage



**Beach Club Marina**

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
<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>Oct 17</b>	208	37	18%							\$ 290
<b>Oct 18</b>	85	-	0%	-	0%	0%	-	0%	0%	\$ -
<b>Oct 19</b>	158	15	9%	15	9%	100%	-	0%	0%	\$ 150
<b>YTD Oct17</b>	41,347	15,875	23%							\$ 141,176
<b>YTD Oct18</b>	41,852	15,540	25%	8,251	22%	53%	7,289	3%	47%	\$ 153,678
<b>YTD Oct19</b>	36,614	12,985	35%	7,120	19%	55%	5,865	16%	45%	\$ 159,678
<b>2019/day 136</b>	269	95		52			43			\$ 1,174

*opened May 24  
closing day Oct 6*

YTD

Member	65%
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			
May17	1,313	330	25%							\$ 2,572
May18	1,428	422	30%	-	0%	0%	-	0%	0%	\$ 3,326
May19	844	246	29%	243	29%	99%	3	0%	1%	\$ 2,439
Jun17	3,654	439	12%							\$ 3,308
Jun18	3,432	285	8%	234	7%	82%	51	1%	18%	\$ 2,390
Jun19	2,862	453	16%	418	15%	92%	35	1%	8%	\$ 4,574
Jul17	5,763	471	8%							\$ 3,584
Jul18	5,619	702	12%	590	11%	84%	112	2%	16%	\$ 5,819
Jul19	6,111	681	11%	574	9%	84%	107	2%	16%	\$ 7,001
Aug17	4,503	356	8%							\$ 2,730
Aug18	5,008	500	10%	347	7%	69%	153	3%	31%	\$ 4,320
Aug19	7,651	554	7%	441	6%	80%	113	1%	20%	\$ 5,883
Sep17	2,731	240	9%							\$ 1,834
Sep18	2,640	269	10%	238	9%	88%	31	1%	12%	\$ 2,126
Sep19	3,554	214	6%	197	6%	92%	17	0%	8%	\$ 2,121
Oct17	1,020	24	2%							\$ 192
Oct18	1,404	17	1%	15	1%	88%	2	0%	12%	\$ 134
Oct19	1,909	15	1%	15	1%	100%	-	0%	0%	\$ 144
YTD Oct17	18,984	1,860	10%							\$ 14,220
YTD Oct18	19,531	2,195	11%	1,424	7%	65%	349	2%	16%	\$ 18,115
YTD Oct19	22,931	2,163	9%	1,888	8%	87%	272	1%	13%	\$ 22,162
2019/day	150	153		13			2			\$ 148

opened May 10  
last day- Oct 6th

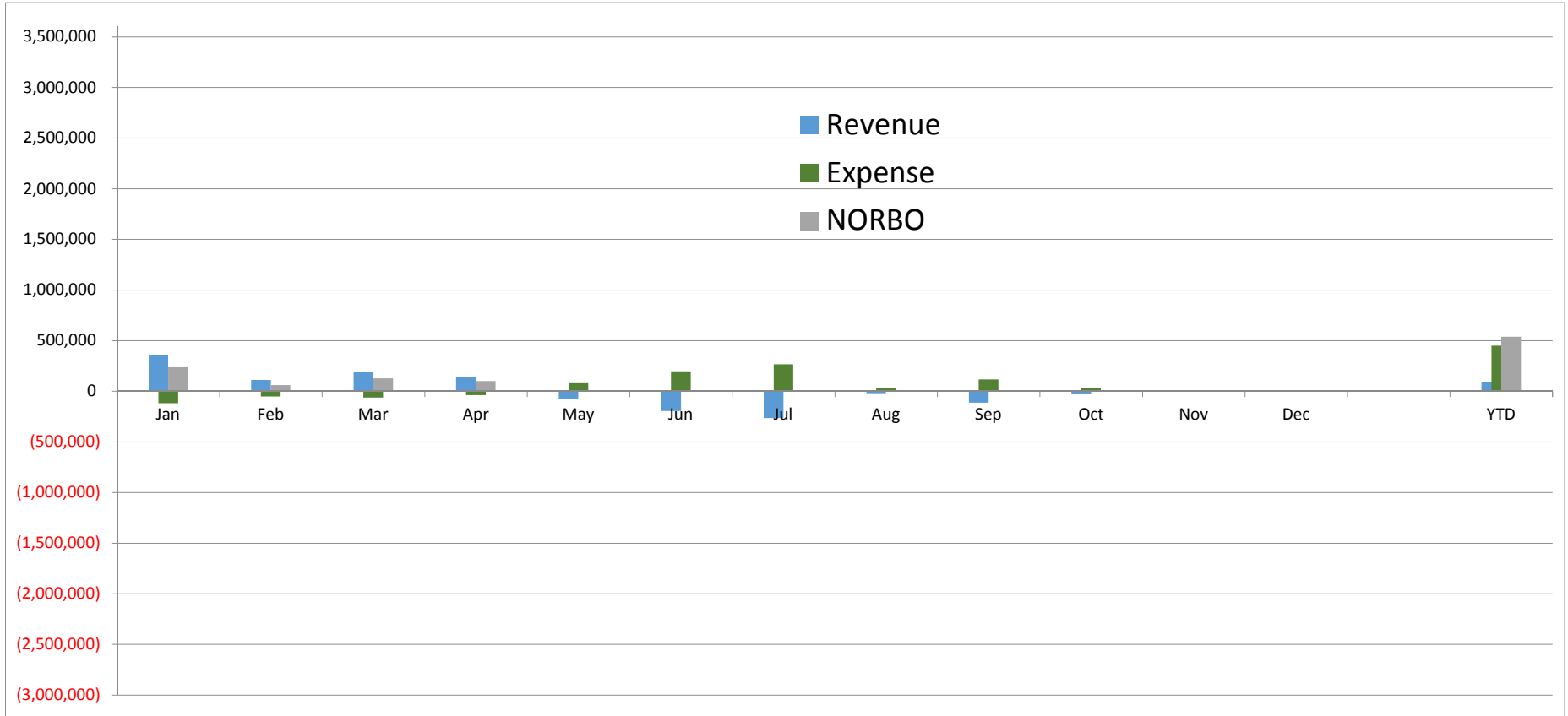
	YTD
Member	87%
Guest w/member	8%
Guest on Guest Card	1%
Employee	1%
Other	3%

# Tahoe Donner Association

## Operating Fund - excluding Annual Assessment Revenues

### Variance to Budget - by Month - For the ten months ending October 2019

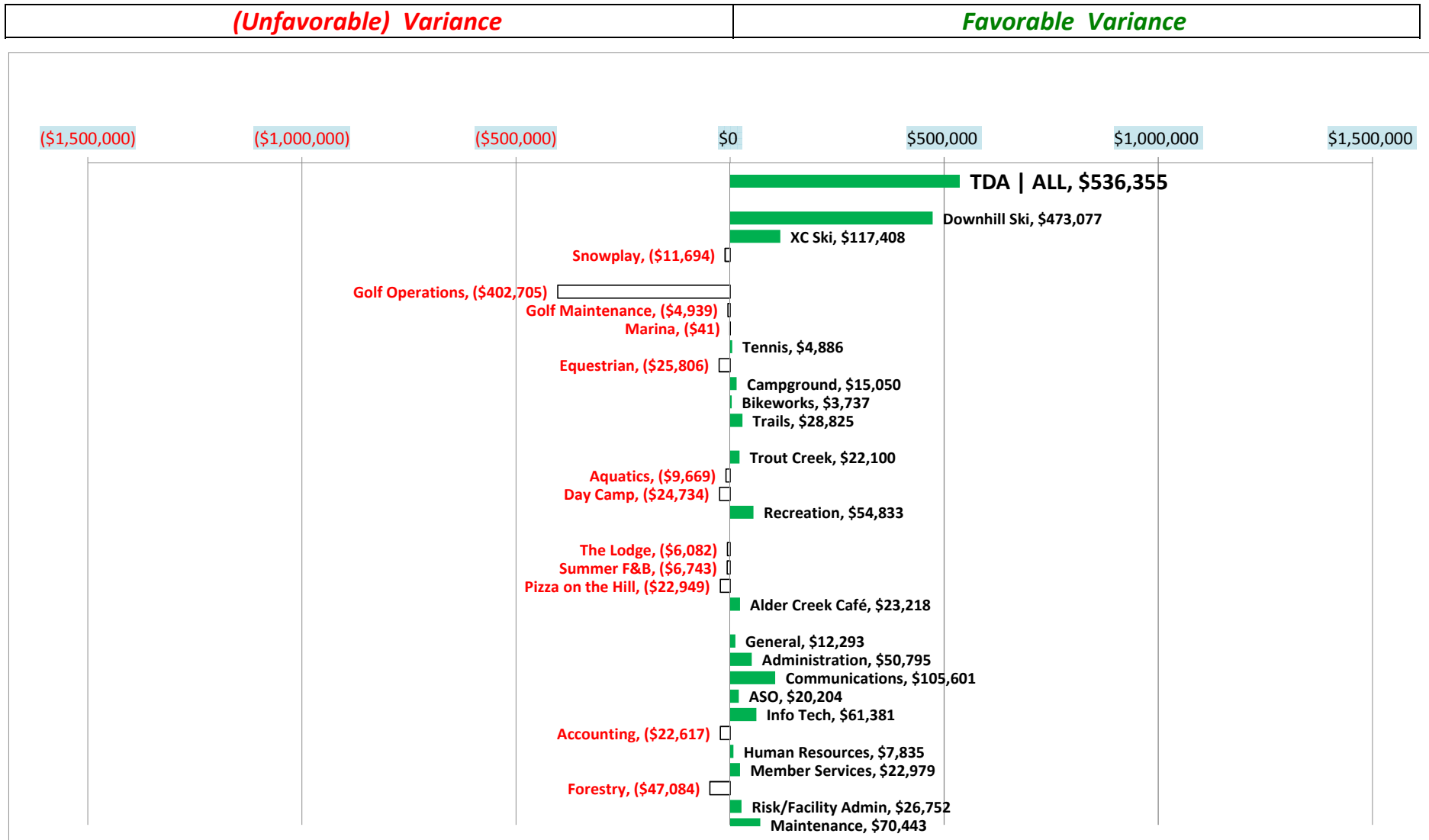
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Revenue</b>	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	(29,269)	(114,607)	(30,976)	0	0	86,967
<b>Expense</b>	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,462	31,423	117,099	32,341	0	0	449,388
<b>NORBO</b>	235,817	59,514	126,877	99,445	6,964	932	795	2,153	2,492	1,365	0	0	536,355



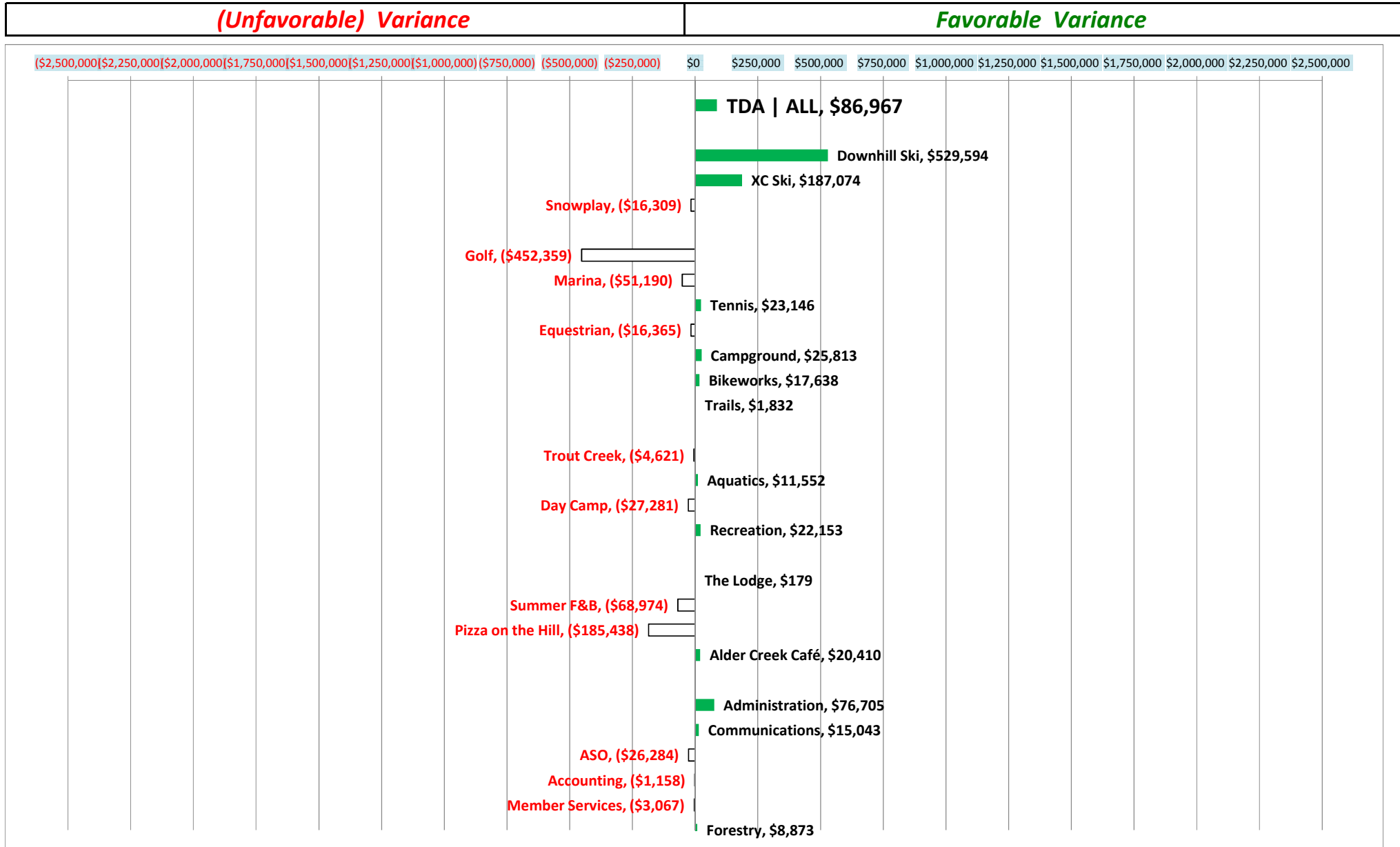
## Tahoe Donner Association

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

Year to Date **October 2019**



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



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

**Year to Date October 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>\$ 1,365</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 536,355</b>
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	4,652	13,142	6,266	-	-	473,077
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	7,387	6,011	8,124	-	-	117,408
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	1,118	1,151	(2,682)	-	-	(11,694)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	(57,015)	(52,018)	(28,717)	-	-	(402,705)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	(1,149)	(4,236)	(8,512)	-	-	(4,939)
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	(2,735)	(2,671)	10,064	-	-	(41)
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	4,723	1,358	4,669	-	-	4,886
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	617	(18,914)	(2,168)	-	-	(25,806)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	3,156	4,761	162	-	-	15,050
Bikeworks	-	-	-	76	(2,432)	2,510	2,592	4,098	(2,513)	(594)	-	-	3,737
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	7,961	2,522	(563)	-	-	28,825
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	9,311	258	(2,047)	-	-	22,100
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	(1,785)	(3,920)	(899)	-	-	(9,669)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	(12,978)	2,714	1,231	-	-	(24,734)
Recreation	7	525	973	(678)	7,581	2,597	36,593	1,768	36	5,432	-	-	54,833
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	32,573	12,618	25,116	-	-	(6,082)
Summer F&B	173	329	222	498	8,423	(1,248)	141	(11,160)	(8,020)	3,898	-	-	(6,743)
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	5,555	(2,241)	790	-	-	(22,949)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	1,697	3,450	8,097	-	-	23,218
General	8,948	(22,701)	(9,976)	(868)	6,014	(23,966)	22,600	775	13,651	17,815	-	-	12,293
Administration	4,798	10,942	16,485	24,922	(110,635)	116,074	51,302	(31,600)	(21,187)	(10,306)	-	-	50,795
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	13,684	10,513	2,141	-	-	105,601
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	7,631	6,891	3,057	-	-	20,204
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	7,187	7,332	(641)	-	-	61,381
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	2,378	462	(2,251)	-	-	(22,617)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	1,964	6,938	9,515	-	-	7,835
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	2,281	4,789	2,737	-	-	22,979
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,164	(25,273)	9,842	(64,376)	-	-	(47,084)
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	14,710	6,620	5,993	-	-	26,752
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	10,620	3,153	10,012	-	-	70,443

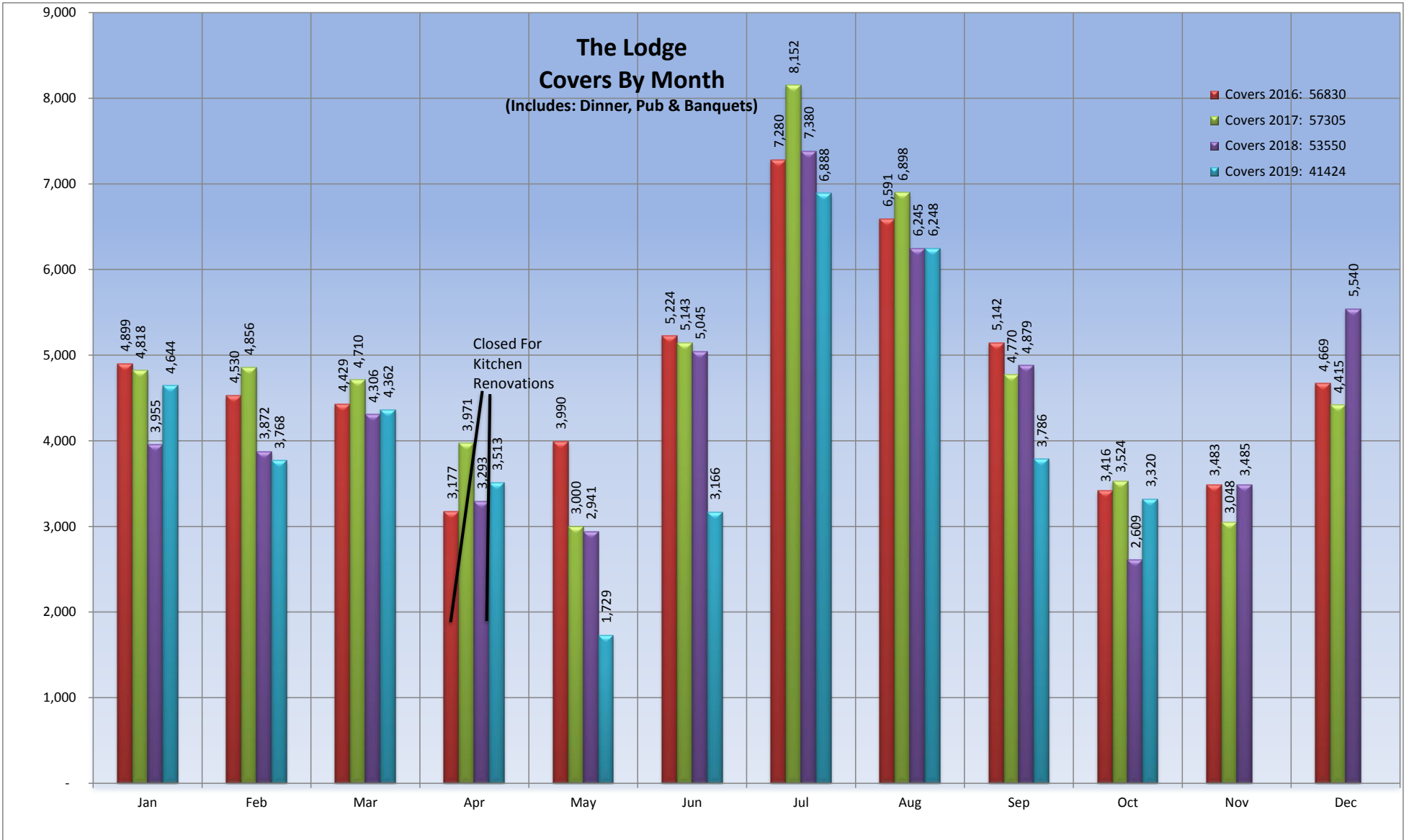
**Tahoe Donner Association**  
**Operating Revenue Variances Report**

**Year to Date October 2019**

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

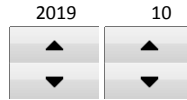
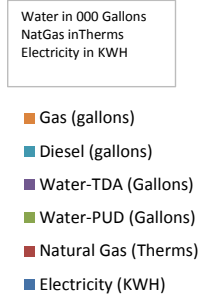
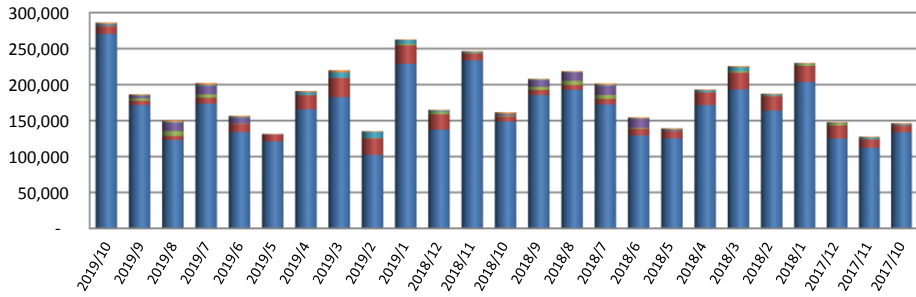
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
<b>TDA   ALL</b>	<b>\$ 354,499</b>	<b>\$ 111,765</b>	<b>\$ 190,309</b>	<b>\$ 138,465</b>	<b>\$ (72,470)</b>	<b>\$ (196,081)</b>	<b>\$ (264,667)</b>	<b>\$ (29,269)</b>	<b>\$ (114,607)</b>	<b>\$ (30,976)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 86,967</b>
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	563	1,147	450	-	-	529,594
XC Ski	73,149	32,507	51,368	29,715	-	-	-	-	-	335	-	-	187,074
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)	(23,833)	-	-	(452,359)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	890	(16,335)	867	-	-	(51,190)
Tennis	-	-	-	(19,643)	109	5,325	16,992	14,708	2,518	3,138	-	-	23,146
Equestrian	-	-	-	-	-	(1,868)	(9,206)	4,058	(11,115)	1,765	-	-	(16,365)
Campground	-	-	-	-	2,441	8,297	4,610	2,788	7,254	423	-	-	25,813
Bikeworks	-	-	-	7,009	(14,337)	12,491	4,248	6,500	2,888	(1,161)	-	-	17,638
Trails	-	-	-	-	-	835	777	1,002	(64)	(718)	-	-	1,832
Trout Creek	4,140	(8,830)	252	23,603	(4,623)	(2,958)	(10,183)	3,088	(4,212)	(4,899)	-	-	(4,621)
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)	5,401	-	-	22,153
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	10,238	11,791	12,971	-	-	179
Summer F&B	-	-	-	-	(4,500)	(24,475)	(11,445)	(4,597)	(16,794)	(7,164)	-	-	(68,974)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	(13,416)	(68,013)	(17,178)	(25,783)	(29,440)	-	-	(185,438)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	(3,700)	(11,596)	7,503	-	-	20,410
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	4,486	1,516	4,909	-	-	76,705
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	1,033	231	1,683	-	-	15,043
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	(759)	65	(1,636)	-	-	(26,284)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	(265)	(77)	(289)	-	-	(1,158)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	689	(311)	(601)	-	-	(3,067)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	11,613	(1,115)	(680)	-	-	8,873





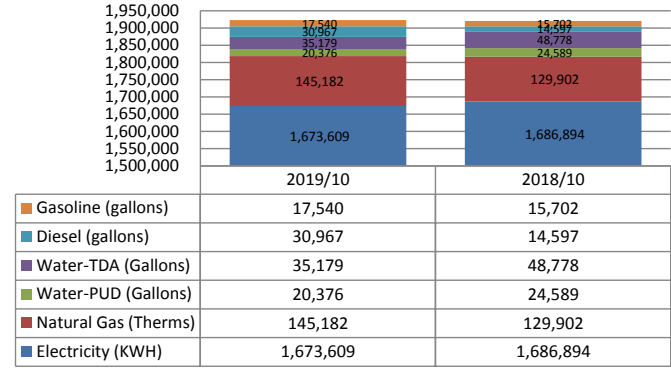
\* The Lodge was closed from 4/20/2015 - 5/4/2015 for kitchen renovations  
 \*\* The Lodge was closed from 4/15/2013 - 5/2/2013 for renovations  
 \*\*\* All data excludes Lunch/Snack Bar (170 - Summer F&B)

## Tahoe Donner Association Energy Consumption - Last 25Months



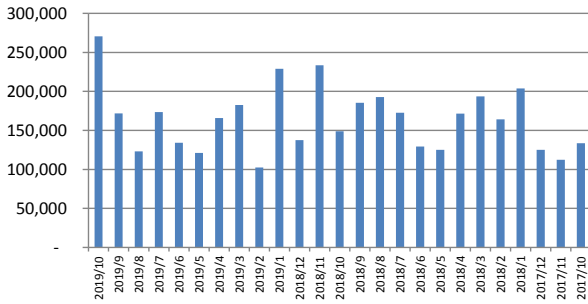
<p>Gasoline Cost / Gallon</p> <p>\$3.83   13%   2%</p>	<p>Diesel Cost / Gallon</p> <p>\$4.35   15%   6%</p>	<p>Propane Cost / Gallon</p> <p>\$3.17   0%   -1%</p>
LTM Trend Sparkline   \$Cost Current Mth   %Chg Same Mth PY   %Chg Last Month		

## Tahoe Donner Association Energy Consumption YTD

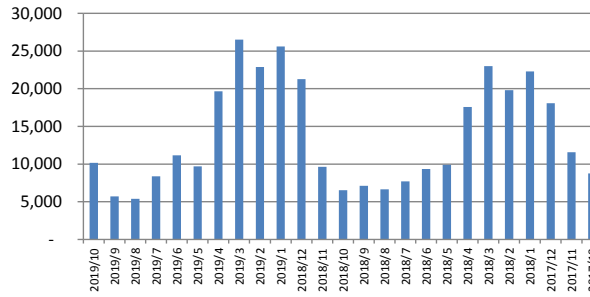


Data Available thru (yyyy/mm) - 2019/10  
 This Report is volumes not dollars  
 Note the scale varies with each Chart presented.

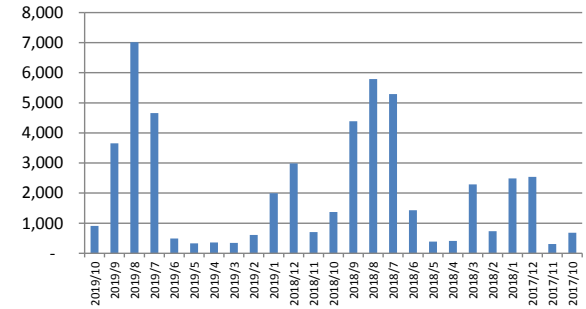
### Electricity (KWH)



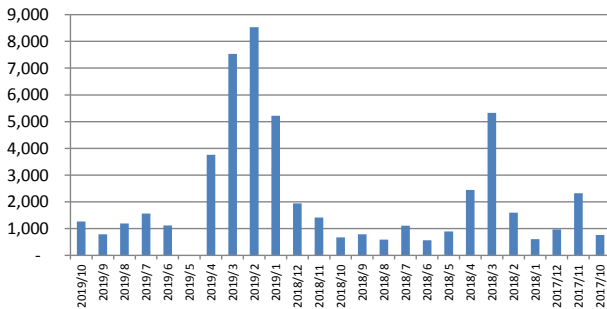
### Natural Gas (Therms)



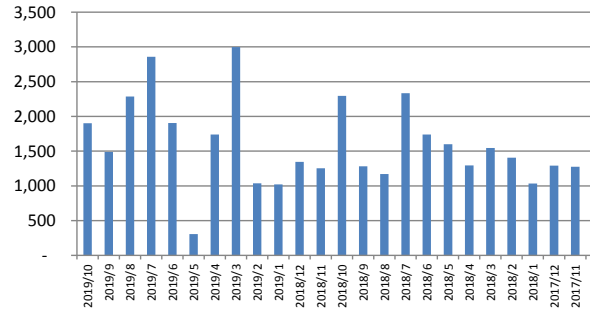
### Water-PUD (000 Gallons)



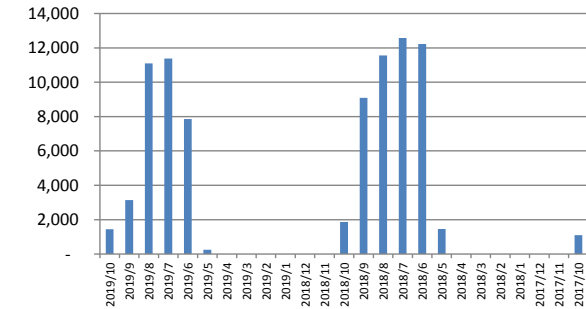
### Diesel (gallons)



### Gasoline (gallons)



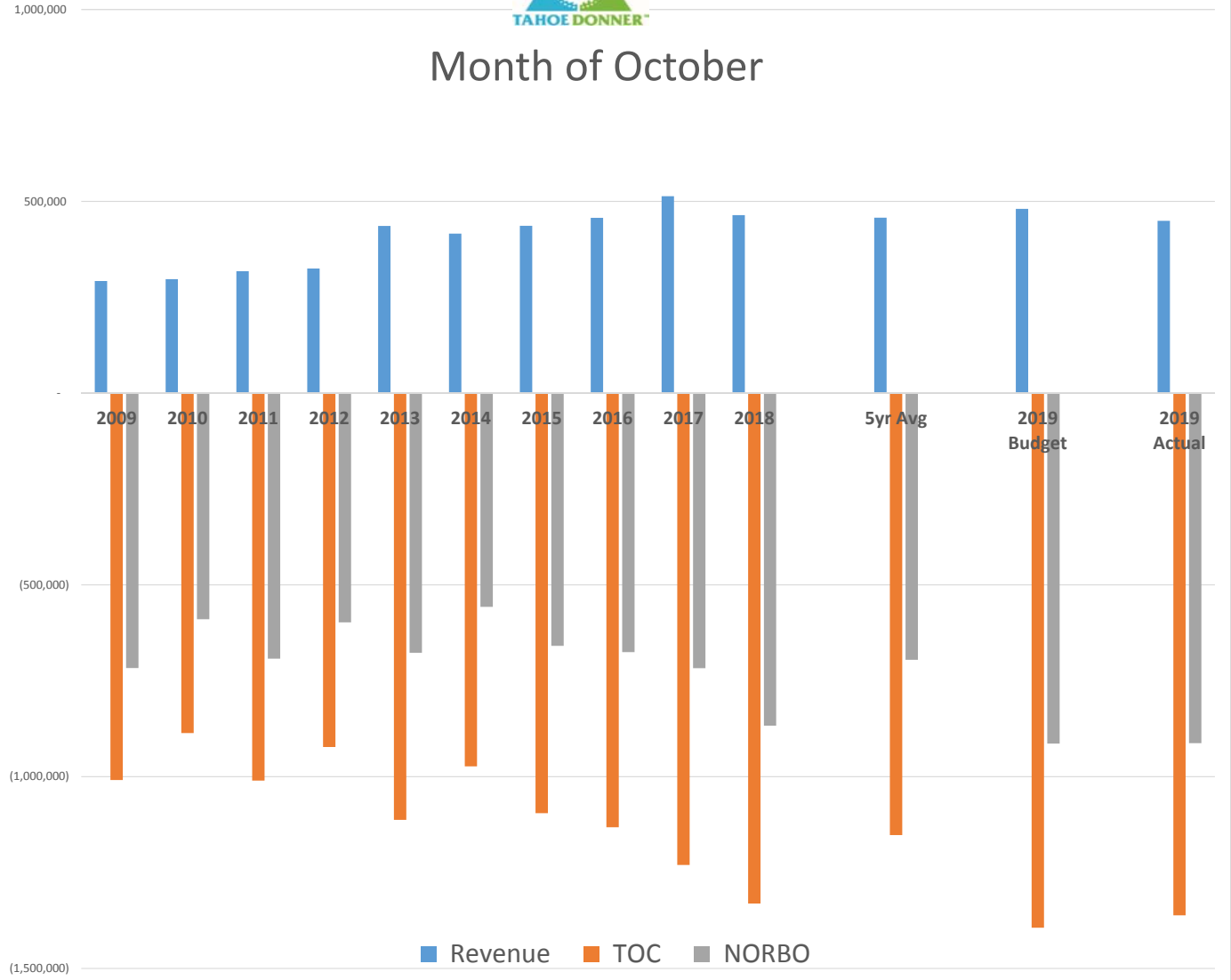
### Water-TDA (000 Gallons)





## Month of October

	Revenue	TOC	NORBO
2009	292,030	(1,008,824)	(716,795)
2010	296,982	(886,622)	(589,641)
2011	317,860	(1,010,207)	(692,347)
2012	324,709	(922,695)	(597,986)
2013	435,831	(1,112,876)	(677,045)
2014	415,638	(973,211)	(557,572)
2015	436,015	(1,095,197)	(659,182)
2016	456,612	(1,131,895)	(675,283)
2017	513,052	(1,230,152)	(717,100)
2018	463,746	(1,330,814)	(867,068)
5yr Avg	457,013	(1,152,254)	(695,241)
2019 Budget	480,000	(1,394,000)	(914,000)
2019 Actual	449,024	(1,361,659)	(912,635)
Var to Bdg	(30,976) -6%	32,341 2%	1,365 0%
Var to PY	(14,722) -3%	(30,845) -2%	(45,567) -5%



Variance FlowThru  
vs Bdg -4%  
vs PY 310%

PY Records  
New Record(s) if applicable

**Tahoe Donner Association  
Visitation Report  
October 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>9,547</b>	<b>8,800</b>	<b>9,880</b>	<b>747</b>	<b>8%</b>	<b>(333)</b>	<b>-3%</b>	<b>Private Amenities</b>	<b>186,400</b>	<b>193,800</b>	<b>190,772</b>	<b>(7,400)</b>	<b>-4%</b>	<b>(4,372)</b>	<b>-2%</b>	<b>216,300</b>
7,480	7,500	8,391	(20)	0%	(911)	-11%	Trout Creek Rec Ctr	118,467	120,500	120,202	(2,033)	-2%	(1,735)	-1%	143,000
-	-	-	-	0%	-	0%	NW Pool	3,983	8,100	4,377	(4,117)	-51%	(394)	-9%	8,100
158	100	85	58	58%	73	86%	Beach Club Marina	36,614	42,000	41,852	(5,386)	-13%	(5,238)	-13%	42,000
1,909	1,200	1,404	709	59%	505	36%	Tennis Center	22,931	18,500	19,531	4,431	24%	3,400	17%	18,500
-	-	-	-	0%	-	0%	Day Camps	4,405	4,700	4,810	(295)	-6%	(405)	-8%	4,700
<b>7,155</b>	<b>9,630</b>	<b>8,327</b>	<b>(2,475)</b>	<b>-26%</b>	<b>(1,172)</b>	<b>-14%</b>	<b>Public Amenities</b>	<b>209,047</b>	<b>233,200</b>	<b>210,270</b>	<b>(24,153)</b>	<b>-10%</b>	<b>(1,223)</b>	<b>-1%</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
1,046	900	914	146	16%	132	14%	Golf Rounds	12,775	18,000	17,276	(5,225)	-29%	(4,501)	-26%	18,000
-	-	-	-	0%	-	0%	Campground Campers	2,202	1,700	2,096	502	30%	106	5%	1,700
-	-	1	-	0%	(1)	-100%	Equestrian Visitors	4,295	5,300	4,048	(1,005)	-19%	247	6%	5,300
96	100	52	(4)	-4%	44	85%	Bikeworks Rentals	2,479	2,500	2,471	(21)	-1%	8	0%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
3,320	3,520	2,609	(200)	-6%	711	27%	The Lodge Covers	41,424	48,300	44,525	(6,876)	-14%	(3,101)	-7%	56,000
18	585	254	(567)	-97%	(236)	-93%	Summer Food and Bev	13,619	20,800	18,127	(7,181)	-35%	(4,508)	-25%	20,800
183	2,650	2,199	(2,467)	-93%	(2,016)	-92%	Pizza on the Hill Covers	24,069	37,880	42,496	(13,811)	-36%	(18,427)	-43%	43,000
2,492	1,875	2,298	617	33%	194	8%	Alder Creek Caf� Covers	33,223	31,745	27,137	1,478	5%	6,086	22%	37,700
<b>16,702</b>	<b>18,430</b>	<b>18,207</b>	<b>(1,728)</b>	<b>-9%</b>	<b>(1,505)</b>	<b>-8%</b>	<b>Amenities Total</b>	<b>395,447</b>	<b>427,000</b>	<b>401,042</b>	<b>(31,553)</b>	<b>-7%</b>	<b>(5,595)</b>	<b>-1%</b>	<b>486,300</b>
<b>9</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>0%</b>	<b>9</b>	<b>0%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>7,376</b>	<b>7,173</b>	<b>6,473</b>	<b>203</b>	<b>3%</b>	<b>903</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%	-
9	-	-	9	0%	9	0%	STR Registrants	903	700	-	203	29%	903	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 Depreciation 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 Depreciation.

# 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**  
**Consolidated Statement of Revenues, Expenses and Changes in Members' Equity**  
**For the ten months ending October 2019**

See next page for same information presented differently.

	Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		
				Amount	Pctg	Amount	Pctg	
<b>Operating Fund</b>								
Operating Revenue	\$ 12,375,967	\$ 12,289,000	\$ 11,014,029	\$ 86,967	1%	\$ 1,361,937	12%	
Operating Costs	(16,296,612)	(16,746,000)	(15,850,333)	449,388	3%	(446,280)	-3%	
Net Operating Result	<u>(3,920,645)</u>	<u>(4,457,000)</u>	<u>(4,836,303)</u>	536,355	12%	915,658	19%	
Assessment Revenue	4,457,000	4,457,000	4,863,000	-	0%	(406,000)	-8%	
Members Equity Transfer	(1,000,000)	-	(500,000)	(1,000,000)	#DIV/0!	(500,000)	100%	
Change in Members' Equity	<u>\$ (463,645)</u>	<u>\$ -</u>	<u>\$ (473,303)</u>	<u>\$ (463,645)</u>	NA	<u>\$ 9,658</u>	<u>2%</u>	
<b>Replacement Reserve Fund</b>								
Investment Income	\$ 241,638	\$ 143,330	\$ 176,272	\$ 98,308	69%	\$ 65,366	37%	
Expenditures - Capital	(1,744,429)	(3,100,830)	(2,695,509)	1,356,401	44%	951,080	35%	
Expenditures - Expense	(806,029)	(1,099,170)	(780,536)	293,141	27%	(25,493)	-3%	
Fund Expenses (allocated OH new 2019)	(84,126)	(84,126)	(19,500)	-	0%	(64,626)	-331%	
Assets Sale Proceeds	45,143	25,000	64,054	20,143	81%	(18,911)	-30%	
Net Result	<u>(2,347,803)</u>	<u>(4,115,796)</u>	<u>(3,255,219)</u>	1,767,993	43%	907,416	28%	
Assessment Revenue	4,661,000	4,661,000	4,013,000	-	0%	648,000	16%	
Members Equity Transfer	1,000,000	-	500,000	1,000,000	#DIV/0!	500,000	100%	
Change in Members' Equity	<u>\$ 3,313,197</u>	<u>\$ 545,204</u>	<u>\$ 1,257,781</u>	<u>\$ 2,767,993</u>	<u>508%</u>	<u>\$ 2,055,416</u>	<u>163%</u>	
<b>Development Fund</b>								
Investment Income	\$ 143,084	\$ 71,670	\$ 68,468	\$ 71,414	100%	\$ 74,616	109%	
Expenditures - Capital	(516,406)	(1,583,330)	(337,228)	1,066,924	67%	(179,178)	-53%	
Expenditures - Expense	(10,309)	-	-	(10,309)	#DIV/0!	(10,309)	#DIV/0!	
Fund Expenses (alloacted OH new 2019)	(110,378)	(110,377)	(11,833)	(1)	0%	(98,545)	-833%	
Net Result	<u>(494,009)</u>	<u>(1,622,037)</u>	<u>(280,593)</u>	1,128,028	70%	(213,416)	-76%	
Assessment Revenue	2,168,000	2,168,000	2,007,000	-	0%	161,000	8%	
Change in Members' Equity	<u>\$ 1,673,991</u>	<u>\$ 545,963</u>	<u>\$ 1,726,407</u>	<u>\$ 1,128,028</u>	<u>207%</u>	<u>\$ (52,416)</u>	<u>-3%</u>	
<b>New Equipment Fund</b>								
Investment Income	\$ 5,995	\$ 2,500	\$ 2,808	\$ 3,495	140%	\$ 3,187	114%	
Expenditures - Capital	(108,302)	(155,830)	(167,976)	47,528	31%	59,674	36%	
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!	
Net Result	<u>(102,306)</u>	<u>(153,330)</u>	<u>(165,168)</u>	51,024	33%	62,862	38%	
Assessment Revenue	194,000	194,000	194,000	-	0%	-	0%	
Change in Members' Equity	<u>\$ 91,694</u>	<u>\$ 40,670</u>	<u>\$ 28,832</u>	<u>\$ 51,024</u>	<u>125%</u>	<u>\$ 62,862</u>	<u>218%</u>	
<b>Property Fund</b>								
Expenditures - Capital ( <i>increase ME in Fund</i> )	\$ 2,369,136	\$ 4,839,990	\$ 3,200,712	\$ (2,470,854)	-51%	\$ (831,576)	-26%	
Depreciation Expense / Chg in ME for Fund	(2,750,000)	(2,750,000)	(2,701,000)	-	0%	(49,000)	-2%	
Change in Members' Equity	<u>\$ (380,864)</u>	<u>\$ 2,089,990</u>	<u>\$ 499,712</u>	<u>\$ (2,470,854)</u>	<u>-118%</u>	<u>\$ (880,576)</u>	<u>-176%</u>	
<b>Consolidated Change in Members' Equity</b>	<u><b>\$ 4,234,372</b></u>	<u><b>\$ 3,221,827</b></u>	<u><b>\$ 3,039,429</b></u>	<u><b>\$ 1,012,545</b></u>	<u><b>31%</b></u>	<u><b>\$ 1,194,943</b></u>	<u><b>39%</b></u>	

**Tahoe Donner Association**  
**Consolidated Statement of Revenues, Expenses and Changes in Members' Equity**  
**For the ten months ending October 2019**

See prior page for same information presented differently.

	Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
				Amount	Pctg	Amount	Pctg	
<b>Operating Fund</b>								
Operating Revenue	\$ 12,375,967	\$ 12,289,000	\$ 11,014,029	\$ 86,967	1%	\$ 1,361,937	12%	
Operating Costs	<u>(16,296,612)</u>	<u>(16,746,000)</u>	<u>(15,850,333)</u>	449,388	3%	(446,280)	-3%	
Net Operating Result	<u>(3,920,645)</u>	<u>(4,457,000)</u>	<u>(4,836,303)</u>	536,355	12%	915,658	19%	
<b>Replacement Reserve Fund</b>								
Investment Income	241,638	143,330	176,272	98,308	69%	65,366	37%	
Expenditures - Expense	(806,029)	(1,099,170)	(780,536)	293,141	27%	(25,493)	-3%	
Fund Expenses (allocated OH new 2019)	(84,126)	(84,126)	(19,500)	-	0%	(64,626)	-331%	
Assets Sale Proceeds	<u>45,143</u>	<u>25,000</u>	<u>64,054</u>	20,143	81%	(18,911)	-30%	
Net Result	<u>(603,374)</u>	<u>(1,014,966)</u>	<u>(559,711)</u>	411,592	41%	(43,664)	-8%	
<b>Development Fund</b>								
Investment Income	143,084	71,670	68,468	71,414	100%	74,616	109%	
Expenditures - Expense	(10,309)	-	-	(10,309)	#DIV/0!	(10,309)	#DIV/0!	
Fund Expenses (allocated OH new 2019)	<u>(110,378)</u>	<u>(110,377)</u>	<u>(11,833)</u>	(1)	0%	(98,545)	-833%	
Net Result	<u>22,397</u>	<u>(38,707)</u>	<u>56,635</u>	61,104	158%	(34,238)	-60%	
<b>New Equipment Fund</b>								
Investment Income	5,995	2,500	2,808	3,495	140%	3,187	114%	
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!	
Fund Expenses	<u>-</u>	<u>-</u>	<u>-</u>	-	#DIV/0!	-	#DIV/0!	
Net Result	<u>5,995</u>	<u>2,500</u>	<u>2,808</u>	3,495	140%	3,187	114%	
<b>Property Fund</b>								
Depreciation Expense	(2,750,000)	(2,750,000)	(2,701,000)	-	0%	(49,000)	-2%	
<b>Net Result, Before Assessment Revenue</b>	<u>\$ (7,245,628)</u>	<u>\$ (8,258,173)</u>	<u>\$ (8,037,571)</u>	<u>\$ 1,012,545</u>	<u>12%</u>	<u>\$ 791,943</u>	<u>10%</u>	
Assessment Revenue	11,480,000	11,480,000	11,077,000	-	0%	403,000	4%	
<b>Consolidated Change in Members' Equity</b>	<u>\$ 4,234,372</u>	<u>\$ 3,221,827</u>	<u>\$ 3,039,429</u>	<u>\$ 1,012,545</u>	<u>31%</u>	<u>\$ 1,194,943</u>	<u>39%</u>	
<b>Capital Funds - Capital Expenditures (cash asset to capital asset, no change in Consolidated Members' Equity)</b>								
Replacement Reserve Fund	(1,744,429)	(3,100,830)	(2,695,509)	1,356,401	44%	951,080	35%	
Development Fund	(516,406)	(1,583,330)	(337,228)	1,066,924	67%	(179,178)	-53%	
New Equipment Fund	(108,302)	(155,830)	(167,976)	47,528	31%	59,674	36%	
Total Capital Expenditures	<u>\$ (2,369,136)</u>	<u>\$ (4,839,990)</u>	<u>\$ (3,200,712)</u>	<u>\$ 2,470,854</u>	<u>51%</u>	<u>\$ 831,576</u>	<u>26%</u>	
<b>Members Equity Transfers:</b>								
From - Operating Fund	(1,000,000)	-	(500,000)	(1,000,000)		(500,000)		
To - Replacement Reserve Fund	1,000,000	-	500,000	1,000,000		500,000		
To - Development Fund	-	-	-	-		-		

**Tahoe Donner Association**  
**Operating Fund - Consolidated P&L by Component**  
For the ten months ending October 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
\$ 12,375,967	\$ 12,289,000	\$ 11,014,029	\$ 86,967	1%	\$ 1,361,937	12%	\$ 11,710,455	\$ 16,855	0%	\$ 1,393,408	14%	\$ 665,512	\$ 70,112	12%	\$ (31,470)	-5%	
996,450	973,000	938,610	23,450	2%	57,840	6%	996,450	23,450	2%	57,840	6%	-	-	0%	-	0%	
3,683,883	3,625,600	2,946,413	58,283	2%	737,470	25%	3,683,883	58,283	2%	737,470	25%	-	-	0%	-	0%	
3,721,856	3,995,000	3,633,951	(273,144)	-7%	87,905	2%	3,731,847	(264,953)	-7%	89,912	2%	(9,991)	(8,191)	455%	(2,007)	25%	
499,562	457,700	451,101	41,862	9%	48,461	11%	473,949	33,049	7%	55,748	13%	25,613	8,813	52%	(7,287)	-22%	
2,674,837	2,533,400	2,214,603	141,437	6%	460,235	21%	2,661,562	140,162	6%	459,610	21%	13,275	1,275	11%	625	5%	
799,378	704,300	829,352	95,078	13%	(29,973)	-4%	162,763	26,863	20%	(7,172)	-4%	636,615	68,215	12%	(22,801)	-3%	
(1,351,893)	(1,404,250)	(1,311,564)	52,357	4%	(40,329)	-3%	(1,351,893)	52,357	4%	(40,329)	-3%	-	-	0%	-	0%	
(8,494,560)	(8,637,056)	(8,159,093)	142,496	2%	(335,467)	-4%	(5,164,337)	44,700	1%	(325,776)	-7%	(3,330,222)	97,797	3%	(9,691)	0%	
(2,069,598)	(2,351,720)	(2,043,525)	282,122	12%	(26,074)	-1%	(1,249,010)	151,998	11%	(16,240)	-1%	(820,588)	130,124	14%	(9,834)	-1%	
(10,564,158)	(10,988,776)	(10,202,618)	424,618	4%	(361,541)	-4%	(6,413,348)	196,697	3%	(342,016)	-6%	(4,150,810)	227,921	5%	(19,525)	0%	
(4,380,561)	(4,352,974)	(4,336,151)	(27,587)	-1%	(44,410)	-1%	(4,868,950)	(38,138)	-1%	(2,387,013)	-96%	488,389	10,551	-2%	2,342,603	126%	
(335,632)	(369,212)	(329,177)	33,580	9%	(6,455)	-2%	(209,343)	4,594	2%	(12,183)	-6%	(126,289)	28,986	19%	5,728	4%	
(806,758)	(787,785)	(781,832)	(18,973)	-2%	(24,926)	-3%	(626,586)	(35,451)	-6%	(27,440)	-5%	(180,172)	16,478	8%	2,514	1%	
(174,987)	(138,150)	(124,245)	(36,837)	-27%	(50,742)	-41%	(114,566)	(29,666)	-35%	(40,046)	-54%	(60,421)	(7,171)	-13%	(10,695)	-22%	
(1,231,813)	(1,182,700)	(1,186,580)	(49,113)	-4%	(45,233)	-4%	(701,698)	(12,458)	-2%	(6,639)	-1%	(530,116)	(36,656)	-7%	(38,594)	-8%	
(624,043)	(580,292)	(553,462)	(43,751)	-8%	(70,581)	-13%	(401,287)	(13,082)	-3%	(23,396)	-6%	(222,756)	(30,669)	-16%	(47,184)	-27%	
(357,306)	(263,660)	(273,944)	(93,646)	-36%	(83,361)	-30%	Forestry Land Maint	(1,143)	457	29%	1,354	54%	(356,162)	(94,102)	-36%	(84,715)	-31%
(468,800)	(468,800)	(379,000)	-	0%	(89,800)	-24%	Insurance	(244,800)	-	0%	(10,800)	-5%	(224,000)	-	0%	(79,000)	-54%
(234,631)	(241,800)	(229,380)	7,169	3%	(5,251)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(234,631)	7,169	3%	(5,251)	-2%
(281,851)	(261,790)	(231,566)	(20,061)	-8%	(50,285)	-22%	Credit Card Fees	(267,823)	(17,693)	-7%	(49,951)	-23%	(14,028)	(2,368)	-20%	(334)	-2%
(131,965)	(95,339)	(109,931)	(36,626)	-38%	(22,034)	-20%	Licenses Permits Fees	(46,282)	(6,642)	-17%	(6,622)	-17%	(85,683)	(29,984)	-54%	(15,412)	-22%
103,225	(127,446)	(137,033)	230,671	181%	240,258	175%	All other expenses	25,179	71,804	154%	69,310	157%	78,046	158,867	197%	170,947	184%
164,000	164,000	-	-	0%	164,000	#####	Allocated Overhead	(2,280,600)	-	0%	(2,280,600)	0%	2,444,600	-	0%	2,444,600	#####
\$ (3,920,645)	\$ (4,457,000)	\$ (4,836,303)	\$ 536,355	12%	\$ 915,658	19%	<b>Net Operating Result</b>	\$ (923,736)	\$ 227,771	20%	\$ (1,375,950)	-304%	\$ (2,996,910)	\$ 308,583	-9%	\$ 2,291,608	-43%
(16,296,612)	(16,746,000)	(15,850,333)	449,388	3%	(446,280)	-3%	<b>Total Operating Costs</b>	(12,634,191)	210,916	2%	(2,769,358)	-28%	(3,662,421)	238,472	6%	2,323,078	39%
11,480,000	11,480,000	11,077,000	-	0%	403,000	4%	<b>Assessment Revenue</b>					11,480,000	-	0%	403,000	4%	
(4,661,000)	(4,661,000)	(4,013,000)	-	0%	(648,000)	16%	Replacement Reserve Fund					(4,661,000)	-	0%	(648,000)	16%	
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund					(194,000)	-	0%	-	0%	
(2,168,000)	(2,168,000)	(2,007,000)	-	0%	(161,000)	8%	New Equipment Fund					(2,168,000)	-	0%	(161,000)	8%	
4,457,000	4,457,000	4,863,000	-	0%	(406,000)	-8%	<b>Net, Operating Fund Portion</b>					4,457,000	-	0%	(406,000)	-8%	
\$ 536,355	\$ -	\$ 26,697	\$ 536,355	NA	\$ 509,658	-1909%	<b>Net Result</b>	\$ (923,736)	\$ 227,771	-20%	\$ (1,375,950)	-304%	\$ 1,460,090	\$ 308,583	27%	\$ 1,885,608	-443%

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - MONTH**  
for the month of **October 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	
\$ (97,295)	\$ (115,745)	\$ 18,451	16%	\$ 129,407	\$ 124,900	\$ 4,507	4%	\$ (226,701)	\$ (240,645)	\$ 13,944	6%	
(35,591)	(33,544)	(2,047)	-6%	Trout Creek Rec Ctr	61,501	66,400	(4,899)	-7%	(97,092)	(99,944)	2,852	3%
(12,520)	(11,621)	(899)	-8%	Aquatics	16,000	16,000	-	0%	(28,520)	(27,621)	(899)	-3%
(16,662)	(26,726)	10,064	38%	Beach Club Marina	14,167	13,300	867	7%	(30,828)	(40,026)	9,198	23%
(7,613)	(12,282)	4,669	38%	Tennis Center	16,538	13,400	3,138	23%	(24,151)	(25,682)	1,531	6%
(10,686)	(11,917)	1,231	10%	Day Camps	-	-	-	0%	(10,686)	(11,917)	1,231	10%
(14,223)	(19,655)	5,432	28%	Recreation Programs	21,201	15,800	5,401	34%	(35,424)	(35,455)	31	0%
<b>(408,214)</b>	<b>(417,432)</b>	<b>9,218</b>	<b>2%</b>	<b>Private Amenities</b>	<b>268,231</b>	<b>\$ 307,100</b>	<b>(38,869)</b>	<b>-13%</b>	<b>(676,444)</b>	<b>\$ (724,532)</b>	<b>48,088</b>	<b>7%</b>
(110,318)	(116,584)	6,266	5%	Downhill Ski	450	-	450	0%	(110,768)	(116,584)	5,816	5%
(38,982)	(47,106)	8,124	17%	Cross Country Ski	335	-	335	0%	(39,317)	(47,106)	7,789	17%
(10,106)	(7,424)	(2,682)	-36%	Snowplay	-	-	-	0%	(10,106)	(7,424)	(2,682)	-36%
(118,373)	(81,145)	(37,228)	-46%	Golf	38,867	62,700	(23,833)	-38%	(157,240)	(143,845)	(13,395)	-9%
(6,809)	(6,971)	162	2%	Campground	423	-	423	0%	(7,232)	(6,971)	(261)	-4%
(33,231)	(31,063)	(2,168)	-7%	Equestrian	1,765	-	1,765	0%	(34,996)	(31,063)	(3,933)	-13%
(3,275)	(2,681)	(594)	-22%	Bikeworks	5,239	6,400	(1,161)	-18%	(8,514)	(9,081)	567	6%
(15,488)	(14,925)	(563)	-4%	Trails	(718)	-	(718)	0%	(14,770)	(14,925)	155	1%
(24,302)	(49,418)	25,116	51%	The Lodge	184,171	171,200	12,971	8%	(208,472)	(220,618)	12,146	6%
(22,530)	(26,428)	3,898	15%	Summer Food and Bev	236	7,400	(7,164)	-97%	(22,766)	(33,828)	11,062	33%
(14,013)	(14,803)	790	5%	Pizza on the Hill	7,560	37,000	(29,440)	-80%	(21,574)	(51,803)	30,229	58%
(10,787)	(18,884)	8,097	43%	Alder Creek Café	29,903	22,400	7,503	33%	(40,690)	(41,284)	594	1%
<b>(505,508)</b>	<b>(533,177)</b>	<b>27,669</b>	<b>5%</b>	<b>Amenities Total</b>	<b>397,638</b>	<b>432,000</b>	<b>(34,362)</b>	<b>-8%</b>	<b>(903,146)</b>	<b>(965,177)</b>	<b>62,031</b>	<b>6%</b>
<b>(389,127)</b>	<b>(362,823)</b>	<b>(26,304)</b>	<b>-7%</b>	<b>HOA &amp; Amenities</b>	<b>51,386</b>	<b>\$ 48,000</b>	<b>3,386</b>	<b>7%</b>	<b>(440,513)</b>	<b>\$ (410,823)</b>	<b>(29,690)</b>	<b>-7%</b>
(174,418)	(192,233)	17,815	9%	Support Services	-	-	-	0%	(174,418)	(192,233)	17,815	9%
(10,306)	-	(10,306)	#####	General	14,109	9,200	4,909	53%	(24,415)	(9,200)	(15,215)	-165%
2,141	-	2,141	#####	Administration	14,883	13,200	1,683	13%	(12,742)	(13,200)	458	3%
(641)	-	(641)	#####	Communications	-	-	-	0%	(641)	-	(641)	#####
(2,251)	-	(2,251)	#####	Information Tech	211	500	(289)	-58%	(2,463)	(500)	(1,963)	-393%
9,515	-	9,515	#####	Accounting	-	-	-	0%	9,515	-	9,515	#####
(30,410)	(33,467)	3,057	9%	Human Resources	15,564	17,200	(1,636)	-10%	(45,974)	(50,667)	4,693	9%
2,737	-	2,737	#####	Architectural Standards	499	1,100	(601)	-55%	2,238	(1,100)	3,338	303%
5,993	-	5,993	#####	Member Services	-	-	-	0%	5,993	-	5,993	#####
(201,499)	(137,123)	(64,376)	-47%	Risk & Facility Admin	6,120	6,800	(680)	-10%	(207,619)	(143,923)	(63,696)	-44%
10,012	-	10,012	#####	Forestry	-	-	-	0%	10,012	-	10,012	#####
				Maintenance	-	-	-	0%				
<b>\$ (894,635)</b>	<b>\$ (896,000)</b>	<b>\$ 1,365</b>	<b>0%</b>	<b>TDA Operating Fund</b>	<b>\$ 449,024</b>	<b>\$ 480,000</b>	<b>\$ (30,976)</b>	<b>-6%</b>	<b>\$ (1,343,659)</b>	<b>\$ (1,376,000)</b>	<b>\$ 32,341</b>	<b>2%</b>



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

For the ten months ending October 2019

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead								
Net Operating Results (NOR)									Total Operating Expenses				ANNUAL BUDGET AMOUNTS								
		Variance to Budget					Variance to Budget				Variance to Budget		Revenue	T O E	N O R						
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	BUDGET	BUDGET	BUDGET						
\$	(333,587)	\$	(380,962)	\$	47,375	12%			\$	(2,857,347)	\$	(2,930,962)	\$	73,615	3%	\$	2,753,000	\$	(3,310,800)	\$	(557,800)
(116,722)	(138,822)	22,100	16%	<b>Private Amenities</b>	\$ 2,523,760	\$ 2,550,000	\$ (26,240)	-1%	\$ (2,857,347)	\$ (2,930,962)	\$ 73,615	3%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)						
(190,062)	(180,393)	(9,669)	-5%	Trout Creek Rec Ctr	913,679	918,300	(4,621)	-1%	(1,030,401)	(1,057,122)	26,721	3%	1,094,000	(1,281,600)	(187,600)						
182,282	182,323	(41)	0%	Aquatics	226,552	215,000	11,552	5%	(416,615)	(395,393)	(21,222)	-5%	241,000	(450,200)	(209,200)						
(69,010)	(73,896)	4,886	7%	Beach Club Marina	698,810	750,000	(51,190)	-7%	(516,528)	(567,677)	51,149	9%	750,000	(602,700)	147,300						
(43,710)	(18,976)	(24,734)	-130%	Tennis Center	236,146	213,000	23,146	11%	(305,156)	(286,896)	(18,260)	-6%	213,000	(306,300)	(93,300)						
(96,365)	(151,198)	54,833	36%	Day Camps	247,719	275,000	(27,281)	-10%	(291,429)	(293,976)	2,547	1%	275,000	(305,900)	(30,900)						
				Recreation Programs	200,853	178,700	22,153	12%	(297,218)	(329,898)	32,680	10%	180,000	(364,100)	(184,100)						
<b>(590,148)</b>	<b>(770,545)</b>	<b>180,397</b>	<b>23%</b>	<b>Public Amenities</b>	<b>9,186,695</b>	<b>\$ 9,143,600</b>	<b>43,095</b>	<b>0%</b>	<b>(9,776,844)</b>	<b>\$ (9,914,145)</b>	<b>137,301</b>	<b>1%</b>	<b>10,776,000</b>	<b>(12,017,300)</b>	<b>(1,241,300)</b>						
936,422	463,345	473,077	102%	Downhill Ski	3,653,594	3,124,000	529,594	17%	(2,717,172)	(2,660,655)	(56,517)	-2%	3,895,000	(3,600,900)	294,100						
78,567	(38,841)	117,408	302%	Cross Country Ski	967,674	780,600	187,074	24%	(889,108)	(819,441)	(69,667)	-9%	1,043,000	(1,065,600)	(22,600)						
25,266	36,960	(11,694)	-32%	Snowplay	177,691	194,000	(16,309)	-8%	(152,425)	(157,040)	4,615	3%	282,000	(222,600)	59,400						
(629,556)	(221,912)	(407,644)	-184%	Golf	706,641	1,159,000	(452,359)	-39%	(1,336,197)	(1,380,912)	44,715	3%	1,160,000	(1,487,300)	(327,300)						
(15,174)	(30,224)	15,050	50%	Campground	95,813	70,000	25,813	37%	(110,987)	(100,224)	(10,763)	-11%	70,000	(111,600)	(41,600)						
(141,904)	(116,098)	(25,806)	-22%	Equestrian	238,635	255,000	(16,365)	-6%	(380,539)	(371,098)	(9,441)	-3%	255,000	(395,500)	(140,500)						
(19,819)	(23,556)	3,737	16%	Bikeworks	134,638	117,000	17,638	15%	(154,457)	(140,556)	(13,901)	-10%	117,000	(146,500)	(29,500)						
(178,399)	(207,224)	28,825	14%	Trails	2,832	1,000	1,832	183%	(181,231)	(208,224)	26,993	13%	1,000	(234,700)	(233,700)						
(245,980)	(239,898)	(6,082)	-3%	The Lodge	2,264,479	2,264,300	179	0%	(2,510,459)	(2,504,198)	(6,261)	0%	2,630,000	(2,967,000)	(337,000)						
(133,912)	(127,169)	(6,743)	-5%	Summer Food and Bev	201,026	270,000	(68,974)	-26%	(334,939)	(397,169)	62,230	16%	270,000	(409,200)	(139,200)						
(141,684)	(118,735)	(22,949)	-19%	Pizza on the Hill	344,562	530,000	(185,438)	-35%	(486,246)	(648,735)	162,489	25%	603,000	(754,700)	(151,700)						
(123,975)	(147,193)	23,218	16%	Alder Creek Café	399,110	378,700	20,410	5%	(523,085)	(525,893)	2,808	1%	450,000	(621,700)	(171,700)						
<b>(923,736)</b>	<b>(1,151,507)</b>	<b>227,771</b>	<b>20%</b>	<b>Amenities Total</b>	<b>11,710,455</b>	<b>11,693,600</b>	<b>16,855</b>	<b>0%</b>	<b>(12,634,191)</b>	<b>(12,845,107)</b>	<b>210,916</b>	<b>2%</b>	<b>13,529,000</b>	<b>(15,328,100)</b>	<b>(1,799,100)</b>						
<b>(2,996,910)</b>	<b>(3,305,493)</b>	<b>308,583</b>	<b>9%</b>	<b>HOA &amp; Amenities</b>	<b>665,512</b>	<b>\$ 595,400</b>	<b>70,112</b>	<b>12%</b>	<b>(3,662,421)</b>	<b>\$ (3,900,893)</b>	<b>238,472</b>	<b>6%</b>	<b>686,000</b>	<b>(4,582,900)</b>	<b>(3,896,900)</b>						
(1,876,724)	(1,889,017)	12,293	1%	Support Services	-	-	-	0%	(1,876,724)	(1,889,017)	12,293	1%	-	(2,267,800)	(2,267,800)						
50,795	-	50,795	#####	General	241,805	165,100	76,705	46%	(191,010)	(165,100)	(25,910)	-16%	184,000	(184,000)	-						
105,601	-	105,601	#####	Administration	192,343	177,300	15,043	8%	(86,742)	(177,300)	90,558	51%	210,000	(210,000)	-						
61,381	-	61,381	#####	Communications	-	-	-	0%	61,381	-	61,381	#####	-	-	-						
(22,617)	-	(22,617)	#####	Information Tech	4,242	5,400	(1,158)	-21%	(26,860)	(5,400)	(21,460)	-397%	6,000	(6,000)	-						
7,835	-	7,835	#####	Accounting	-	-	-	0%	7,835	-	7,835	#####	-	-	-						
(282,854)	(303,058)	20,204	7%	Human Resources	144,116	170,400	(26,284)	-15%	(426,970)	(473,458)	46,488	10%	196,000	(561,700)	(365,700)						
22,979	-	22,979	#####	Architectural Standards	27,333	30,400	(3,067)	-10%	(4,354)	(30,400)	26,046	86%	34,000	(34,000)	-						
26,752	-	26,752	#####	Member Services	-	-	-	0%	26,752	-	26,752	#####	-	-	-						
(1,160,502)	(1,113,418)	(47,084)	-4%	Risk & Facility Admin	55,673	46,800	8,873	19%	(1,216,174)	(1,160,218)	(55,956)	-5%	56,000	(1,319,400)	(1,263,400)						
70,443	-	70,443	#####	Forestry	-	-	-	0%	70,443	-	70,443	#####	-	-	-						
				Maintenance	-	-	-	0%	-	-	-	-	-	-	-						
<b>\$ (3,920,645)</b>	<b>\$ (4,457,000)</b>	<b>\$ 536,355</b>	<b>12%</b>	<b>TDA Operating Fund</b>	<b>\$ 12,375,967</b>	<b>\$ 12,289,000</b>	<b>\$ 86,967</b>	<b>1%</b>	<b>\$ (16,296,612)</b>	<b>\$ (16,746,000)</b>	<b>\$ 449,388</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 - NOR (including Allocated Overhead)**

Q3 Jul-Sep, 2019

Including Allocated Overhead								Including Allocated Overhead								
Net Operating Results (NOR)								Department	Revenue				Total Operating Expenses			
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Department	Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		
			Amount	Pctg	Amount	Pctg				Amount	Pctg			Amount	Pctg	
\$ 338,226	\$ 326,471	\$ 526,368	\$ 11,755	4%	\$ (188,142)	-36%	Private Amenities	\$ 1,605,848	\$ 1,626,000	\$ (20,152)	-1%	\$ (1,267,621)	\$ (1,299,529)	\$ 31,908	2%	
72,487	66,582	125,678	5,905	9%	(53,191)	-42%	Trout Creek Rec Ctr	384,594	395,900	(11,306)	-3%	(312,107)	(329,318)	17,211	5%	
(69,237)	(54,693)	(2,214)	(14,544)	-27%	(67,024)	#####	Aquatics	110,121	104,800	5,321	5%	(179,358)	(159,493)	(19,865)	-12%	
273,665	287,756	294,553	(14,091)	-5%	(20,887)	-7%	Beach Club Marina	564,654	604,600	(39,946)	-7%	(290,989)	(316,844)	25,855	8%	
8,921	(9,059)	28,353	17,980	198%	(19,432)	-69%	Tennis Center	169,717	135,500	34,217	25%	(160,797)	(144,559)	(16,238)	-11%	
36,431	58,322	63,173	(21,891)	-38%	(26,742)	-42%	Day Camps	201,368	226,000	(24,632)	-11%	(164,937)	(167,678)	2,741	2%	
15,960	(22,437)	16,825	38,397	171%	(866)	-5%	Recreation Programs	175,394	159,200	16,194	10%	(159,435)	(181,637)	22,202	12%	
<b>(429,911)</b>	<b>(242,764)</b>	<b>261,026</b>	<b>(187,147)</b>	<b>-77%</b>	<b>(690,937)</b>	<b>-265%</b>	<b>Public Amenities</b>	<b>2,492,902</b>	<b>\$ 2,888,200</b>	<b>(395,298)</b>	<b>-14%</b>	<b>(2,922,813)</b>	<b>\$ (3,130,964)</b>	<b>208,151</b>	<b>7%</b>	
(278,923)	(301,106)	(167,931)	22,183	7%	(110,992)	-66%	Downhill Ski	2,213	-	2,213	0%	(281,135)	(301,106)	19,971	7%	
(105,088)	(122,332)	(50,479)	17,244	14%	(54,608)	-108%	Cross Country Ski	-	-	-	0%	(105,088)	(122,332)	17,244	14%	
(19,608)	(22,094)	(6,864)	2,486	11%	(12,744)	-186%	Snowplay	-	-	-	0%	(19,608)	(22,094)	2,486	11%	
(41,469)	233,337	251,676	(274,806)	-118%	(293,146)	-116%	Golf	605,320	881,400	(276,080)	-31%	(646,790)	(648,063)	1,273	0%	
21,589	9,562	31,513	12,027	126%	(9,924)	-31%	Campground	73,252	58,600	14,652	25%	(51,663)	(49,038)	(2,625)	-5%	
5,910	26,767	29,297	(20,857)	-78%	(23,387)	-80%	Equestrian	199,237	215,500	(16,263)	-8%	(193,327)	(188,733)	(4,594)	-2%	
3,524	(653)	6,547	4,177	640%	(3,023)	-46%	Bikeworks	89,936	76,300	13,636	18%	(86,413)	(76,953)	(9,460)	-12%	
(75,651)	(90,162)	(69,880)	14,511	16%	(5,771)	-8%	Trails	2,515	800	1,715	214%	(78,166)	(90,962)	12,796	14%	
150,037	89,866	251,265	60,171	67%	(101,228)	-40%	The Lodge	1,047,518	1,014,000	33,518	3%	(897,481)	(924,134)	26,653	3%	
(50,948)	(31,909)	(3,197)	(19,039)	-60%	(47,751)	#####	Summer Food and Bev	189,165	222,000	(32,835)	-15%	(240,112)	(253,909)	13,797	5%	
(19,655)	(6,377)	11,356	(13,278)	-208%	(31,011)	-273%	Pizza on the Hill	156,026	267,000	(110,974)	-42%	(175,681)	(273,377)	97,696	36%	
(19,629)	(27,663)	(22,277)	8,034	29%	2,648	12%	Alder Creek Café	127,720	152,600	(24,880)	-16%	(147,348)	(180,263)	32,915	18%	
<b>(91,685)</b>	<b>83,707</b>	<b>787,394</b>	<b>(175,392)</b>	<b>-210%</b>	<b>(879,079)</b>	<b>-112%</b>	<b>Amenities Total</b>	<b>4,098,750</b>	<b>4,514,200</b>	<b>(415,450)</b>	<b>-9%</b>	<b>(4,190,435)</b>	<b>(4,430,493)</b>	<b>240,058</b>	<b>5%</b>	
<b>(994,875)</b>	<b>(1,175,707)</b>	<b>(1,758,333)</b>	<b>180,832</b>	<b>15%</b>	<b>763,458</b>	<b>43%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>189,707</b>	<b>\$ 182,800</b>	<b>6,907</b>	<b>4%</b>	<b>(1,184,582)</b>	<b>\$ (1,358,507)</b>	<b>173,925</b>	<b>13%</b>	
(500,371)	(537,398)	(199,363)	37,027	7%	(301,008)	-151%	General	-	-	-	0%	(500,371)	(537,398)	37,027	7%	
(1,485)	-	(267,965)	(1,485)	#####	266,480	99%	Administration	35,894	31,000	4,894	16%	(37,379)	(31,000)	(6,379)	-21%	
38,660	-	(109,246)	38,660	#####	147,906	135%	Communications	54,683	53,700	983	2%	(16,023)	(53,700)	37,677	70%	
26,208	-	(143,609)	26,208	#####	169,817	118%	Information Tech	-	-	-	0%	26,208	-	26,208	#####	
(1,264)	-	(185,350)	(1,264)	#####	184,087	99%	Accounting	1,648	2,200	(552)	-25%	(2,911)	(2,200)	(711)	-32%	
12,560	-	(85,901)	12,560	#####	98,462	115%	Human Resources	-	-	-	0%	12,560	-	12,560	#####	
(69,434)	(85,758)	(30,252)	16,324	19%	(39,182)	-130%	Architectural Standards	53,866	63,700	(9,834)	-15%	(123,300)	(149,458)	26,158	18%	
8,700	-	(53,445)	8,700	#####	62,144	116%	Member Services	14,779	14,400	379	3%	(6,080)	(14,400)	8,321	58%	
29,098	-	(77,023)	29,098	#####	106,121	138%	Risk & Facility Admin	-	-	-	0%	29,098	-	29,098	#####	
(552,818)	(552,551)	(427,028)	(267)	0%	(125,790)	-29%	Forestry	28,837	17,800	11,037	62%	(581,655)	(570,351)	(11,304)	-2%	
15,271	-	(179,150)	15,271	#####	194,421	109%	Maintenance	-	-	-	0%	15,271	-	15,271	#####	
<b>\$ (1,086,560)</b>	<b>\$ (1,092,000)</b>	<b>\$ (970,940)</b>	<b>\$ 5,440</b>	<b>0%</b>	<b>\$ (115,620)</b>	<b>-12%</b>	<b>TDA Operating Fund</b>	<b>\$ 4,288,456</b>	<b>\$ 4,697,000</b>	<b>\$ (408,544)</b>	<b>-9%</b>	<b>\$ (5,375,016)</b>	<b>\$ (5,789,000)</b>	<b>\$ 413,984</b>	<b>7%</b>	

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

<b>Net Operating Results Before Allocated Overhead (NORBO)</b>							<b>Department</b>	<b>Revenue</b>				<i>Before Allocated Overhead</i> <b>Total Operating Expenses</b>					
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	
\$ (16,695)	\$ (35,145)	\$ (22,034)	\$ 18,451	52%	\$ 5,339	24%	<b>Private Amenities</b>	\$ 129,407	\$ 4,507	4%	\$ 2,039	2%	\$ (146,101)	\$ 13,944	9%	\$ 3,301	2%
(10,528)	(8,481)	(8,067)	(2,047)	-24%	(2,461)	-31%	Trout Creek Rec Ctr	61,501	(4,899)	-7%	(1,419)	-2%	(72,029)	2,852	4%	(1,042)	-1%
5,141	6,040	6,359	(899)	-15%	(1,218)	-19%	Aquatics	16,000	-	0%	4,000	33%	(10,859)	(899)	-9%	(5,218)	-92%
(4,715)	(14,779)	(12,275)	10,064	68%	7,560	62%	Beach Club Marina	14,167	867	7%	2,922	26%	(18,881)	9,198	33%	4,638	20%
432	(4,237)	(1,263)	4,669	110%	1,695	134%	Tennis Center	16,538	3,138	23%	(986)	-6%	(16,106)	1,531	9%	2,681	14%
(4,704)	(5,935)	(6,441)	1,231	21%	1,736	27%	Day Camps	-	-	0%	-	0%	(4,704)	1,231	21%	1,736	27%
(2,321)	(7,753)	(347)	5,432	70%	(1,974)	-568%	Recreation Programs	21,201	5,401	34%	(2,478)	-10%	(23,522)	31	0%	505	2%
<b>(241,728)</b>	<b>(250,946)</b>	<b>(270,786)</b>	<b>9,218</b>	<b>4%</b>	<b>29,058</b>	<b>11%</b>	<b>Public Amenities</b>	<b>268,231</b>	<b>(38,869)</b>	<b>-13%</b>	<b>(15,627)</b>	<b>-6%</b>	<b>(509,958)</b>	<b>48,088</b>	<b>9%</b>	<b>44,685</b>	<b>8%</b>
(67,201)	(73,467)	(68,034)	6,266	9%	833	1%	Downhill Ski	450	450	0%	(625)	-58%	(67,651)	5,816	8%	1,458	2%
(19,312)	(27,436)	(35,271)	8,124	30%	15,959	45%	Cross Country Ski	335	335	0%	(285)	-46%	(19,647)	7,789	28%	16,244	45%
(5,043)	(2,361)	(2,223)	(2,682)	-114%	(2,820)	-127%	Snowplay	-	-	0%	-	0%	(5,043)	(2,682)	-114%	(2,820)	-127%
(98,471)	(61,243)	(60,928)	(37,228)	-61%	(37,543)	-62%	Golf	38,867	(23,833)	-38%	(20,085)	-34%	(137,338)	(13,395)	-11%	(17,458)	-15%
(3,586)	(3,748)	(4,869)	162	4%	1,282	26%	Campground	423	423	0%	423	0%	(4,009)	(261)	-7%	859	18%
(26,490)	(24,322)	(29,341)	(2,168)	-9%	2,850	10%	Equestrian	1,765	1,765	0%	1,396	379%	(28,255)	(3,933)	-16%	1,454	5%
(257)	337	(753)	(594)	-176%	496	66%	Bikeworks	5,239	(1,161)	-18%	538	11%	(5,496)	567	9%	(42)	-1%
(9,988)	(9,425)	(21,094)	(563)	-6%	11,106	53%	Trails	(718)	(718)	0%	(750)	#####	(9,270)	155	2%	11,856	56%
12,931	(12,185)	(16,893)	25,116	206%	29,824	177%	The Lodge	184,171	12,971	8%	25,267	16%	(171,239)	12,146	7%	4,557	3%
(17,958)	(21,856)	(16,406)	3,898	18%	(1,551)	-9%	Summer Food and Bev	236	(7,164)	-97%	(3,575)	-94%	(18,194)	11,062	38%	2,023	10%
(3,432)	(4,222)	(4,349)	790	19%	917	21%	Pizza on the Hill	7,560	(29,440)	-80%	(25,850)	-77%	(10,993)	30,229	73%	26,767	71%
(2,921)	(11,018)	(10,625)	8,097	73%	7,704	73%	Alder Creek Café	29,903	7,503	33%	7,919	36%	(32,824)	594	2%	(215)	-1%
<b>(258,422)</b>	<b>(286,091)</b>	<b>(292,819)</b>	<b>27,669</b>	<b>10%</b>	<b>34,397</b>	<b>12%</b>	<b>Amenities Total</b>	<b>397,638</b>	<b>(34,362)</b>	<b>-8%</b>	<b>(13,588)</b>	<b>-3%</b>	<b>(656,060)</b>	<b>62,031</b>	<b>9%</b>	<b>47,986</b>	<b>7%</b>
<b>(654,213)</b>	<b>(627,909)</b>	<b>(574,248)</b>	<b>(26,304)</b>	<b>-4%</b>	<b>(79,965)</b>	<b>-14%</b>	<b>HOA &amp; Amenities</b>	<b>51,386</b>	<b>3,386</b>	<b>7%</b>	<b>(1,134)</b>	<b>-2%</b>	<b>(705,599)</b>	<b>(29,690)</b>	<b>-4%</b>	<b>(78,831)</b>	<b>-13%</b>
(67,041)	(84,856)	(90,071)	17,815	21%	23,030	26%	Support Services	-	-	0%	-	0%	(67,041)	17,815	21%	23,030	26%
(79,226)	(68,920)	(51,667)	(10,306)	-15%	(27,559)	-53%	General	14,109	4,909	53%	(4,021)	-22%	(93,335)	(15,215)	-19%	(23,538)	-34%
(45,477)	(47,618)	(41,938)	2,141	4%	(3,538)	-8%	Administration	14,883	1,683	13%	(117)	-1%	(60,360)	458	1%	(3,421)	-6%
(57,211)	(56,570)	(50,424)	(641)	-1%	(6,787)	-13%	Communications	-	-	0%	-	0%	(57,211)	(641)	-1%	(6,787)	-13%
(71,807)	(69,556)	(64,777)	(2,251)	-3%	(7,030)	-11%	Information Tech	211	(289)	-58%	(698)	-77%	(72,019)	(1,963)	-3%	(6,332)	-10%
(26,623)	(36,138)	(31,702)	9,515	26%	5,079	16%	Accounting	-	-	0%	-	0%	(26,623)	9,515	26%	5,079	16%
(19,329)	(22,386)	(16,747)	3,057	14%	(2,583)	-15%	Human Resources	-	-	0%	-	0%	(19,329)	3,057	14%	(2,583)	-15%
(19,920)	(22,657)	(16,664)	2,737	12%	(3,255)	-20%	Architectural Standards	15,564	(1,636)	-10%	(1,260)	-7%	(34,893)	4,693	12%	(1,323)	-4%
(23,317)	(29,310)	(34,932)	5,993	20%	11,615	33%	Member Services	499	(601)	-55%	(734)	-60%	(20,419)	3,338	14%	(2,521)	-14%
(185,043)	(120,667)	(107,058)	(64,376)	-53%	(77,985)	-73%	Risk & Facility Admin	-	-	0%	-	0%	(23,317)	5,993	20%	11,615	33%
(59,219)	(69,231)	(68,269)	10,012	14%	9,050	13%	Forestry	6,120	(680)	-10%	5,697	1346%	(191,163)	(63,696)	-50%	(83,682)	-78%
							Maintenance	-	-	0%	-	0%	(59,219)	10,012	14%	9,050	13%
<b>\$ (912,635)</b>	<b>\$ (914,000)</b>	<b>\$ (867,068)</b>	<b>\$ 1,365</b>	<b>0%</b>	<b>\$ (45,567)</b>	<b>-5%</b>	<b>TDA Operating Fund</b>	<b>\$ 449,024</b>	<b>\$ (30,976)</b>	<b>-6%</b>	<b>\$ (14,722)</b>	<b>-3%</b>	<b>\$ (1,361,659)</b>	<b>\$ 32,341</b>	<b>2%</b>	<b>\$ (30,845)</b>	<b>-2%</b>

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
For the ten months ending October 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	
\$	\$	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	
<b>410,350</b>	<b>362,975</b>	<b>421,047</b>	<b>47,375</b>	<b>13%</b>	<b>(10,697)</b>	<b>-3%</b>	<b>Private Amenities</b>	<b>2,523,760</b>	<b>(26,240)</b>	<b>-1%</b>	<b>76,554</b>	<b>3%</b>	<b>(2,113,410)</b>	<b>73,615</b>	<b>3%</b>	<b>(87,251)</b>	<b>-4%</b>
114,611	92,511	150,111	22,100	24%	(35,501)	-24%	Trout Creek Rec Ctr	913,679	(4,621)	-1%	7,628	1%	(799,068)	26,721	3%	(43,128)	-6%
(27,049)	(17,380)	17,757	(9,669)	-56%	(44,806)	-252%	Aquatics	226,552	11,552	5%	24,528	12%	(253,602)	(21,222)	-9%	(69,334)	-38%
292,550	292,591	256,365	(41)	0%	36,185	14%	Beach Club Marina	698,810	(51,190)	-7%	20,394	3%	(406,260)	51,149	11%	15,791	4%
5,242	356	(17,165)	4,886	1372%	22,407	131%	Tennis Center	236,146	23,146	11%	13,501	6%	(230,904)	(18,260)	-9%	8,906	4%
11,506	36,240	30,872	(24,734)	-68%	(19,367)	-63%	Day Camps	247,719	(27,281)	-10%	(8,948)	-3%	(236,213)	2,547	1%	(10,419)	-5%
13,490	(41,343)	(16,893)	54,833	133%	30,384	180%	Recreation Programs	200,853	22,153	12%	19,451	11%	(187,363)	32,680	15%	10,933	6%
<b>946,515</b>	<b>766,118</b>	<b>31,167</b>	<b>180,397</b>	<b>24%</b>	<b>915,347</b>	<b>2937%</b>	<b>Public Amenities</b>	<b>9,186,695</b>	<b>43,095</b>	<b>0%</b>	<b>1,316,854</b>	<b>17%</b>	<b>(8,240,181)</b>	<b>137,301</b>	<b>2%</b>	<b>(401,507)</b>	<b>-5%</b>
1,334,393	861,316	284,877	473,077	55%	1,049,516	368%	Downhill Ski	3,653,594	529,594	17%	1,299,282	55%	(2,319,201)	(56,517)	-2%	(249,766)	-12%
260,121	142,713	113,901	117,408	82%	146,219	128%	Cross Country Ski	967,674	187,074	24%	333,811	53%	(707,554)	(69,667)	-11%	(187,592)	-36%
71,995	83,689	37,482	(11,694)	-14%	34,513	92%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(105,696)	4,615	4%	(14,235)	-16%
(445,861)	(38,217)	(56,303)	(407,644)	#####	(389,559)	-692%	Golf	706,641	(452,359)	-39%	(392,502)	-36%	(1,152,502)	44,715	4%	2,944	0%
14,576	(474)	13,940	15,050	3175%	636	5%	Campground	95,813	25,813	37%	9,056	10%	(81,237)	(10,763)	-15%	(8,420)	-12%
(79,684)	(53,878)	(73,396)	(25,806)	-48%	(6,288)	-9%	Equestrian	238,635	(16,365)	-6%	11,241	5%	(318,319)	(9,441)	-3%	(17,528)	-6%
8,037	4,300	1,508	3,737	87%	6,529	433%	Bikeworks	134,638	17,638	15%	27,751	26%	(126,601)	(13,901)	-12%	(21,222)	-20%
(127,634)	(156,459)	(154,091)	28,825	18%	26,457	17%	Trails	2,832	1,832	183%	2,328	462%	(130,466)	26,993	17%	24,129	16%
97,681	103,763	75,790	(6,082)	-6%	21,891	29%	The Lodge	2,264,479	179	0%	95,653	4%	(2,166,798)	(6,261)	0%	(73,762)	-4%
(91,716)	(84,973)	(57,555)	(6,743)	-8%	(34,161)	-59%	Summer Food and Bev	201,026	(68,974)	-26%	(56,690)	-22%	(292,743)	62,230	18%	22,529	7%
(44,025)	(21,076)	(49,361)	(22,949)	-109%	5,337	11%	Pizza on the Hill	344,562	(185,438)	-35%	(174,967)	-34%	(388,587)	162,489	29%	180,303	32%
(51,368)	(74,586)	(105,624)	23,218	31%	54,256	51%	Alder Creek Café	399,110	20,410	5%	113,143	40%	(450,478)	2,808	1%	(58,887)	-15%
<b>1,356,864</b>	<b>1,129,093</b>	<b>452,214</b>	<b>227,771</b>	<b>20%</b>	<b>904,650</b>	<b>200%</b>	<b>Amenities Total</b>	<b>11,710,455</b>	<b>16,855</b>	<b>0%</b>	<b>1,393,408</b>	<b>14%</b>	<b>(10,353,591)</b>	<b>210,916</b>	<b>2%</b>	<b>(488,758)</b>	<b>-5%</b>
<b>(5,441,510)</b>	<b>(5,750,093)</b>	<b>(5,288,517)</b>	<b>308,583</b>	<b>5%</b>	<b>(152,992)</b>	<b>-3%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>665,512</b>	<b>70,112</b>	<b>12%</b>	<b>(31,470)</b>	<b>-5%</b>	<b>(6,107,021)</b>	<b>238,472</b>	<b>4%</b>	<b>(121,522)</b>	<b>-2%</b>
(883,485)	(895,778)	(808,492)	12,293	1%	(74,992)	-9%	General	-	-	0%	-	0%	(883,485)	12,293	1%	(74,992)	-9%
(468,741)	(519,536)	(546,391)	50,795	10%	77,650	14%	Administration	241,805	76,705	46%	13,178	6%	(710,546)	(25,910)	-4%	64,472	8%
(332,379)	(437,980)	(405,747)	105,601	24%	73,368	18%	Communications	192,343	15,043	8%	18,621	11%	(524,722)	90,558	15%	54,747	9%
(504,682)	(566,063)	(529,373)	61,381	11%	24,691	5%	Information Tech	-	-	0%	-	0%	(504,682)	61,381	11%	24,691	5%
(700,415)	(677,798)	(643,234)	(22,617)	-3%	(57,182)	-9%	Accounting	4,242	(1,158)	-21%	(1,172)	-22%	(704,658)	(21,460)	-3%	(56,009)	-9%
(315,684)	(323,519)	(302,756)	7,835	2%	(12,927)	-4%	Human Resources	-	-	0%	-	0%	(315,684)	7,835	2%	(12,927)	-4%
(180,579)	(200,783)	(136,956)	20,204	10%	(43,623)	-32%	Architectural Standards	144,116	(26,284)	-15%	(29,379)	-17%	(324,695)	46,488	13%	(14,245)	-5%
(183,312)	(206,291)	(177,559)	22,979	11%	(5,753)	-3%	Member Services	27,333	(3,067)	-10%	(1,545)	-5%	(210,645)	26,046	11%	(4,207)	-2%
(256,146)	(282,898)	(283,514)	26,752	9%	27,368	10%	Risk & Facility Admin	-	-	0%	-	0%	(256,146)	26,752	9%	27,368	10%
(1,008,616)	(961,532)	(840,116)	(47,084)	-5%	(168,500)	-20%	Forestry	55,673	8,873	19%	(31,173)	-36%	(1,064,288)	(55,956)	-6%	(137,327)	-15%
(607,472)	(677,915)	(614,379)	70,443	10%	6,908	1%	Maintenance	-	-	0%	-	0%	(607,472)	70,443	10%	6,908	1%
<b>\$ (4,084,645)</b>	<b>\$ (4,621,000)</b>	<b>\$ (4,836,303)</b>	<b>\$ 536,355</b>	<b>12%</b>	<b>\$ 751,658</b>	<b>16%</b>	<b>TDA Operating Fund</b>	<b>\$ 12,375,967</b>	<b>\$ 86,967</b>	<b>1%</b>	<b>\$ 1,361,937</b>	<b>12%</b>	<b>\$ (16,460,612)</b>	<b>\$ 449,388</b>	<b>3%</b>	<b>\$ (610,280)</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 Six Summer Months (May-Oct) 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
\$ 493,615	\$ 460,573	\$ 471,378	\$ 33,042	7%	\$ 22,237	5%	<b>Private Amenities</b>	\$ 2,184,445	\$ (41,755)	-2%	\$ 79,201	4%	\$ (1,690,831)	\$ 74,796	4%	\$ (56,965)	-3%
148,107	148,550	134,738	(443)	0%	13,369	10%	Trout Creek Rec Ctr	620,814	(23,786)	-4%	30,358	5%	(472,707)	23,343	5%	(16,989)	-4%
(33,790)	(18,380)	(5,493)	(15,410)	-84%	(28,297)	-515%	Aquatics	166,594	1,594	1%	33,671	25%	(200,383)	(17,003)	-9%	(61,968)	-45%
309,426	315,647	285,194	(6,221)	-2%	24,232	8%	Beach Club Marina	692,825	(57,175)	-8%	11,082	2%	(383,400)	50,953	12%	13,150	3%
32,521	7,558	30,726	24,963	330%	1,795	6%	Tennis Center	255,789	42,789	20%	(6,564)	-3%	(223,268)	(17,826)	-9%	8,358	4%
12,697	36,550	31,223	(23,853)	-65%	(18,527)	-59%	Day Camps	247,599	(27,401)	-10%	(9,053)	-4%	(234,902)	3,548	1%	(9,474)	-4%
24,655	(29,352)	(5,010)	54,007	184%	29,665	592%	Recreation Programs	200,824	22,224	12%	19,707	11%	(176,170)	31,782	15%	9,958	5%
<b>(727,833)</b>	<b>(454,060)</b>	<b>(390,707)</b>	<b>(273,773)</b>	<b>-60%</b>	<b>(337,126)</b>	<b>-86%</b>	<b>Public Amenities</b>	<b>3,378,040</b>	<b>(725,360)</b>	<b>-18%</b>	<b>(551,499)</b>	<b>-14%</b>	<b>(4,105,873)</b>	<b>451,587</b>	<b>10%</b>	<b>214,372</b>	<b>5%</b>
(353,820)	(385,603)	(341,436)	31,783	8%	(12,385)	-4%	Downhill Ski	4,854	4,854	0%	1,371	39%	(358,674)	26,929	7%	(13,755)	-4%
(101,092)	(124,878)	(124,954)	23,786	19%	23,862	19%	Cross Country Ski	335	335	0%	(486)	-59%	(101,427)	23,451	19%	24,348	19%
(11,478)	(15,166)	(15,131)	3,688	24%	3,653	24%	Snowplay	-	-	0%	-	0%	(11,478)	3,688	24%	3,653	24%
(280,617)	123,636	97,040	(404,253)	-327%	(377,657)	-389%	Golf	706,541	(450,459)	-39%	(390,577)	-36%	(987,158)	46,206	4%	12,921	1%
25,394	9,428	23,395	15,966	169%	2,000	9%	Campground	95,813	25,813	37%	9,056	10%	(70,418)	(9,846)	-16%	(7,056)	-11%
(55,690)	(30,350)	(45,980)	(25,340)	-83%	(9,710)	-21%	Equestrian	238,635	(16,365)	-6%	11,256	5%	(294,325)	(8,975)	-3%	(20,966)	-8%
7,961	4,300	1,391	3,661	85%	6,570	472%	Bikeworks	127,630	10,630	9%	24,624	24%	(119,668)	(6,968)	-6%	(18,054)	-18%
(96,600)	(124,549)	(131,527)	27,949	22%	34,926	27%	Trails	2,832	1,832	183%	2,328	462%	(99,432)	26,117	21%	32,598	25%
255,686	206,121	270,580	49,565	24%	(14,894)	-6%	The Lodge	1,584,544	(37,856)	-2%	(19,094)	-1%	(1,328,858)	87,421	6%	4,200	0%
(86,844)	(78,879)	(52,620)	(7,965)	-10%	(34,224)	-65%	Summer Food and Bev	201,026	(68,974)	-26%	(56,690)	-22%	(287,870)	61,009	17%	22,467	7%
(9,782)	(2,831)	(13,970)	(6,951)	-246%	4,188	30%	Pizza on the Hill	204,170	(176,830)	-46%	(175,455)	-46%	(213,952)	169,879	44%	179,643	46%
(20,951)	(35,289)	(57,495)	14,338	41%	36,545	64%	Alder Creek Café	211,661	(18,339)	-8%	42,170	25%	(232,612)	32,677	12%	(5,626)	-2%
<b>(234,219)</b>	<b>6,513</b>	<b>80,671</b>	<b>(240,732)</b>	<b>-3696%</b>	<b>(314,890)</b>	<b>-390%</b>	<b>Amenities Total</b>	<b>5,562,486</b>	<b>(767,114)</b>	<b>-12%</b>	<b>(472,297)</b>	<b>-8%</b>	<b>(5,796,704)</b>	<b>526,383</b>	<b>8%</b>	<b>157,408</b>	<b>3%</b>
<b>(3,451,080)</b>	<b>(3,706,513)</b>	<b>(3,442,850)</b>	<b>255,433</b>	<b>7%</b>	<b>(8,229)</b>	<b>0%</b>	<b>HOA &amp; Amenities</b>	<b>437,444</b>	<b>59,044</b>	<b>16%</b>	<b>(48,570)</b>	<b>-10%</b>	<b>(3,888,523)</b>	<b>196,390</b>	<b>5%</b>	<b>40,341</b>	<b>1%</b>
(502,630)	(539,521)	(494,018)	36,891	7%	(8,612)	-2%	Support Services	-	-	0%	-	0%	(502,630)	36,891	7%	(8,612)	-2%
(356,081)	(349,729)	(426,589)	(6,352)	-2%	70,507	17%	General	121,426	48,726	67%	3,046	3%	(477,507)	(55,078)	-13%	67,461	12%
(171,789)	(245,447)	(223,004)	73,658	30%	51,215	23%	Administration	136,990	13,190	11%	9,681	8%	(308,779)	60,468	16%	41,534	12%
(308,833)	(337,794)	(308,526)	28,961	9%	(306)	0%	Information Tech	-	-	0%	-	0%	(308,833)	28,961	9%	(306)	0%
(411,537)	(408,392)	(378,683)	(3,145)	-1%	(32,854)	-9%	Accounting	2,242	(1,158)	-34%	(1,285)	-36%	(413,779)	(1,987)	0%	(31,569)	-8%
(162,015)	(197,713)	(180,143)	35,698	18%	18,128	10%	Human Resources	-	-	0%	-	0%	(162,015)	35,698	18%	18,128	10%
(77,842)	(115,165)	(68,777)	37,323	32%	(9,065)	-13%	Architectural Standards	109,100	(11,900)	-10%	(17,477)	-14%	(186,942)	49,223	21%	8,412	4%
(100,521)	(121,310)	(97,798)	20,789	17%	(2,723)	-3%	Member Services	23,217	(1,783)	-7%	(158)	-1%	(123,738)	22,572	15%	(2,564)	-2%
(133,561)	(169,455)	(165,205)	35,894	21%	31,644	19%	Risk & Facility Admin	-	-	0%	-	0%	(133,561)	35,894	21%	31,644	19%
(858,940)	(819,827)	(718,947)	(39,113)	-5%	(139,994)	-19%	Forestry	44,468	11,968	37%	(42,378)	-49%	(903,408)	(51,081)	-6%	(97,616)	-12%
(367,332)	(402,160)	(381,161)	34,828	9%	13,829	4%	Maintenance	-	-	0%	-	0%	(367,332)	34,828	9%	13,829	4%
<b>\$ (3,685,299)</b>	<b>\$ (3,700,000)</b>	<b>\$ (3,362,179)</b>	<b>\$ 14,701</b>	<b>0%</b>	<b>\$ (323,119)</b>	<b>-10%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,999,929</b>	<b>\$ (708,071)</b>	<b>-11%</b>	<b>\$ (520,868)</b>	<b>-8%</b>	<b>\$ (9,685,228)</b>	<b>\$ 722,772</b>	<b>7%</b>	<b>\$ 197,749</b>	<b>2%</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%
\$ 253,208	\$ (169,000)	\$ (876,996)	\$ 422,208	250%	\$ 1,130,204	129%	<b>TDA Operating Fund</b>	\$ 5,637,572	\$ 656,572	13%	\$ 1,807,698	47%	\$ (5,384,365)	\$ (234,365)	-5%	\$ (677,494)	-14%



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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (56,442)	\$ (83,096)	\$ (15,529)	\$ 26,654	32%	\$ (40,912)	-263%	<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)	-36%	(10,316)	-39%	Cross Country Ski	90,715	29,715	49%	22,798	34%	(127,430)	(39,466)	-45%	(33,114)	-35%
4,302	(14,398)	(23,959)	18,700	130%	28,261	118%	Snowplay	14,915	8,915	149%	25,461	241%	(10,613)	9,785	48%	2,799	21%
(255,190)	(167,377)	(156,024)	(87,813)	-52%	(99,166)	-64%	Golf	62,404	(150,996)	-71%	(164,079)	-72%	(317,594)	63,183	17%	64,912	17%
(4,463)	(7,774)	(5,483)	3,311	43%	1,020	19%	Campground	22,138	10,738	94%	6,895	45%	(26,601)	(7,427)	-39%	(5,875)	-28%
(61,791)	(57,920)	(53,944)	(3,871)	-7%	(7,847)	-15%	Equestrian	37,632	(1,868)	-5%	3,649	11%	(99,423)	(2,003)	-2%	(11,496)	-13%
(3,582)	(3,736)	(4,227)	154	4%	645	15%	Bikeworks	39,463	5,163	15%	6,515	20%	(43,045)	(5,009)	-13%	(5,870)	-16%
(33,131)	(48,338)	(48,586)	15,207	31%	15,455	32%	Trails	1,035	835	418%	975	1625%	(34,166)	14,372	30%	14,480	30%
(56,977)	(18,165)	(13,999)	(38,812)	-214%	(42,978)	-307%	The Lodge	487,906	(72,294)	-13%	(42,851)	-8%	(544,884)	33,482	6%	(127)	0%
(31,613)	(39,287)	(34,146)	7,674	20%	2,533	7%	Summer Food and Bev	11,625	(28,975)	-71%	(27,712)	-70%	(43,239)	36,648	46%	30,245	41%
(27,060)	(33,422)	(34,357)	6,362	19%	7,297	21%	Pizza on the Hill	63,782	(37,218)	-37%	(35,939)	-36%	(90,841)	43,581	32%	43,236	32%
(30,848)	(35,189)	(39,179)	4,341	12%	8,331	21%	Alder Creek Café	74,400	3,900	6%	24,727	50%	(105,248)	441	0%	(16,396)	-18%
<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	
\$	\$	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	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	73,252	-	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>
(202,385)	(239,412)	(199,363)	37,027	15%	(3,022)	-2%	General	-	-	0%	-	0%	(202,385)	37,027	15%	(3,022)	-2%
(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%
(507,277)	(507,010)	(427,028)	(267)	0%	(80,249)	-19%	Forestry	28,837	11,037	62%	(56,485)	-66%	(536,114)	(11,304)	-2%	(23,764)	-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 ten months ending October 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>\$ (333,587)</b>	<b>\$ (380,962)</b>	<b>\$ 47,375</b>	<b>12%</b>	<b>Private Amenities</b>	<b>\$ (51.54)</b>	<b>\$ (58.85)</b>	<b>\$ 7</b>	<b>12%</b>
(116,722)	(138,822)	22,100	16%	Trout Creek Rec Ctg	(18.03)	(21.45)	3	16%
(190,062)	(180,393)	(9,669)	-5%	Aquatics	(29.36)	(27.87)	(1)	-5%
182,282	182,323	(41)	0%	Beach Club Marina	28.16	28.17	(0)	0%
(69,010)	(73,896)	4,886	7%	Tennis Center	(10.66)	(11.42)	1	7%
(43,710)	(18,976)	(24,734)	-130%	Day Camps	(6.75)	(2.93)	(4)	-130%
(96,365)	(151,198)	54,833	36%	Recreation Programs	(14.89)	(23.36)	8	36%
<b>(590,148)</b>	<b>(770,545)</b>	<b>180,397</b>	<b>23%</b>	<b>Public Amenities</b>	<b>\$ (91.17)</b>	<b>\$ (119.04)</b>	<b>28</b>	<b>23%</b>
936,422	463,345	473,077	102%	Downhill Ski	144.67	71.58	73	102%
78,567	(38,841)	117,408	302%	Cross Country Ski	12.14	(6.00)	18	302%
25,266	36,960	(11,694)	-32%	Snowplay	3.90	5.71	(2)	-32%
(629,556)	(221,912)	(407,644)	-184%	Golf	(97.26)	(34.28)	(63)	-184%
(15,174)	(30,224)	15,050	50%	Campground	(2.34)	(4.67)	2	50%
(141,904)	(116,098)	(25,806)	-22%	Equestrian	(21.92)	(17.94)	(4)	-22%
(19,819)	(23,556)	3,737	16%	Bikeworks	(3.06)	(3.64)	1	16%
(178,399)	(207,224)	28,825	14%	Trails	(27.56)	(32.01)	4	14%
(245,980)	(239,898)	(6,082)	-3%	The Lodge	(38.00)	(37.06)	(1)	-3%
(133,912)	(127,169)	(6,743)	-5%	Summer Food and Bev	(20.69)	(19.65)	(1)	-5%
(141,684)	(118,735)	(22,949)	-19%	Pizza on the Hill	(21.89)	(18.34)	(4)	-19%
(123,975)	(147,193)	23,218	16%	Alder Creek Café	(19.15)	(22.74)	4	16%
<b>(923,736)</b>	<b>(1,151,507)</b>	<b>227,771</b>	<b>20%</b>	<b>Amenities Total</b>	<b>\$ (142.71)</b>	<b>\$ (177.89)</b>	<b>35</b>	<b>20%</b>
<b>(2,996,910)</b>	<b>(3,305,493)</b>	<b>308,583</b>	<b>9%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>\$ (462.99)</b>	<b>\$ (510.66)</b>	<b>48</b>	<b>9%</b>
(1,876,724)	(1,889,017)	12,293	1%	General	(289.93)	(291.83)	2	1%
50,795	-	50,795	#####	Administration	7.85	-	8	0%
105,601	-	105,601	#####	Communications	16.31	-	16	0%
61,381	-	61,381	#####	Information Tech	9.48	-	9	0%
(22,617)	-	(22,617)	#####	Accounting	(3.49)	-	(3)	0%
7,835	-	7,835	#####	Human Resources	1.21	-	1	0%
(282,854)	(303,058)	20,204	7%	Architectural Standards	(43.70)	(46.82)	3	7%
22,979	-	22,979	#####	Member Services	3.55	-	4	0%
26,752	-	26,752	#####	Risk & Facility Admin	4.13	-	4	0%
(1,160,502)	(1,113,418)	(47,084)	-4%	Forestry	(179.28)	(172.01)	(7)	-4%
70,443	-	70,443	#####	Maintenance	10.88	-	11	0%
<b>\$ (3,920,645)</b>	<b>\$ (4,457,000)</b>	<b>\$ 536,355</b>	<b>12%</b>	<b>Net Operating Result</b>	<b>\$ (605.69)</b>	<b>\$ (688.55)</b>	<b>\$ 82.86</b>	<b>12%</b>

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

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

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
<b>2,054</b>	<b>2,265</b>	<b>2,291</b>	<b>212</b>	<b>9%</b>	<b>237</b>	<b>10%</b>	<b>Private Amenities</b>	<b>48,075</b>	<b>47,733</b>	<b>46,018</b>	<b>(342)</b>	<b>-1%</b>	<b>(2,057)</b>	<b>-4%</b>
1,344	1,514	1,567	170	11%	223	14%	Trout Creek Rec Ctr	15,521	14,996	14,651	(526)	-4%	(870)	-6%
-	-	24	-	0%	24	100%	Aquatics	5,352	4,646	3,769	(706)	-15%	(1,583)	-42%
254	194	226	(61)	-31%	(28)	-13%	Beach Club Marina	10,081	11,079	11,010	998	9%	929	8%
90	113	115	23	20%	25	21%	Tennis Center	3,845	3,858	4,130	13	0%	285	7%
-	-	-	-	0%	-	0%	Day Camps	10,062	9,280	9,343	(782)	-8%	(719)	-8%
365	444	360	79	18%	(5)	-1%	Recreation Programs	3,214	3,875	3,115	661	17%	(99)	-3%
<b>8,954</b>	<b>9,096</b>	<b>10,119</b>	<b>141</b>	<b>2%</b>	<b>1,165</b>	<b>12%</b>	<b>Public Amenities</b>	<b>177,809</b>	<b>181,756</b>	<b>176,299</b>	<b>3,947</b>	<b>2%</b>	<b>(1,510)</b>	<b>-1%</b>
551	699	632	149	21%	82	13%	Downhill Ski Area	55,118	50,981	50,850	(4,137)	-8%	(4,268)	-8%
114	26	314	(88)	-340%	200	64%	Cross Country Ski Area	15,070	12,020	9,051	(3,050)	-25%	(6,020)	-67%
75	-	-	(75)	0%	(75)	0%	Snowplay - Total Tubers	3,081	2,982	2,303	(99)	-3%	(778)	-34%
791	710	734	(81)	-11%	(57)	-8%	Golf Operations	8,068	10,475	9,953	2,407	23%	1,885	19%
3,083	2,402	2,591	(682)	-28%	(492)	-19%	Golf Maintenance	21,007	22,850	22,383	1,843	8%	1,376	6%
-	-	-	-	0%	-	0%	Campground	910	803	775	(107)	-13%	(135)	-17%
183	100	133	(83)	-83%	(50)	-38%	Equestrian	6,117	5,851	5,400	(266)	-5%	(717)	-13%
50	43	56	(7)	-17%	6	10%	Bikeworks	1,264	1,392	1,489	128	9%	225	15%
33	-	534	(33)	0%	501	94%	Trails	1,832	3,371	4,155	1,539	46%	2,323	56%
3,186	3,200	3,252	14	0%	66	2%	The Lodge	40,261	40,900	40,740	639	2%	479	1%
199	646	320	447	69%	121	38%	Summer Food and Bev	6,950	8,692	7,806	1,741	20%	856	11%
75	602	958	527	88%	883	92%	Pizza on the Hill	8,342	10,634	12,628	2,292	22%	4,286	34%
614	668	594	54	8%	(20)	-3%	Alder Creek Café	9,789	10,807	8,767	1,017	9%	(1,023)	-12%
<b>11,008</b>	<b>11,361</b>	<b>12,410</b>	<b>353</b>	<b>3%</b>	<b>1,402</b>	<b>11%</b>	<b>Amenities Total</b>	<b>225,884</b>	<b>229,489</b>	<b>222,317</b>	<b>3,606</b>	<b>2%</b>	<b>(3,566)</b>	<b>-2%</b>
<b>8,226</b>	<b>9,335</b>	<b>9,234</b>	<b>1,109</b>	<b>12%</b>	<b>1,008</b>	<b>11%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>71,418</b>	<b>79,306</b>	<b>75,109</b>	<b>7,888</b>	<b>10%</b>	<b>3,692</b>	<b>5%</b>
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
203	358	437	155	43%	234	54%	Administration	2,564	3,952	3,939	1,387	35%	1,375	35%
546	357	281	(189)	-53%	(265)	-94%	Communications	4,722	3,283	2,688	(1,439)	-44%	(2,034)	-76%
614	611	427	(3)	0%	(187)	-44%	Information Tech	5,336	6,227	5,684	891	14%	347	6%
1,092	1,076	1,051	(16)	-2%	(41)	-4%	Accounting	10,330	10,490	9,931	160	2%	(400)	-4%
-	190	175	190	100%	175	100%	Human Resources	298	1,852	1,790	1,554	84%	1,492	83%
818	1,051	900	233	22%	82	9%	Architectural Standards	7,620	9,555	7,611	1,935	20%	(9)	0%
515	552	478	37	7%	(37)	-8%	Member Services	4,695	5,279	4,992	584	11%	296	6%
229	189	357	(40)	-21%	129	36%	Risk & Facility Admin	1,813	1,769	3,402	(44)	-3%	1,588	47%
2,723	3,296	3,378	573	17%	655	19%	Forestry	17,041	19,697	17,408	2,656	13%	367	2%
1,486	1,656	1,748	170	10%	262	15%	Maintenance	16,996	17,202	17,665	206	1%	669	4%
<b>19,234</b>	<b>20,696</b>	<b>21,644</b>	<b>1,462</b>	<b>7%</b>	<b>2,410</b>	<b>11%</b>	<b>Total Payroll Hours</b>	<b>297,301</b>	<b>308,795</b>	<b>297,427</b>	<b>11,494</b>	<b>4%</b>	<b>125</b>	<b>0%</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 **October 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	12	-	-	10	9	8	8	17	44	82	54	20	13	12	12	28	27	(1.2)	-4%	
11	9	9	9	9	11	9	8	7	8	-	-	10	9	7	8	8	7	9	9	8	9	11	11	9	8	(0.5)	-6%	
-	-	-	-	1	5	15	8	1	-	-	-	-	0	-	-	0	4	9	6	1	0	-	-	3	2	(0.9)	-42%	
-	-	-	-	3	11	22	16	5	1	-	-	-	-	-	-	5	11	23	16	7	1	-	0	6	6	0.5	8%	
-	-	-	-	1	5	7	6	3	1	-	-	-	-	-	-	2	5	7	6	3	1	-	-	2	2	0.2	7%	
-	-	-	-	1	17	28	12	0	-	-	-	-	-	-	-	0	14	25	14	-	-	-	-	6	5	(0.4)	-8%	
0	0	-	1	0	3	7	4	1	2	-	-	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>52</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>103</b>	<b>102</b>	<b>(0.9)</b>	<b>-1%</b>	
103	91	74	32	3	3	3	3	3	3	-	-	86	89	72	28	3	3	3	3	3	4	8	90	32	29	(2.5)	-8%	
29	22	23	11	0	0	0	0	0	1	-	-	14	9	21	4	0	1	0	1	0	2	8	27	9	5	(3.5)	-67%	
6	6	4	1	-	-	-	-	-	0	-	-	4	5	4	1	-	-	-	-	-	-	0	6	2	1	(0.4)	-34%	
-	0	-	-	0	5	14	13	9	5	-	-	-	-	-	-	3	11	15	14	11	4	-	-	5	6	1.1	19%	
1	1	2	4	12	19	22	21	20	18	-	-	1	1	3	8	20	22	20	22	17	15	4	1	12	13	0.8	6%	
-	-	-	-	1	1	1	1	1	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	1	0	(0.1)	-17%	
0	-	0	0	0	9	11	9	4	1	-	-	-	0	0	0	1	6	11	8	4	1	0	0	4	3	(0.4)	-13%	
-	-	-	-	0	2	2	2	0	0	-	-	-	-	-	-	0	2	3	2	1	0	-	-	1	1	0.1	15%	
-	-	-	-	-	1	4	2	3	0	-	-	0	-	-	-	2	6	5	5	4	3	0	-	1	2	1.3	56%	
22	19	21	17	18	29	35	30	23	18	-	-	22	20	22	18	16	29	33	31	26	19	19	22	23	24	0.3	1%	
-	-	-	-	-	3	14	15	7	1	-	-	-	-	-	-	1	7	16	13	7	2	-	-	4	5	0.5	11%	
7	6	4	3	1	5	9	11	2	0	-	-	5	6	5	4	4	8	17	14	5	6	4	7	5	7	2.5	34%	
10	8	8	3	3	5	7	6	4	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>64</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>130</b>	<b>128</b>	<b>(2.1)</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>47</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>43</b>	<b>2.1</b>	<b>5%</b>	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
3	2	2	1	1	1	1	1	1	1	-	-	2	2	2	2	2	2	2	2	2	3	3	3	1	2	0.8	35%	
2	2	3	3	3	3	3	3	3	3	-	-	2	2	2	1	2	2	2	2	1	2	1	1	3	2	(1.2)	-76%	
3	2	2	3	4	3	2	3	4	4	-	-	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.2	6%	
6	5	6	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	0.9	83%	
5	4	5	5	5	3	4	4	4	5	-	-	4	3	4	4	4	4	5	6	5	5	4	5	4	4	(0.0)	0%	
2	3	3	3	2	3	2	3	3	3	-	-	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.2	6%	
2	1	1	1	0	1	1	2	1	1	-	-	2	2	2	2	2	2	2	2	2	2	2	2	1	2	0.9	47%	
2	1	2	2	8	19	18	17	14	16	-	-	3	1	0	1	12	17	17	16	15	19	14	3	10	10	0.2	2%	
11	11	11	9	10	10	10	9	8	9	-	-	11	10	11	10	10	10	11	10	9	10	11	11	10	10	0.4	4%	
<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>111</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>172</b>	<b>172</b>	<b>0.1</b>	<b>0%</b>	

**Tahoe Donner Association**  
**FTE - NonExempt Employees** [note, this report excludes Exempt Employees (salaried)]  
for the period October 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>11.8</b>	<b>13.1</b>	<b>13.2</b>	<b>1.2</b>	<b>9%</b>	<b>1.4</b>	<b>10%</b>	<b>Private Amenities</b>	<b>28</b>	<b>28</b>	<b>27</b>	<b>(0)</b>	<b>-1%</b>	<b>(1)</b>	<b>-4%</b>
7.8	8.7	9.0	1	11%	1	14%	Trout Creek Rec Ctr	9	9	8	(0)	-4%	(1)	-6%
-	-	0.1	-	0%	0	100%	Aquatics	3	3	2	(0)	-15%	(1)	-42%
1.5	1.1	1.3	(0)	-31%	(0)	-13%	Beach Club Marina	6	6	6	1	9%	1	8%
0.5	0.7	0.7	0	20%	0	21%	Tennis Center	2	2	2	0	0%	0	7%
-	-	-	-	0%	-	0%	Day Camps	6	5	5	(0)	-8%	(0)	-8%
2.1	2.6	2.1	0	18%	(0)	-1%	Recreation Programs	2	2	2	0	17%	(0)	-3%
<b>51.7</b>	<b>52.5</b>	<b>58.4</b>	<b>0.8</b>	<b>2%</b>	<b>6.7</b>	<b>12%</b>	<b>Public Amenities</b>	<b>103</b>	<b>105</b>	<b>102</b>	<b>2</b>	<b>2%</b>	<b>(1)</b>	<b>-1%</b>
3.2	4.0	3.6	1	21%	0	13%	Downhill Ski Area	32	29	29	(2)	-8%	(2)	-8%
0.7	0.2	1.8	(1)	-340%	1	64%	Cross Country Ski Area	9	7	5	(2)	-25%	(3)	-67%
0.4	-	-	(0)	0%	(0)	0%	Snowplay - Total Tubers	2	2	1	(0)	-3%	(0)	-34%
4.6	4.1	4.2	(0)	-11%	(0)	-8%	Golf Operations	5	6	6	1	23%	1	19%
17.8	13.9	14.9	(4)	-28%	(3)	-19%	Golf Maintenance	12	13	13	1	8%	1	6%
-	-	-	-	0%	-	0%	Campground	1	0	0	(0)	-13%	(0)	-17%
1.1	0.6	0.8	(0)	-83%	(0)	-38%	Equestrian	4	3	3	(0)	-5%	(0)	-13%
0.3	0.2	0.3	(0)	-17%	0	10%	Bikeworks	1	1	1	0	9%	0	15%
0.2	-	3.1	(0)	0%	3	94%	Trails	1	2	2	1	46%	1	56%
18.4	18.5	18.8	0	0%	0	2%	The Lodge	23	24	24	0	2%	0	1%
1.1	3.7	1.8	3	69%	1	38%	Summer Food and Bev	4	5	5	1	20%	0	11%
0.4	3.5	5.5	3	88%	5	92%	Pizza on the Hill	5	6	7	1	22%	2	34%
3.5	3.9	3.4	0	8%	(0)	-3%	Alder Creek Café	6	6	5	1	9%	(1)	-12%
<b>63.5</b>	<b>65.5</b>	<b>71.6</b>	<b>2.0</b>	<b>3%</b>	<b>8.1</b>	<b>11%</b>	<b>Amenities Total</b>	<b>130</b>	<b>132</b>	<b>128</b>	<b>2</b>	<b>2%</b>	<b>(2)</b>	<b>-2%</b>
<b>47.5</b>	<b>53.9</b>	<b>53.3</b>	<b>6</b>	<b>12%</b>	<b>5.8</b>	<b>11%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>41</b>	<b>46</b>	<b>43</b>	<b>5</b>	<b>10%</b>	<b>2</b>	<b>5%</b>
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.2	2.1	2.5	1	43%	1	54%	Administration	1	2	2	1	35%	1	35%
3.2	2.1	1.6	(1)	-53%	(2)	-94%	Communications	3	2	2	(1)	-44%	(1)	-76%
3.5	3.5	2.5	(0)	0%	(1)	-44%	Information Tech	3	4	3	1	14%	0	6%
6.3	6.2	6.1	(0)	-2%	(0)	-4%	Accounting	6	6	6	0	2%	(0)	-4%
-	1.1	1.0	1	100%	1	100%	Human Resources	0	1	1	1	84%	1	83%
4.7	6.1	5.2	1	22%	0	9%	Architectural Standards	4	6	4	1	20%	(0)	0%
3.0	3.2	2.8	0	7%	(0)	-8%	Member Services	3	3	3	0	11%	0	6%
1.3	1.1	2.1	(0)	-21%	1	36%	Risk & Facility Admin	1	1	2	(0)	-3%	1	47%
15.7	19.0	19.5	3	17%	4	19%	Forestry	10	11	10	2	13%	0	2%
8.6	9.6	10.1	1	10%	2	15%	Maintenance	10	10	10	0	1%	0	4%
<b>111.0</b>	<b>119.4</b>	<b>124.9</b>	<b>8.4</b>	<b>7%</b>	<b>13.9</b>	<b>11%</b>	<b>Total nonExempt FTEs</b>	<b>172</b>	<b>178</b>	<b>172</b>	<b>6.6</b>	<b>3.7%</b>	<b>0.1</b>	<b>0.0%</b>

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

Month			Variance Last Month		Variance to PriorYr		Department	Year to Date			
Actual	Last Month	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Prior Yr	Amount	Pctg
<b>61</b>	<b>41</b>	<b>41</b>	<b>(19)</b>	<b>-47%</b>	<b>(19)</b>	<b>-47%</b>	<b>Private Amenities</b>	<b>1,095</b>	<b>1,443</b>	<b>348</b>	<b>24%</b>
44	24	25	(20)	-85%	(19)	-75%	Trout Creek Rec Ctr	397	507	110	22%
-	6	-	6	100%	-	0%	Aquatics	342	162	(180)	-111%
1	2	0	1	60%	(1)	-217%	Beach Club Marina	117	393	276	70%
0	6	3	6	94%	3	87%	Tennis Center	93	100	7	7%
-	-	-	-	0%	-	0%	Day Camps	13	21	9	41%
16	4	13	(12)	-316%	(3)	-19%	Recreation Programs	133	260	126	49%
<b>346</b>	<b>605</b>	<b>218</b>	<b>259</b>	<b>43%</b>	<b>(127)</b>	<b>-58%</b>	<b>Public Amenities</b>	<b>10,083</b>	<b>8,279</b>	<b>(1,804)</b>	<b>-22%</b>
1	10	4	9	90%	3	77%	Downhill Ski Area	3,859	2,617	(1,242)	-47%
-	-	0	-	0%	0	100%	Cross Country Ski Area	798	426	(372)	-87%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
2	10	-	9	84%	(2)	0%	Golf Operations	99	116	17	14%
255	329	131	74	23%	(124)	-94%	Golf Maintenance	2,236	2,050	(186)	-9%
-	18	-	18	100%	-	0%	Campground	194	155	(39)	-25%
13	24	4	11	45%	(10)	-276%	Equestrian	162	115	(47)	-41%
-	-	-	-	0%	-	0%	Bikeworks	3	3	(0)	-8%
1	18	2	17	97%	2	74%	Trails	74	60	(15)	-24%
39	79	57	40	51%	18	32%	The Lodge	1,041	1,283	241	19%
7	33	4	26	80%	(3)	-80%	Summer Food and Bev	262	170	(92)	-54%
8	50	9	42	84%	1	7%	Pizza on the Hill	730	974	244	25%
21	34	8	13	39%	(13)	-167%	Alder Creek Café	419	159	(261)	-164%
<b>407</b>	<b>647</b>	<b>260</b>	<b>240</b>	<b>37%</b>	<b>(147)</b>	<b>-56%</b>	<b>Amenities Total</b>	<b>11,179</b>	<b>9,722</b>	<b>(1,457)</b>	<b>-15%</b>
<b>220</b>	<b>220</b>	<b>412</b>	<b>0</b>	<b>0%</b>	<b>192</b>	<b>47%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>2,862</b>	<b>2,570</b>	<b>(292)</b>	<b>-11%</b>
-	-	-	-	0%	-	0%	General	-	-	-	0%
20	20	75	(0)	-2%	55	73%	Administration	415	532	117	22%
7	4	3	(4)	-95%	(5)	-165%	Communications	47	69	22	32%
1	0	1	(1)	-133%	0	19%	Information Tech	17	24	7	29%
17	12	17	(5)	-39%	1	4%	Accounting	203	154	(49)	-32%
-	-	0	-	0%	0	100%	Human Resources	3	67	63	95%
12	13	59	1	8%	47	79%	Architectural Standards	279	276	(3)	-1%
7	7	2	(0)	-2%	(6)	-311%	Member Services	91	44	(47)	-108%
11	10	16	(0)	-5%	5	31%	Risk & Facility Admin	101	92	(9)	-10%
106	127	97	21	17%	(8)	-9%	Forestry	865	571	(294)	-52%
39	26	141	(12)	-46%	103	73%	Maintenance	841	742	(98)	-13%
<b>627</b>	<b>867</b>	<b>672</b>	<b>240</b>	<b>28%</b>	<b>45</b>	<b>7%</b>	<b>Total Payroll Hours</b>	<b>14,041</b>	<b>12,292</b>	<b>(1,749)</b>	<b>-14%</b>

**Tahoe Donner Association  
Statement of Financial Position**

**Consolidated**

**October 2019**

	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Oct 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>Assets</b>										
Cash & Investments, Restricted	\$ 340,204	\$ 339,941	\$ 337,615	\$ 320,808	263	0%	2,588	1%	19,396	6%
Cash & Investments, non-Restricted	25,364,432	27,285,953	23,669,418	21,260,406	(1,921,521)	-7%	1,695,014	7%	4,104,026	19%
Cash and Investments total	25,704,636	27,625,893	24,007,033	21,581,213	(1,921,258)	-7%	1,697,602	7%	4,123,422	19%
Member's Dues & Receivables, Net	280,264	301,873	241,528	217,728	(21,609)	-7%	38,735	16%	62,536	29%
Other Receivables	130,262	151,025	259,249	226,838	(20,763)	-14%	(128,987)	-50%	(96,576)	-43%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	262,816	253,424	314,923	287,996	9,392	4%	(52,107)	-17%	(25,180)	-9%
Prepaid Expenses & Other Assets	991,219	239,065	748,910	762,148	752,154	315%	242,309	32%	229,071	30%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(41,014,352)	(40,739,352)	(38,264,352)	(38,364,908)	(275,000)	-1%	(2,750,000)	-7%	(2,649,444)	-7%
NBV of Property & Equipment	38,786,706	39,061,706	41,536,706	37,978,141	(275,000)	-1%	(2,750,000)	-7%	808,565	2%
Construction In Progress	2,387,284	2,151,283	18,147	3,243,703	236,000	11%	2,369,136	13055%	(856,419)	-26%
Net Property and Equipment	41,173,990	41,212,989	41,554,854	41,221,844	(39,000)	0%	(380,864)	-1%	(47,854)	0%
<b>Total Assets</b>	<b>\$ 68,543,186</b>	<b>\$ 69,784,269</b>	<b>\$ 67,126,497</b>	<b>\$ 64,297,767</b>	<b>(1,241,083)</b>	<b>-2%</b>	<b>1,416,689</b>	<b>2%</b>	<b>4,245,419</b>	<b>7%</b>
<b>Liabilities</b>										
Accounts Payable	\$ 569,967	\$ 340,630	\$ 487,502	\$ 618,448	229,338	67%	82,465	17%	(48,481)	-8%
Accrued Liabilities	1,223,381	1,321,102	1,488,616	1,283,851	(97,721)	-7%	(265,235)	-18%	(60,470)	-5%
Deferred Revenue, Annual Assessment	1,239,445	2,135,445	3,653,015	1,221,769	(896,000)	-42%	(2,413,570)	-66%	17,676	1%
Deferred Revenue, Recreation Fee	405,785	486,055	529,630	338,691	(80,270)	-17%	(123,845)	-23%	67,094	20%
Deferred Revenue, All Other	496,447	480,296	619,597	218,240	16,150	3%	(123,151)	-20%	278,207	127%
Deposits	558,584	536,970	532,931	471,901	21,614	4%	25,653	5%	86,683	18%
<b>Total Liabilities</b>	<b>4,493,608</b>	<b>5,300,497</b>	<b>7,311,291</b>	<b>4,152,899</b>	<b>(806,889)</b>	<b>-15%</b>	<b>(2,817,683)</b>	<b>-39%</b>	<b>340,709</b>	<b>8%</b>
<b>Members' Equity</b>	<b>64,049,578</b>	<b>64,483,772</b>	<b>59,815,205</b>	<b>60,144,868</b>	<b>(434,194)</b>	<b>-1%</b>	<b>4,234,372</b>	<b>7%</b>	<b>3,904,710</b>	<b>6%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 68,543,186</b>	<b>\$ 69,784,269</b>	<b>\$ 67,126,497</b>	<b>\$ 64,297,767</b>	<b>(1,241,083)</b>	<b>-2%</b>	<b>1,416,689</b>	<b>2%</b>	<b>4,245,419</b>	<b>7%</b>
Balance Check	-	-	-	-	-	-	-	-	-	-
Members Equity Per Owner (#6473)	\$ 9,895	\$ 9,962	\$ 9,241	\$ 9,292	(67)	-1%	654	7%	603	6%



**Tahoe Donner Association  
Statement of Financial Position**

**Operating Fund**

**October 2019**

TB REF	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 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 Oct 31, 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	\$ 340,204	\$ 339,941	\$ 337,615	\$ 320,808	263	0%	2,588	1%	19,396	6%
	Cash & Investments, non-Restricted	1	4,158,914	5,505,777	5,619,298	4,022,954	(1,346,864)	-24%	(1,460,384)	-26%	135,960	3%
	Cash and Investments total		4,499,117	5,845,718	5,956,913	4,343,762	(1,346,601)	-23%	(1,457,796)	-24%	155,356	4%
	Member's Dues & Receivables, Net	3	279,549	301,158	240,813	217,013	(21,609)	-7%	38,735	16%	62,536	29%
	Other Receivables	4	54,198	81,022	165,962	118,782	(26,824)	-33%	(111,764)	-67%	(64,584)	-54%
	Due From (To) Other Funds	5	316,202	1,491,269	130,684	205,551	(1,175,067)	-79%	185,518	142%	110,651	54%
	Inventory	6	262,816	253,424	314,923	287,996	9,392	4%	(52,107)	-17%	(25,180)	-9%
	Prepaid Expenses & Other Assets	7	988,677	239,051	748,910	763,351	749,626	314%	239,768	32%	225,326	30%
	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>\$ 6,400,559</b>	<b>\$ 8,211,643</b>	<b>\$ 7,558,205</b>	<b>\$ 5,936,454</b>	<b>(1,811,083)</b>	<b>-22%</b>	<b>(1,157,646)</b>	<b>-15%</b>	<b>464,105</b>	<b>8%</b>
<b>Liabilities</b>												
	Accounts Payable	11	\$ 529,773	\$ 304,246	\$ 315,280	\$ 605,160	225,528	74%	214,493	68%	(75,387)	-12%
	Accrued Liabilities	12	1,192,278	1,291,749	1,475,017	1,262,438	(99,471)	-8%	(282,739)	-19%	(70,160)	-6%
	Deferred Revenue, Annual Assessment	13	1,239,445	2,135,445	1,643,857	1,221,769	(896,000)	-42%	(404,412)	-25%	17,676	1%
	Deferred Revenue, Recreation Fee	14	405,785	486,055	529,630	338,691	(80,270)	-17%	(123,845)	-23%	67,094	20%
	Deferred Revenue, All Other	15	496,447	480,296	619,597	218,240	16,150	3%	(123,151)	-20%	278,207	127%
	Deposits	16	558,584	536,970	532,931	471,901	21,614	4%	25,653	5%	86,683	18%
	<b>Total Liabilities</b>		<b>4,422,311</b>	<b>5,234,760</b>	<b>5,116,312</b>	<b>4,118,198</b>	<b>(812,449)</b>	<b>-16%</b>	<b>(694,000)</b>	<b>-14%</b>	<b>304,113</b>	<b>7%</b>
	<b>Members' Equity</b>	17	<b>1,978,248</b>	<b>2,976,883</b>	<b>2,441,893</b>	<b>1,818,256</b>	<b>(998,635)</b>	<b>-34%</b>	<b>(463,645)</b>	<b>-19%</b>	<b>159,992</b>	<b>9%</b>
	<b>Total Liabilities and Members' Equity</b>		<b>\$ 6,400,559</b>	<b>\$ 8,211,643</b>	<b>\$ 7,558,205</b>	<b>\$ 5,936,454</b>	<b>(1,811,083)</b>	<b>-22%</b>	<b>(1,157,646)</b>	<b>-15%</b>	<b>464,105</b>	<b>8%</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		556,748	1,555,383	1,341,893	718,256	(998,635)	-64%	(785,145)	-59%	(161,508)	-22%

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

Operating Fund - Members' Equity Recon:	
YTD NOR results Favorable (Unfavorable)	536,355 <span style="color: red;">F06.2</span>
Annual Assessment revenue variance to Budget	-
Members' Equity Transfers In (Out)	(1,000,000) <span style="color: red;">&lt; \$1.0m to RRF (10/2019 BoD)</span>
Net Change in Members Equity	<b>(463,645)</b> <span style="color: red;">(A)</span> <span style="float: right;">toDVF</span>

**Financial Position (Balance Sheet)**

**OPERATING FUND**

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**F11.1**

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

	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Oct 31, 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	13,763,585	13,745,732	11,879,903	11,483,129	17,853	0%	1,883,682	16%	2,280,456	20%	
Cash and Investments total	13,763,585	13,745,732	11,879,903	11,483,129	17,853	0%	1,883,682	16%	2,280,456	20%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	30,402	31,079	68,988	81,536	(677)	-2%	(38,586)	-56%	(51,134)	-63%	
Due From (To) Other Funds	(30,826)	(671,379)	(23,640)	(38,910)	640,553	95%	(7,186)	-30%	8,084	21%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	2,542	14	(0)	(1,203)	2,528	18199%	2,542	#####	3,745	311%	
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>\$ 13,765,703</b>	<b>\$ 13,105,446</b>	<b>\$ 11,925,251</b>	<b>\$ 11,524,552</b>	<b>660,257</b>	<b>5%</b>	<b>1,840,452</b>	<b>15%</b>	<b>2,241,151</b>	<b>19%</b>	
<b>Liabilities</b>											
Accounts Payable	\$ 29,733	\$ 27,066	\$ 162,533	\$ 13,288	2,667	10%	(132,800)	-82%	16,445	124%	
Accrued Liabilities	22,124	20,957	10,454	15,172	1,167	6%	11,670	112%	6,952	46%	
Deferred Revenue, Annual Assessment	-	-	1,351,616	-	-	0%	(1,351,616)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
<b>Total Liabilities</b>	<b>51,857</b>	<b>48,023</b>	<b>1,524,603</b>	<b>28,460</b>	<b>3,834</b>	<b>8%</b>	<b>(1,472,745)</b>	<b>-97%</b>	<b>23,397</b>	<b>82%</b>	
<b>Members' Equity</b>	<b>13,713,845</b>	<b>13,057,422</b>	<b>10,400,648</b>	<b>11,496,092</b>	<b>656,423</b>	<b>5%</b>	<b>3,313,197</b>	<b>32%</b>	<b>2,217,753</b>	<b>19%</b>	
							(A)				
<b>Total Liabilities and Members' Equity</b>	<b>\$ 13,765,703</b>	<b>\$ 13,105,446</b>	<b>\$ 11,925,251</b>	<b>\$ 11,524,552</b>	<b>660,257</b>	<b>5%</b>	<b>1,840,452</b>	<b>15%</b>	<b>2,241,151</b>	<b>19%</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	2,313,197 F14
Members' Equity Transfers In (Out)	
Net Change in Members Equity	<b>2,313,197 (A)</b>

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

	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Oct 31, 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	7,064,388	7,656,902	5,991,735	5,557,894	(592,513)	-8%	1,072,654	18%	1,506,494	27%
Cash and Investments total	7,064,388	7,656,902	5,991,735	5,557,894	(592,513)	-8%	1,072,654	18%	1,506,494	27%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%
Other Receivables	43,965	37,782	23,535	25,898	6,183	16%	20,430	87%	18,067	70%
Due From (To) Other Funds	(110,849)	(653,330)	(77,349)	(98,845)	542,481	83%	(33,500)	-43%	(12,004)	-12%
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>\$ 6,998,219</b>	<b>\$ 7,042,068</b>	<b>\$ 5,938,635</b>	<b>\$ 5,485,662</b>	<b>(43,849)</b>	<b>-1%</b>	<b>1,059,584</b>	<b>18%</b>	<b>1,512,557</b>	<b>28%</b>
<b>Liabilities</b>										
Accounts Payable	\$ 10,461	\$ 9,318	\$ 9,689	\$ (0)	1,143	12%	771	8%	10,461	#####
Accrued Liabilities	8,979	8,396	3,145	6,241	583	7%	5,834	186%	2,738	44%
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>19,440</b>	<b>17,714</b>	<b>633,847</b>	<b>6,241</b>	<b>1,726</b>	<b>10%</b>	<b>(614,407)</b>	<b>-97%</b>	<b>13,199</b>	<b>211%</b>
<b>Members' Equity</b>	<b>6,978,779</b>	<b>7,024,355</b>	<b>5,304,789</b>	<b>5,479,421</b>	<b>(45,575)</b>	<b>-1%</b>	<b>1,673,991</b>	<b>32%</b>	<b>1,499,358</b>	<b>27%</b>
							<b>(A)</b>			
<b>Total Liabilities and Members' Equity</b>	<b>\$ 6,998,219</b>	<b>\$ 7,042,068</b>	<b>\$ 5,938,635</b>	<b>\$ 5,485,662</b>	<b>(43,849)</b>	<b>-1%</b>	<b>1,059,584</b>	<b>18%</b>	<b>1,512,557</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	1,673,991	F14
Members' Equity Transfers In (Out)	-	< GPC's CFP Forecast has \$1.0m IN
Net Change in Members Equity	<b>1,673,991</b>	<b>(A)</b>

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

	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Oct 31, 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	377,544	377,542	178,482	196,428	3	0%	199,062	112%	181,117	92%	181,117	92%
Cash and Investments total	377,544	377,542	178,482	196,428	3	0%	199,062	112%	181,117	92%	181,117	92%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	1,698	1,141	765	623	556	49%	933	122%	1,075	173%	1,075	173%
Due From (To) Other Funds	(174,527)	(166,560)	(29,695)	(67,795)	(7,967)	-5%	(144,832)	-488%	(106,732)	-157%	(106,732)	-157%
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>\$ 204,715</b>	<b>\$ 212,123</b>	<b>\$ 149,551</b>	<b>\$ 129,255</b>	<b>(7,408)</b>	<b>-3%</b>	<b>55,163</b>	<b>37%</b>	<b>75,460</b>	<b>58%</b>	<b>75,460</b>	<b>58%</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>204,715</b>	<b>212,123</b>	<b>113,021</b>	<b>129,255</b>	<b>(7,408)</b>	<b>-3%</b>	<b>91,694</b>	<b>81%</b>	<b>75,460</b>	<b>58%</b>	<b>75,460</b>	<b>58%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 204,715</b>	<b>\$ 212,123</b>	<b>\$ 149,551</b>	<b>\$ 129,255</b>	<b>(7,408)</b>	<b>-3%</b>	<b>55,163</b>	<b>37%</b>	<b>75,460</b>	<b>58%</b>	<b>75,460</b>	<b>58%</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**

**October 2019**

	Current Month as of Oct 31, 2019	Last Month as of Sep 30, 2019	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Oct 31, 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	(41,014,352)	(40,739,352)	(38,264,352)	(38,364,908)	(275,000)	-1%	(2,750,000)	-7%	(2,649,444)	-7%
NBV of Property & Equipment	38,786,706	39,061,706	41,536,706	37,978,141	(275,000)	-1%	(2,750,000)	-7%	808,565	2%
Construction In Progress	2,387,284	2,151,283	18,147	3,243,703	236,000	11%	2,369,136	13055%	(856,419)	-26%
Net Property and Equipment	41,173,990	41,212,989	41,554,854	41,221,844	(39,000)	0%	(380,864)	-1%	(47,854)	0%
<b>Total Assets</b>	<b>\$ 41,173,990</b>	<b>\$ 41,212,989</b>	<b>\$ 41,554,854</b>	<b>\$ 41,221,844</b>	<b>(39,000)</b>	<b>0%</b>	<b>(380,864)</b>	<b>-1%</b>	<b>(47,854)</b>	<b>0%</b>
<b>Liabilities</b>										
<b>Total Liabilities</b>	-	-	-	-	-	0%	-	0%	-	0%
<b>Members' Equity</b>	41,173,990	41,212,989	41,554,854	41,221,844	(39,000)	0%	(380,864)	-1%	(47,854)	0%
<b>Total Liabilities and Members' Equity</b>	<b>\$ 41,173,990</b>	<b>\$ 41,212,989</b>	<b>\$ 41,554,854</b>	<b>\$ 41,221,844</b>	<b>(39,000)</b>	<b>0%</b>	<b>(380,864)</b>	<b>-1%</b>	<b>(47,854)</b>	<b>0%</b>
Balance Check	-	-	-	-						
Depreciation Expense YTD	2,750,000	2,475,000	3,284,225	2,701,000	275,000	11%	(534,225)	-16%	49,000	2%
Retirement/disposal of Fixed Assets	-	-	-	-						
AD removal YTD	-	-	-	-						
Net Change in Accum Deprec YTD	2,750,000	-	-	-						

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

**Financial Position (Balance Sheet)**

**PROPERTY FUND**

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**F11.5**

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

	<i>last year end - audited</i>		<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>10/31/2019</b>	
	<b>12/31/2018</b>		<b>3/31/2019</b>		<b>6/30/2019</b>		<b>9/30/2019</b>		<b>10/31/2019</b>	
<b>Consolidated TDA Total</b>	<b>24,007,033</b>	100%	<b>32,714,206</b>	100%	<b>30,571,476</b>		<b>27,625,893</b>		<b>25,704,636</b>	100%
Cash/Money Market	1,786,473	7%	2,684,285	8%	3,198,304		3,797,009		1,648,747	6%
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197		1,379,197		1,379,197	5%
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	19,541,778		16,549,443		16,758,846	65%
Bonds, Corporate	3,552,534	15%	3,558,330	11%	3,533,936		3,231,195		3,231,195	13%
Bonds, Municipal	2,308,627	10%	2,311,388	7%	2,329,109		2,329,109		2,346,447	9%
Restricted Other	337,615	1%	338,405	1%	339,152		339,941		340,204	1%
<b>Operating Fund (O)</b>	<b>5,956,913</b>	100%	<b>9,970,547</b>	100%	<b>7,728,336</b>		<b>5,845,718</b>		<b>4,499,117</b>	100%
Cash/Money Market	1,504,482	25%	1,669,072	17%	1,600,359		2,188,112		538,544	12%
Certificates of Deposit	340,160	6%	129,197	1%	129,197		129,197		129,197	3%
US Treasuries/GovOblig	3,774,657	63%	7,833,874	79%	5,659,628		3,188,469		3,491,173	78%
Bonds, Corporate	-	0%	-	0%	-		-		-	0%
Bonds, Municipals	-	0%	-	0%	-		-		-	0%
Restricted Other	337,615	6%	338,405	3%	339,152		339,941		340,204	8%
<b>Replacement Reserve Fund (R)</b>	<b>11,879,903</b>	100%	<b>14,801,083</b>	100%	<b>14,861,397</b>		<b>13,745,732</b>		<b>13,763,585</b>	100%
Cash/Money Market	141,863	1%	872,107	6%	969,807		1,469,518		1,066,501	8%
Certificates of Deposit	1,750,000	15%	1,250,000	8%	1,250,000		1,000,000		1,000,000	7%
US Treasuries/GovOblig	6,631,359	56%	9,313,739	63%	9,232,577		8,169,941		8,573,474	62%
Bonds, Corporate	1,806,952	15%	1,812,748	12%	1,838,804		1,536,063		1,536,063	11%
Bonds, Municipals	1,549,729	13%	1,552,489	10%	1,570,210		1,570,210		1,587,548	12%
<b>Development Fund (D)</b>	<b>5,991,735</b>	100%	<b>7,568,332</b>	100%	<b>7,606,619</b>		<b>7,656,902</b>		<b>7,064,388</b>	100%
Cash/Money Market	111,058	2%	115,645	2%	599,017		107,014		11,336	0%
Certificates of Deposit	250,000	4%	250,000	3%	250,000		250,000		250,000	4%
US Treasuries/GovOblig	3,126,196	52%	4,698,206	62%	4,303,570		4,845,857		4,349,022	62%
Bonds, Corporate	1,745,582	29%	1,745,582	23%	1,695,133		1,695,133		1,695,133	24%
Bonds, Municipals	758,899	13%	758,899	10%	758,899		758,899		758,899	11%
<b>New Equipment Fund (N)</b>	<b>178,482</b>	100%	<b>374,244</b>	100%	<b>375,124</b>		<b>377,542</b>		<b>377,544</b>	100%
Cash/Money Market	29,070	16%	27,462	7%	29,121		32,365		32,367	9%
Certificates of Deposit	-	0%	-	0%	-		-		-	0%
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003		345,177		345,177	91%

(O)Tri Counties, Bank of West, M.ofOmaha,PlumasBk, Stifel & Wells Fargo Sec.

(R)Stifel, EatonVance & Wells Fargo Securities

(D) (N) Stifel

	YTD 2018	YTD 2019	YTD 2018	YTD 2019	YTD 2018	YTD 2019	For the Month 2018	For the Month 2019
	AVG ME BALANCE		INT INCOME		Earnings %		Earnings %	
OP Fund	6,942,900	7,691,875	68,454	107,545	1.2%	1.7%	1.1%	1.5%
RR Fund	13,073,869	14,056,481	176,272	241,638	1.6%	2.1%	2.0%	1.7%
DEV Fund	5,426,176	7,261,178	68,468	143,084	1.5%	2.4%	2.0%	2.2%
NE Fund	226,802	339,788	2,808	5,995	1.5%	2.1%	1.6%	1.8%
Combined Totals	25,669,747	29,349,322	316,001	498,262	1.5%	2.0%	1.8%	1.8%

**CASH FLOW RECON**

	\$ Thousands	
	Month	YTD
OPF NOR Gain (Loss)	(895)	(3,921)
CurrAssets Decr (incr)	(741)	(61)
CurrLiab Incr (decr)	89	(404)
CapFds Expenditures	(412)	(3,185)
CapFds AAs Rev	-	7,023
OPFds AA Rev	896	4,457
AR/DefRevAA change	(874)	(2,452)
<i>AA 3rows subtotal</i>	<u>22</u>	<u>9,028</u>
All other changes, net	16	241
Net Change in Cash and Investments	<u>\$ (1,921)</u>	<u>\$ 1,698</u>
<b>Cash &amp; Investments - Current Balance Flow Thru:</b>		
Current Month End Balance		25,705
OPF NOR Loss (remaining Mths @ Bdg)		(1,239)
RRF Spend 2019 forecast to go		(1,380)
NEF Spend 2019 forecast to go		(86)
DVF Spend 2019 forecast to go		(759)
All other cash flow, net working capital		(1,643)
Raw Ending Balance *		<u>20,598</u>
<b>Distribution of Raw Ending Balance:</b>		
YE Forecasted Members Equity, RRF		12,300
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		536
ME Transfer to RRF, OPF		(1,000)
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY		<u>20,598</u>

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> 9/30/2019	18,902,847	4,203,285	3,165,174	-	129,197	773,448	56,281	261,640	83,301	50,720	27,625,893
Transfers IN (Out)	(760,000)	(800,000)	-	-	-	1,560,000	-	-	-	-	-
All other Activities	28,607	2,532	5,387	-	-	(1,223,929)	3	3	250	(734,110)	(1,921,258)
<i>current month</i> 10/31/2019	18,171,454	3,405,817	3,170,561	-	129,197	1,109,519	56,285	261,643	83,551	(683,390)	25,704,636

**Replacement Reserve Fund**

	Stifel	WFBkr	EatonCB	EatonMB	Total
9/30/2019	7,223,901	3,356,656	1,565,788	1,599,387	13,745,732
Transfers IN (Out)					-
All other Activities	12,070	397	1,630	3,757	17,853
10/31/2019	7,235,971	3,357,053	1,567,417	1,603,144	13,763,585

**Development Fund**

	Stifel
9/30/2019	7,656,902
Transfers IN (Out)	(600,000)
All other Activities	7,487
10/31/2019	7,064,388

**New Equipment Fund**

	Stifel
9/30/2019	377,542
Transfers IN (Out)	
All other Activities	3
10/31/2019	377,544

**Operating Fund**

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
9/30/2019	3,644,503	846,628	-	129,197	773,448	56,281	5,000	256,640	83,301	50,720	5,845,718
Transfers IN (Out)	(160,000)	(800,000)			1,560,000						600,000
All other Activities	9,047	2,136	-	-	(1,223,929)	3	(10)	13	250	(734,110)	(1,946,601)
10/31/2019	3,493,550	48,764	-	129,197	1,109,519	56,285	4,990	256,653	83,551	(683,390)	4,499,117

see next page for Maturities by Fund

FUND	Investment Category	Investment Description	Yield To Maturity	ALL FUNDS - Maturity Values by # of Months from 10/31/2019											TOTAL		
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	72	0	72	
ALL FUNDS	cash/mm	cash and money market funds	0.5%	1,161,344	-	-	-	-	-	-	-	-	-	-	-	1,161,344	5%
ALL FUNDS	UST	US Treasuries	1.7%	4,700,000	3,900,000	500,000	5,200,000	3,200,000	-	-	-	-	-	-	-	17,500,000	69%
ALL FUNDS	CD	Bank Certificates of Deposit	2.0%	250,000	-	-	-	383,166	750,000	-	-	-	-	-	-	1,383,166	5%
ALL FUNDS	Bonds-M	Municipal Bonds	2.4%	-	-	-	-	225,000	500,000	725,000	600,000	125,000	-	-	2,175,000	9%	
ALL FUNDS	Bonds-C	Corporate Bonds	2.8%	-	-	-	281,000	500,000	646,000	511,000	955,000	334,000	-	-	3,227,000	13%	
			1.9%	6,111,344	3,900,000	500,000	5,481,000	4,308,166	1,896,000	1,236,000	1,555,000	459,000	-	-	25,446,510	100%	
	11.5 WghtAvg Maturity in Months			24%	15%	2%	22%	17%	7%	5%	6%	2%	0%		100%		
	Wght Avg Yield by Maturity Range			1.9%	1.5%	1.7%	2.5%	1.8%	1.8%	2.2%	2.6%	2.9%	2.9%	#DIV/0!			

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 October 31, 2019

**Replacement Reserve Fund**

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 10/31/2019										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%	1,066,501	-	-	-	-	-	-	-	-	-	1,066,501	8%
RRF	UST	US Treasuries	1.8%	2,750,000	1,500,000	-	3,400,000	1,000,000	-	-	-	-	-	8,650,000	63%
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	350,000	435,000	340,000	75,000	-	1,425,000	10%
RRF	Bonds-C	Corporate Bonds	2.7%	-	-	-	31,000	-	321,000	361,000	480,000	334,000	-	1,527,000	11%
			1.8%	3,816,501	1,500,000	-	3,431,000	1,475,000	1,421,000	796,000	820,000	409,000	-	13,668,501	100%
	<b>12.6 WghtAvg Maturity in Months</b>			28%	11%	0%	25%	11%	10%	6%	6%	3%	0%	100%	
	Wght Avg Yield by Maturity Range		1.8%	1.5%	1.6%	0.0%	1.8%	1.8%	2.0%	2.4%	2.7%	2.9%	0.0%		

**Development Fund**

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 10/31/2019										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%	11,336	-	-	-	-	-	-	-	-	-	11,336	0%
DVF	UST	US Treasuries	1.9%	500,000	1,200,000	500,000	1,200,000	1,000,000	-	-	-	-	-	4,400,000	62%
DVF	CD	Bank Certificates of Deposit	1.8%	250,000	-	-	-	-	-	-	-	-	-	250,000	4%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	150,000	290,000	260,000	50,000	-	750,000	11%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	250,000	500,000	325,000	150,000	475,000	-	-	1,700,000	24%
			2.2%	761,336	1,200,000	500,000	1,450,000	1,500,000	475,000	440,000	735,000	50,000	-	7,111,336	100%
	<b>13.6 WghtAvg Maturity in Months</b>			11%	17%	7%	20%	21%	7%	6%	10%	1%	0%	100%	
	Wght Avg Yield by Maturity Range		2.2%	1.5%	1.9%	2.5%	2.1%	2.0%	2.8%	3.0%	3.1%	3.0%	0.0%		

**New Equipment Fund**

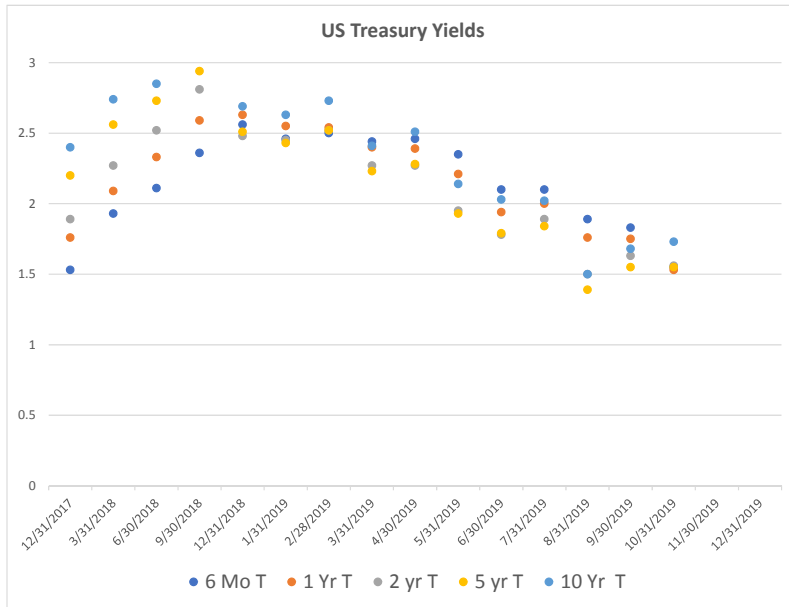
FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 10/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	32,367	-	-	-	-	-	-	-	-	-	32,367	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%	182,367	-	-	-	200,000	-	-	-	-	-	382,367	100%
	<b>6.8 WghtAvg Maturity in Months</b>			48%	0%	0%	0%	52%	0%	0%	0%	0%	0%	100%	
	Wght Avg Yield by Maturity Range		1.8%	1.9%	0.0%	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 10/31/2019										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%	51,141	-	-	-	-	-	-	-	-	-	51,141	1%
OPF	UST	US Treasuries	1.5%	1,300,000	1,200,000	-	600,000	1,000,000	-	-	-	-	-	4,100,000	96%
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%
			1.5%	1,351,141	1,200,000	-	600,000	1,133,166	-	-	-	-	-	4,284,307	100%
	<b>4.9 WghtAvg Maturity in Months</b>			32%	28%	0%	14%	26%	0%	0%	0%	0%	0%	100%	
	Wght Avg Yield by Maturity Range		1.5%	1.4%	1.6%	0.0%	1.4%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%		

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



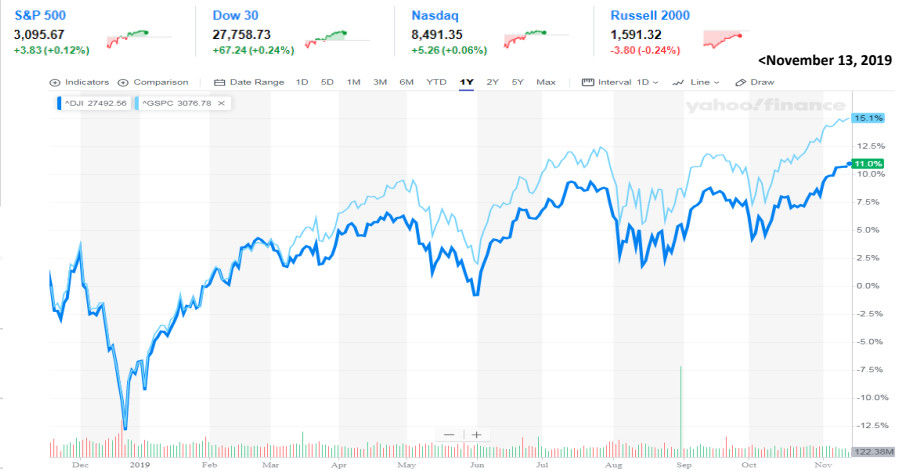


Source: Vanguard 11/13/2019

CDs and Treasuries	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
CDs	1.60%	1.65%	1.60%	1.60%	1.65%	1.85%	1.85%	1.80%	2.05%	2.00%	2.05%
Treasuries	1.55%	1.58%	1.59%	1.63%	1.65%	1.65%	1.65%	1.68%	1.71%	1.79%	1.89%

Bonds	Yield								
	1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year	
Agencies	1.70%	1.87%	1.85%	2.10%	2.42%	2.81%	2.79%	2.90%	
Municipals highest grade	1.29%	1.27%	1.40%	1.58%	2.05%	2.42%	2.90%	2.80%	
Municipals high grade	1.47%	1.44%	2.12%	2.56%	2.55%	3.01%	3.04%	3.14%	
Municipals upper-medium grade	1.43%	1.85%	1.53%	2.20%	2.70%	2.87%	3.17%	3.30%	
Municipals investment grade	1.38%	1.80%	2.23%	2.61%	2.80%	3.09%	3.70%	3.62%	
Corporates highest grade	1.69%	1.72%	1.77%	2.02%	2.24%	2.37%	3.11%	3.06%	
Corporates high grade	1.83%	1.97%	2.00%	2.24%	2.50%	2.69%	3.32%	3.40%	
Corporates upper-medium grade	2.00%	2.09%	2.20%	2.52%	3.13%	3.39%	4.19%	4.22%	
Corporates investment grade	2.40%	3.67%	4.30%	3.84%	5.53%	6.70%	6.65%		



Kiplinger's - as of 11/13/2019

<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>	2.1% 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>	3.5% price growth by year-end '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>

**On 7/21/2019, Fed Rate lowered .25 from 2.50% to 2.25%. Prime chg to 5.25%**  
**On 9/18/2019, Fed Rate lowered .25 from 2.25% to 2.00%. Prime to 5.00%**  
**On 10/30/2019, Fed Rate lowered .25 from 2.00% to 1.75%. Prime to 4.75%**

CA Avg, Reg Unleaded (\$)						Current Month Change to			
	10/31/2018	12/31/2018	3/31/2019	7/31/2019	8/31/2019	10/31/2019	LTM	PYE	Last Mth
\$	3.69	\$ 3.29	\$ 3.27	\$ 3.60	\$3.48	\$4.04	\$ 0.35	\$ 0.75	\$0.56
(S) source = average for month - regular							9%	23%	16%

[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)

<b>CPI</b>	FED BLS - Monthly - CPI-U - Oct 2019 - 1yr : 1.8%, <b>US City</b> (1.7% last month)
	FED BLS - Monthly - CPI-U - Sept 2019 - 1yr : 2.8%, <b>West</b> (2.6% last month)
	FED BLS - Bi-Monthly CPI-U - August 2019 - 1yr : 3.0%, <b>SF-Oak-Hay</b> (2.7% Aug19)

Unemployment, USA	3.6% / 3.5% / 3.8%	< USA Oct19/Sep19/Oct18
Unemployment, CA	4.0% / 4.1% / 4.1%	< CA Sep19/Aug19/Sep18 (1mthlag)

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

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Aug 31, 2019	Sep 30, 2019	Oct 31, 2019	Oct 31, 2018	Dec 31, 2018
<b>Total, ALL</b>	<b>275,741</b>	<b>253,323</b>	<b>262,816</b>	<b>287,894</b>	<b>314,822</b>
subtotal <b>Food and Beverage accounts (F&amp;B)</b>	122,288	98,500	94,092	101,374	119,438
subtotal <b>Retail Merchandise accounts</b>	153,453	154,823	168,724	186,521	195,383
subtotal <b>The Lodge F&amp;B accounts</b>	73,477	63,624	61,084	59,121	64,590
<b>Inventory Account</b>					
11412 Inv Retail Trout Creek	14,348	11,422	11,240	13,519	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	16,109	15,690	15,546	14,493	13,510
11415 Inv Retail Bikeworks	20,771	19,818	18,234	21,105	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	140	210	329	262	155
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	33,260	33,260	35,288	38,750	60,043
11422 Inv Retail Cross Country	9,420	27,216	51,154	57,037	46,281
11423 Inv Retail Snowplay	0	0	0	26	370
11424 Inv Retail Golf Pro Shop	36,600	29,247	22,280	30,925	30,915
11425 Inv Retail Tennis	10,465	9,047	9,404	6,801	6,801
11426 Inv Retail Marina	644	859	435	514	514
11427 Inv Retail Equestrian	7,424	6,446	4,790	2,379	2,379
11428 Inv Retail Recreation	359	(4)	24	158	158
11429 Inv Retail Golf Special Order	3,913	1,613	(0)	553	-
11611 Inv DHS Food Meat	1,216	2,317	2,317	814	2,340
11612 Inv DHS Food Seafood	4	42	42	167	241
11613 Inv DHS Food Produce	0	0	0	60	290
11614 Inv DHS Food Dairy	(4)	171	394	381	983
11615 Inv DHS Food NABev	929	929	966	1,078	2,745
11616 Inv DHS Food Other	1,099	1,814	1,863	2,878	8,518
11617 Inv DHS Bev Beer	204	204	448	956	1,191
11618 Inv DHS Bev Liquor	7,510	7,510	7,529	6,890	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	1,962	1,441	1,437	1,746	1,239
11632 Inv ACAC Food Seafood	153	284	81	166	518
11633 Inv ACAC Food Produce	766	454	393	631	1,306
11634 Inv ACAC Food Dairy	556	447	609	529	667
11635 Inv ACAC Food NABev	828	660	578	678	672
11636 Inv ACAC Food Other	2,982	3,136	3,107	2,998	4,621
11637 Inv ACAC Bev Beer	1,067	747	1,012	1,005	1,232
11639 Inv ACAC Bev Wine	2,076	2,235	2,647	1,149	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Aug 31, 2019	Sep 30, 2019	Oct 31, 2019	Oct 31, 2018	Dec 31, 2018
11641 Inv Marina Food Meat	1,226	-	-	-	-
11642 Inv Marina Food Seafood	38	-	-	0	0
11643 Inv Marina Food Produce	134	-	-	(0)	(0)
11644 Inv Marina Food Dairy	212	12	0	(0)	(0)
11645 Inv Marina Food NABev	903	839	340	0	0
11646 Inv Marina Food Other	1,944	760	711	346	346
11647 Inv Marina Bev Beer	747	325	80	0	0
11648 Inv Marina Bev Liquor	1,294	940	770	608	524
11649 Inv Marina Bev Wine	88	23	23	328	328
11661 Inv Pizza Food Meat	2,047	878	878	985	2,057
11663 Inv Pizza Food Produce	332	0	0	451	642
11664 Inv Pizza Food Dairy	691	289	289	1,583	1,481
11665 Inv Pizza Food NABev	799	704	704	1,108	1,123
11666 Inv Pizza Food Other	6,691	2,741	2,741	6,830	4,169
11667 Inv Pizza Bev Beer	1,094	-	-	1,739	1,671
11669 Inv Pizza Bev Wine	1,091	856	856	3,386	2,984
11671 Inv SMRFaB Food Meat	1,103	202	0	185	185
11672 Inv SMRFaB Food Seafood	66	-	-	0	0
11673 Inv SMRFaB Food Produce	165	0	0	-	-
11674 Inv SMRFaB Food Dairy	268	140	0	100	100
11675 Inv SMRFaB Food NABev	639	145	(0)	98	93
11676 Inv SMRFaB Food Other	1,381	646	0	396	226
11677 Inv SMRFaB Bev Beer	891	163	0	263	(0)
11678 Inv SMRFaB Bev Liquor	711	252	(0)	256	-
11679 Inv SMRFaB Bev Wine	461	285	-	3	(0)
11681 Inv Lodge Food Meat	4,490	3,529	3,316	1,695	5,766
11682 Inv Lodge Food Seafood	2,086	884	1,299	402	3,004
11683 Inv Lodge Food Produce	2,024	1,165	847	792	1,895
11684 Inv Lodge Food Dairy	1,725	1,548	1,208	1,736	1,636
11685 Inv Lodge Food NABev	942	729	940	906	972
11686 Inv Lodge Food Other	6,575	5,840	6,299	6,536	6,124
11687 Inv Lodge Bev Beer	1,839	3,643	2,558	2,219	2,672
11688 Inv Lodge Bev Liquor	18,322	19,377	18,078	17,950	17,282
11689 Inv Lodge Bev Wine	35,473	26,909	26,539	26,885	25,239
11695 Inventory-Tennis Beverage	177	120	27	28	28
11696 Inventory-Tennis Food	102	-	-	-	-
11411 Inv Transfer	-	-	-	-	-

# TAHOE DONNER ASSOCIATION

## Capital Funds Summary

For the Ten Months Ending October 31, 2019

	10-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%
<i>Operating Fund Balance Transfer In (BoD approved 10/2019)</i>	<b>1,000,000</b>	<b>-</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b> na
INTEREST INCOME	241,638	172,000	69,638	250,000	78,000 45%
SALVAGE RECEIPTS	45,143	30,000	15,143	30,000	- 0%
INCOME TAX EXPENSE	(11,670)	(14,000)	2,330	(22,000)	(8,000) 57%
BAD DEBT EXPENSE	(9,000)	(12,000)	3,000	(12,000)	- 0%
ALLOCATED OVERHEAD	(63,456)	(77,000)	13,544	(77,000)	- 0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(1,744,429)	(3,721,000)	1,976,571	(2,733,407) F	987,593 -27%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(806,029)	(1,319,000)	512,971	(1,197,242)	121,758 -9%
<b>Replacement Reserve Fund Balance</b>	<b>\$ 13,713,846</b>	<b>\$ 9,620,000</b>	<b>\$ 4,093,846</b>	<b>\$ 12,300,000</b> F	<b>\$ 2,680,000</b> 28%
<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	5,995	3,000	2,995	7,000	4,000 133%
INCOME TAX EXPENSE	-	-	-	-	- na
EXPENDITURES FOR CAPITAL ADDITIONS C	(108,302)	(187,000)	78,698	(194,021)	(7,021) 4%
<b>NM&amp;E Fund Balance</b>	<b>\$ 204,715</b>	<b>\$ 64,000</b>	<b>\$ 140,715</b>	<b>\$ 120,000</b>	<b>\$ 56,000</b> 88%
<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%
<i>Operating Fund Balance Transfer - IN</i>	-	-	-	-	- na
INTEREST INCOME	143,084	86,000	57,084	160,000	74,000 86%
INCOME TAX EXPENSE	(5,834)	(7,000)	1,166	(13,000)	(6,000) 86%
BAD DEBT EXPENSE	(4,000)	(5,000)	1,000	(5,000)	- 0%
ALLOCATED OVERHEAD	(100,544)	(120,000)	19,456	(120,000)	- 0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(516,406)	(1,850,000)	1,333,594	(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>\$ 6,978,779</b>	<b>\$ 5,172,000</b>	<b>\$ 1,806,779</b>	<b>\$ 6,200,000</b> F	<b>\$ 1,028,000</b> 20%
				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	(2,369,136)	(5,758,000)	3,388,864	(4,202,216)	1,555,784
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(816,338)	(1,369,000)	552,662	(1,217,242)	151,758
<b>YTD CAPITAL FUNDS TOTAL</b>	<b>(3,185,474)</b>	<b>(7,127,000)</b>	<b>3,941,526</b>	<b>(5,419,458)</b>	<b>1,707,542</b>

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 2,369,136
Less Capitalized/place in service to Property Fund - PP&E	-
<b>CIP Balance (g/l # 904-16510)</b>	<b>\$ 2,387,284</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 Ten Months Ending October 31, 2019

Replacement Reserve Fund				
Change		Budget	Actual	diff
500,649	2019 Beginning Fund Balance > Budget	9,900,000	10,400,649	500,649
		Budget	Forecast	diff
	Carryover Projects:			
(11,010)	2017 projects, capital	-	11,010	(11,010)
(65,019)	2018 projects, capital	-	65,019	(65,019)
-	2018 projects, expense	-	-	-
	2019 Projects:			
847,560	2019 projects, capital	3,721,000	2,873,440	847,560
(44,811)	2019 projects, expense	1,319,000	1,363,811	(44,811)
542,453	Projects to carry-over to 2020+, capital	542,453	-	542,453
273,421	Projects to carry-over to 2020+, expense	273,421	-	273,421
(326,391)	2019 projects, net, capital, accelerations	-	326,391	(326,391)
(106,852)	2019 projects, net, expense, accelerations	-	106,852	(106,852)
-	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)	-
1,000,000	Transfer in from Operating Fund	-	1,000,000	1,000,000
<b>2,680,000</b>	Total, change schedule above			
		Budget	Forecast	diff
<b>2,680,000</b>	Variance of Ending Fund Balance 2019	9,620,000	12,300,000	2,680,000

(0) Reconciliation difference

**Above recons fund balance flux.**

Development Fund				
Change		Budget	Actual	diff
354,788	2019 Beginning Fund Balance > Budget	4,950,000	5,304,788	354,788
		Budget	Forecast	diff
-	Association, New Accessibility ImprovementSS	50,000	50,000	-
30,000	Association, Member Surveys	50,000	20,000	30,000
-	Alder Creek Adventure Center, Master Plan	10,000	10,000	-
-	Cross Country Ski, Snowmaking	100,000	100,000	-
-	Northwoods Clubhouse, Master Plan	10,000	10,000	-
150,000	Downhill Ski - Daylodge/SkierServices/Lifts, soft cc	200,000	50,000	150,000
550,000	Downhill Ski - Snowmaking phase 2	600,000	50,000	550,000
-	Downhill Ski - regrading mile run, soft costs	50,000	50,000	-
-	Beach Club Marina, Master Plan	10,000	10,000	-
25,000	The Lodge, covered walkway in parking lot	75,000	50,000	25,000
-	Trails, new trail(s) per trails master plan	67,000	67,000	-
-	Trails, new trailhead project	33,000	33,000	-
-	Trout Creek Recreation Facility, Master Plan	10,000	10,000	-
(121,000)	Trout Creek Recreation Facility, Remodel 2019 DF	275,000	396,000	(121,000)
75,000	Snowplay, snowmaking	100,000	25,000	75,000
-	Association, 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			
		Budget	Forecast	diff
<b>1,028,000</b>	Variance of Ending Fund Balance 2019	5,172,000	6,200,000	1,028,000

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

- Reconciliation difference

**Above recons fund balance flux.**

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

For the Ten Months Ending October 31, 2019  
 201910

	YYYY Mo	2019	10-months YTD	12-months	12-months	Forecast vs Budget
	2019 10	YTD Actual	2019 Budget (B)	2019 FORECAST		
<b>DEVELOPMENT FUND (903) -</b>						
<b>w/Actual FBCF</b>						
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		143,084	86,000	160,000	74,000	86%
INCOME TAX EXPENSE		(5,834)	(7,000)	(13,000)	(6,000)	86%
BAD DEBT EXPENSE		(4,000)	(5,000)	(5,000)	-	0%
ALLOCATED OVERHEAD		(100,544)	(120,000)	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(516,406)	(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>\$ 6,978,779</b>	<b>\$ 5,172,000</b>	<b>\$ 6,200,000 (F)</b>	<b>\$ 1,028,000</b>	<b>20%</b>

**YEAR 2019 SPEND**

	Project YR	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #
<b>Total, all below</b>		<b>526,715</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	16,394	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	3,973	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	273,147	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	159,170	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.**

0	<b>NEF Fund TL, Capital</b>	<b>240,800</b>	<b>161,322</b>	<b>194,021</b>	<b>(32,700)</b>	<b>108,302</b>	<b>140,213</b>	<b>85,719</b>	<b>12,960</b>
1	2019 NMEF-CAP	240,800	137,600	170,300	(32,700)	92,816	92,816	77,484	12,960
0	2019 NMEF-ADD	-	23,200	23,200	-	14,965	14,965	8,235	-
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	-	51,164	51,164	2,836	-
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	-	7,350	7,350	7,350	-
	2019 NMEF-ADD		Forestry	C	12	-	-	-	-	-	-	-	-
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	1,800	34,460	(32,660)	-	-	34,460	-

RRF Expenditures - SubSchedule  
 Replacement Reserve Fund

Replacement Reserve		182,997	176,300	359,297	1,744,429	806,029	2,550,458	2,731,106	1,199,543	3,930,648	155	85	240
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	-	(49,752)	(11,325)	(61,077)	1	-	1
010	Administration	-	12,382	12,382	16,077	141,214	157,292	27,581	180,726	208,306	5	4	9
010	Northwoods	-	-	-	217,204	18,884	236,088	240,139	16,931	257,070	4	2	6
025	IT	18,604	8,458	27,063	160,762	180,556	341,318	257,454	249,113	506,568	28	23	51
050	Forestry	-	140,970	140,970	87,745	189,163	276,908	117,786	275,248	393,034	5	4	9
051	Trails	-	2,234	2,234	36,245	8,347	44,593	121,497	53,547	175,044	7	5	12
060	Marina	428	-	428	22,156	22,922	45,078	30,572	31,617	62,189	10	7	17
080	Equestrian Center	-	-	-	6,359	-	6,359	15,358	-	15,358	3	-	3
090	Tennis Complex	18,730	-	18,730	27,268	10,711	37,979	31,077	13,278	44,356	3	3	6
100	Campground	-	-	-	-	2,322	2,322	-	2,885	2,885	-	1	1
110	Cross Country	9,492	5,411	14,903	56,308	18,114	74,422	115,187	30,773	145,961	11	6	17
125	Golf Complex	-	-	-	-	12,596	12,596	-	13,675	13,675	-	1	1
125	Golf Course	26,551	-	26,551	251,476	34,414	285,890	293,243	34,484	327,727	14	3	17
128	The Lodge	1,616	-	1,616	61,330	63,675	125,005	94,776	79,358	174,134	7	4	11
130	No.Woods Pool-Bldg.	5,226	-	5,226	5,226	-	5,226	5,438	-	5,438	1	-	1
130	Northwoods Pool	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek OTHER	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek POOLSPA	-	-	-	42,483	2,891	45,375	107,461	5,577	113,038	10	1	11
132	Trout Creek BLDG	57,760	-	57,760	607,734	3,410	611,144	771,369	83,128	854,496	3	3	6
132	Trout Creek FITNESSEQ	38,580	-	38,580	38,580	-	38,580	78,000	-	78,000	1	-	1
140	Recreation	-	-	-	29,314	-	29,314	29,566	-	29,566	3	-	3
145	Day Camps	-	-	-	-	-	-	-	-	-	-	-	-
150	Pizza	-	-	-	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	-	1,570	1,570	1,330	12,214	13,544	2,036	25,231	27,267	1	4	5
160	Maintenance	-	-	-	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	-	515	515	-	24,528	24,528	-	25,210	25,210	-	3	3
210	Ski Area - Lift Maintenance	-	-	-	17,211	-	17,211	49,580	-	49,580	5	-	5
210	Ski Area - Vehicle Maintenance	-	4,760	4,760	7,136	4,760	11,896	133,504	15,303	148,806	3	1	4
210	Ski Area Rentl-Rtl	-	-	-	-	-	-	84,428	-	84,428	8	-	8
210	Ski Area-Mtn Ops	6,010	-	6,010	12,542	23,965	36,507	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	-	-	-	-	-	-	-	-	-	-	-	-

201910				SPEND FOR MONTH				2019 YTD Actual				ITD Actual		2019 SPEND TO GO		2020+ SPEND Carryovers Reset in Study	
Replacement Reserve TL				5,040,000	3,889,988	3,930,648	(40,660)	359,297	2,550,458	4,412,728	1,380,185	815,875					
Capital				3,721,000	2,773,942	2,733,407	40,535	182,997	1,744,429	3,534,896	988,977	542,453					
Expense				1,319,000	1,116,046	1,197,242	(81,196)	176,300	806,029	877,832	391,208	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

22						-	-	-	-	-	-	-	-	-	
0		2016 RR-CAP				-	-	-	-	-	-	-	-	-	carry-over projects
2		2017 RR-CAP				-	6,867	11,010	(4,143)	-	11,010	95,636	-	-	carry-over projects
17		2018 RR-CAP				-	65,297	65,019	278	18,722	50,018	1,744,910	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	2,330,986	57,567	125,695	1,515,752	1,526,702	815,234	542,453	Budget 2018 projects
108		2019 RR-EXP				1,319,000	1,089,140	1,090,390	(1,249)	170,932	701,681	736,923	388,703	273,421	Budget 2018 projects
12		2019 RR-ACC-CAP				-	313,225	326,391	(13,166)	38,580	167,648	167,648	158,743	-	2018 projects added in 2018
9		2019 RR-ACC-EXP				-	26,906	106,852	(79,946)	5,368	100,567	100,567	6,286	-	2018 projects added in 2018

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by Location

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

16		Administration				880,499	208,156	208,306	(150)	12,382	157,292	210,030	51,014	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)	515	24,528	24,528	682	-	
18		Cross Country				113,583	145,992	145,961	32	14,903	74,422	119,234	71,539	2,052	
0		Day Camps				-	-	-	-	-	-	-	-	-	
4		Equestrian Center				17,660	13,610	15,358	(1,748)	-	6,359	6,359	8,999	4,049	
0		Facilities Administration				-	-	-	-	-	-	-	-	-	
9		Forestry				382,264	382,444	393,034	(10,590)	140,970	276,908	328,101	116,126	-	
3		General				1,849	11,849	(61,077)	72,926	-	-	-	(61,077)	-	
6		General Maintenance				30,382	27,267	27,267	-	1,570	13,544	13,544	13,723	3,116	
21		Golf Course				736,358	327,894	327,727	167	26,551	285,890	340,191	41,834	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)	-	37,577	37,577	26,518	23,325	
20		Marina				109,542	62,029	62,189	(160)	428	45,078	45,078	17,111	61,808	
54		IT				480,841	497,222	506,568	(9,345)	27,063	341,318	341,318	165,247	7,152	
3		No.Woods Pool-Bldg				59,134	5,438	5,438	-	5,226	5,226	5,226	212	53,696	
8		Northwoods				46,470	254,316	257,070	(2,754)	-	236,088	249,815	20,982	7,154	
0		Northwoods Pool				-	-	-	-	-	-	-	-	-	
10		Pizza				38,430	20,252	20,252	-	-	11,958	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)	6,010	36,507	115,160	89,304	2,059	
8		Ski Area Rentl-Rtl				84,428	84,428	84,428	-	-	-	-	84,429	-	
8		Ski Area - Lift Maintenance				92,531	45,437	49,580	(4,143)	-	17,211	1,484,240	32,370	50,788	
4		Ski Area - Vehicle Maintenance				43,806	148,806	148,806	-	4,760	11,896	11,896	136,911	-	
0		Ski-Ops				-	-	-	-	-	-	-	-	-	
3		Snowplay				31,303	6,120	6,120	-	-	-	-	6,121	25,183	
8		Tennis Complex				48,882	44,356	44,356	-	18,730	37,979	37,979	6,377	9,461	
23		The Lodge				85,425	107,052	174,134	(67,082)	1,616	125,005	190,119	49,128	51,405	
23		Trails				348,456	173,208	175,044	(1,837)	2,234	44,593	62,982	130,451	119,439	
54		Trout Creek BLDG				869,002	854,496	854,496	-	57,760	611,144	612,118	243,352	19,016	
16		Trout Creek POOLSPA				193,530	119,497	113,038	6,459	-	45,375	59,830	67,664	74,033	
1		Trout Creek FITNESSEQ				-	78,000	78,000	-	38,580	38,580	38,580	39,420	-	
0		Trout Creek OTHER				-	-	-	-	-	-	-	-	-	
0		Various				-	-	-	-	-	-	-	-	-	
0		Vehicle Maintenance				-	-	-	-	-	-	-	-	-	
0		Vehicle/Fleet				-	-	-	-	-	-	-	-	-	
0		Winter Food-Beverage				-	-	-	-	-	-	-	-	-	

<b>2018 &amp; prior Carryovers in 2019 RR Expenditures Total</b>	-	-	0,000 carry-
<b>2019 RR Expenditures Total, per 2019 Budget Report</b>	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



201910

Replacement Reserve TL  
Capital  
Expense

5,040,000 3,889,988 3,930,648 (40,660) 359,297 2,550,458 4,412,728 1,380,185 815,875  
3,721,000 2,773,942 2,733,407 40,535 182,997 1,744,429 3,534,896 988,977 542,453  
1,319,000 1,116,046 1,197,242 (81,196) 176,300 806,029 877,832 391,208 273,421

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
821 125 063	2018 RR-CAP	Irrig. Pump Well no. 6	Golf Course	C	12	-	19,000	18,722	278	18,722	18,722	19,594	-	-	
821 130 268	2018 RR-CAP	Pool Pavers	Trout Creek POOLSPA	C	12	-	-	-	-	-	-	14,455	-	-	researching credit posting
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	6,184	(4,143)	-	6,184	47,748	-	-	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	-	B19 part of lump 500k in Admin
921 010 002	2019 RR-CAP	Holiday Decorations	Administration	C	12	3,082	3,082	3,082	-	-	-	-	3,082	-	
921 010 003	2019 RR-CAP	Radio Equipment -5-	Administration	C	12	3,536	3,536	3,536	-	-	-	-	3,536	-	
921 010 282	2019 RR-ACC-CAP	Radio Repeater Equipment	Administration	C	06	-	12,750	12,900	(150)	-	12,900	12,900	-	-	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	-	3,467	8,545	8,545	20,241	-	
921 110 030	2019 RR-CAP	Umbrellas / Stands	Cross Country	C	99	2,052	-	-	-	-	-	-	-	2,052	
921 110 031	2019 RR-CAP	Wayfinding Signage - Winter - Supplemental	Cross Country	C	12	3,054	3,054	3,054	-	-	503	503	2,551	-	
921 110 032	2019 RR-CAP	Ski- Boot- Poles Rental - 2019 only	Cross Country	C	12	20,243	20,243	20,243	-	-	760	760	19,483	-	
921 110 033	2019 RR-CAP	Biathlon Equipment	Cross Country	C	12	9,224	9,224	9,224	-	-	-	9,148	9,224	-	
921 110 034	2019 RR-CAP	Groomer Tracks no3	Cross Country	C	12	15,313	15,313	15,313	-	5,525	11,339	11,339	3,974	-	
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	17,750	17,750	17,750	-	500	16,578	16,578	1,172	-	
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	-	-	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	4,873	(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	-	

Replacement Reserve TL	5,040,000	3,889,988	3,930,648	(40,660)	359,297	2,550,458	4,412,728	1,380,185	815,875
Capital	3,721,000	2,773,942	2,733,407	40,535	182,997	1,744,429	3,534,896	988,977	542,453
Expense	1,319,000	1,116,046	1,197,242	(81,196)	176,300	806,029	877,832	391,208	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
921 125 063	2019 RR-CAP	Sand - Seed Buckets	Golf Course	C	99	10,413	-	-	-	-	-	-	-	10,413	deferred
921 125 064	2019 RR-CAP	Toro Workman hd-xd	Golf Course	C	12	30,605	30,605	30,605	-	-	26,215	26,215	4,389	-	-
921 125 065	2019 RR-CAP	Irrigation Heads	Golf Course	C	12	21,126	21,126	21,126	-	-	21,065	21,065	60	-	-
921 125 066	2019 RR-CAP	Fairways/Rough Remodel - Agency and	Golf Course	C	12	500,207	56,000	56,000	-	7,686	46,944	46,944	9,056	-	forecast is delayed to 2020, 2019 planning only
921 125 300	2019 RR-ACC-CAP	Golf Greens Replacement	Golf Course	C	12	-	69,540	69,566	(26)	-	69,566	69,566	-	-	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 Improven	Golf Course	C	12	-	8,890	8,890	-	143	4,215	4,215	4,675	-	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	-	43	5,491	5,491	544	-	-
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	-	-	2,361	2,361	1,082	-	-
921 025 085	2019 RR-CAP	Workstations- Communics.	IT	C	12	9,596	9,596	9,596	-	-	8,264	8,264	1,332	-	-
921 025 086	2019 RR-CAP	Workstations- Managers (A)	IT	C	12	25,307	25,307	25,307	-	847	15,210	15,210	10,097	-	-
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	-	1,080	19,159	19,159	17,283	-	-
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	-	69	2,945	2,945	442	-	-
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	-	117	4,993	4,993	9	-	-
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	-	1,004	1,023	1,023	1,572	-	-
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	-	8,029	19,511	19,511	(987)	-	-
921 025 113	2019 RR-CAP	Security Video Systems	IT	C	12	24,056	24,056	24,056	-	1,029	9,047	9,047	15,009	700	-
921 025 116	2019 RR-CAP	Security Video Systems	IT	C	12	6,087	6,087	6,087	-	6,022	6,022	6,022	65	-	-
921 025 118	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	3,966	(119)	362	3,966	3,966	-	-	-
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	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	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	2,025	(29)	-	2,054	2,054	-	-	need to research, probable coding reclass required
921 060 133	2019 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	2,610	2,610	2,610	-	-	2,254	2,254	356	-	-
921 060 134	2019 RR-CAP	Sailboat-Getaway Rig	Marina	C	12	2,227	2,227	2,227	-	-	2,210	2,210	17	-	-
921 060 135	2019 RR-CAP	Sailboat-Wave Rigs (2)	Marina	C	12	2,733	2,733	2,864	(131)	-	2,864	2,864	-	-	-
921 060 136	2019 RR-CAP	Windsurfer Rigs	Marina	C	12	2,030	2,030	2,030	-	-	1,918	1,918	111	-	-
921 060 138	2019 RR-CAP	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	-	428	1,927	1,927	123	-	-
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	-	-	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

201910

Replacement Reserve TL

Capital

Expense

5,040,000 3,889,988 3,930,648 (40,660) 359,297 2,550,458 4,412,728 1,380,185 815,875
3,721,000 2,773,942 2,733,407 40,535 182,997 1,744,429 3,534,896 988,977 542,453
1,319,000 1,116,046 1,197,242 (81,196) 176,300 806,029 877,832 391,208 273,421

Table with columns: 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. Rows include various projects like Pool Cover, Furniture Banq-Meet, Air Compressor, etc.

201910	Replacement Reserve TL	5,040,000	3,889,988	3,930,648	(40,660)	359,297	2,550,458	4,412,728	1,380,185	815,875
	Capital	3,721,000	2,773,942	2,733,407	40,535	182,997	1,744,429	3,534,896	988,977	542,453
	Expense	1,319,000	1,116,046	1,197,242	(81,196)	176,300	806,029	877,832	391,208	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
921 051 224	2019 RR-CAP	Picnic Tables-Bnchs - Supplemental	Trails	C	99	2,547	-	-	-	-	-	-	-	2,547	Defer to 2020
921 051 225	2019 RR-CAP	Trail - Nature Loop Bridge	Trails	C	99	48,530	-	-	-	-	-	-	-	48,530	-
923 051 226	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross	Trails	C	12	35,430	35,430	35,430	-	-	8,511	8,511	26,919	-	-
921 051 227	2019 RR-CAP	Trail - Glacier Way Trailhead Remodel (	Trails	C	99	15,303	-	-	-	-	-	-	-	15,303	Deferred
923 051 228	2019 RR-CAP	Trail - Nature Loop Construction	Trails	C	12	76,465	7,921	7,921	-	-	7,921	7,921	-	-	mostly deferred to 2020
923 051 233	2019 RR-CAP	Trail - Trout Creek Trailhead Remodel -	Trails	C	99	20,404	-	-	-	-	-	-	-	20,404	Deferred
923 051 235	2019 RR-CAP	Trail 46 Remodel Schussing Crossing - S	Trails	C	99	5,101	-	-	-	-	-	-	-	5,101	Deferred
921 051 230	2019 RR-CAP	Trail 7-12 Remodel - Alder Creek - Soft	Trails	C	12	15,303	15,303	15,303	-	-	-	-	-	15,303	-
921 051 231	2019 RR-CAP	Trail 25-26 Repair - Const	Trails	C	12	-	-	-	-	-	-	-	-	-	needs to be reclassified to E project #, error coding
921 051 289	2019 RR-CAP	Trail 27-28 Repair - Teton Way - Const	Trails	C	12	-	-	-	-	-	-	-	-	-	needs to be reclassified to E project #, error coding
921 132 241	2019 RR-ACC-CAP	McGlashan / Berggarten Road Trail 11	Trails	C	12	-	11,700	11,700	-	-	11,700	11,700	-	-	DP
	2019 RR-CAP	TCRC Expansion Project	Trout Creek BLDG	C	12	-	760,347	760,347	-	57,760	597,943	597,943	162,404	-	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, Bn	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	-	38,580	38,580	38,580	39,420	-	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	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	-	-	-

201910

Replacement Reserve TL

Capital  
Expense

5,040,000 3,889,988 3,930,648 (40,660) 359,297 2,550,458 4,412,728 1,380,185 815,875  
 3,721,000 2,773,942 2,733,407 40,535 182,997 1,744,429 3,534,896 988,977 542,453  
 1,319,000 1,116,046 1,197,242 (81,196) 176,300 806,029 877,832 391,208 273,421

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
921 132 247	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	-	-	-
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	15,718	-	-
921 132 254	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements I	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 Restroom Design	Northwoods	E	12	-	-	-	-	-	2,600	16,327	(2,600)	-	needs to be reclassified to 2019 Project C
723 128 260	2018 RR-EXP	Engng Svcs and Constr Docs - Covid 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	-	1,000	7,340	7,340	4,403	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	-	8	26,156	26,156	7,753	-	-
923 010 007	2019 RR-EXP	Mail Machine - Lease	Administration	E	12	4,117	4,117	4,117	-	1,208	3,364	3,364	752	-	-
923 165 268	2019 RR-EXP	Reserve Payroll Allocation	Administration	E	12	136,650	136,650	136,650	-	11,167	111,670	111,670	24,980	-	-
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	-	515	4,015	4,015	682	-	-
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	-	42	360	360	10,609	-	-
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	-	-	incl 3yrs back billing
923 110 029	2019 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	12	2,050	2,050	2,050	-	-	-	-	2,050	-	-
923 110 304	2019 RR-ACC-EXP	Alder Creek Adventure Center - Boiler 1	Cross Country	E	12	4,100	4,072	4,072	28	4,072	4,072	4,072	-	-	-
923 110 305	2019 RR-ACC-EXP	ACAC - Boiler 1 & 2 Repairs and Replac	Cross Country	E	12	1,300	1,296	1,296	4	1,296	1,296	1,296	-	-	-
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	6,386	-	-
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	84,893	84,893	84,893	-	40,600	84,893	84,893	-	-	-
923 050 045	2019 RR-EXP	Mastication - Small Equipment	Forestry	E	12	26,793	26,793	26,793	-	-	-	-	26,793	-	-
923 050 046	2019 RR-EXP	Year 3 - Forestry Storm Damage	Forestry	E	12	153,276	153,276	153,276	-	100,370	100,370	100,370	52,906	-	-
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	-	1,570	2,444	2,444	10,072	-	-
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	35,189	35,189	8,225	-	-
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	-	120	29,637	29,637	4,275	-	-
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	19,269	19,269	18,335	(9,066)	2,836	28,594	28,594	(259)	-	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	-	-	4,408	4,408	678	-	-
923 025 095	2019 RR-EXP	Adobe-Macromedia Software	IT	E	12	7,673	7,673	7,673	-	-	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	5,925	5,925	1,288	-	-
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	-	-	12,052	12,052	15,280	-	-



201910	Replacement Reserve TL	5,040,000	3,889,988	3,930,648	(40,660)	359,297	2,550,458	4,412,728	1,380,185	815,875
	Capital	3,721,000	2,773,942	2,733,407	40,535	182,997	1,744,429	3,534,896	988,977	542,453
	Expense	1,319,000	1,116,046	1,197,242	(81,196)	176,300	806,029	877,832	391,208	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
923 025 101	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 Mngmt	IT	E	12	6,937	6,937	6,937	-	-	6,780	6,780	157	-	
923 025 105	2019 RR-EXP	Maintenance Work Order-M+ Software	IT	E	12	2,070	2,070	2,070	-	-	1,631	1,631	439	-	
923 025 106	2019 RR-EXP	Marketing Interactive Web Features	IT	E	12	3,150	3,150	3,150	-	-	1,045	1,045	2,105	-	
923 025 110	2019 RR-EXP	POS Licenses	IT	E	12	8,351	8,351	8,351	-	-	-	-	8,351	-	
923 025 112	2019 RR-EXP	Reserve Fund Software	IT	E	12	3,040	3,040	3,105	(65)	-	3,105	3,105	-	-	
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	12	14,548	14,548	14,548	-	-	-	-	14,548	-	
923 025 115	2019 RR-EXP	Trails User Smartphone App	IT	E	12	7,500	7,500	7,800	(300)	-	7,800	7,800	-	1,652	
923 025 287	2019 RR-ACC-EXP	Marketing/Trails - Phone App - Summer	IT	E	12	5,000	5,000	5,000	-	-	5,000	5,000	-	-	
923 025 119	2019 RR-EXP	IT Wiring Upgrades - Amenities Non Fib	IT	E	99	5,037	-	-	-	-	-	-	-	1,200	
923 160 120	2019 RR-EXP	Maint.Yd. Asphalt Repairs	Maintenance	E	99	5,087	-	-	-	-	-	-	-	5,087	
923 160 121	2019 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	12	7,695	7,695	7,695	-	-	7,420	7,420	275	-	
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Rep	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	-	-	6,861	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	-	4,760	4,760	4,760	10,543	-	
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	-	-	
923 210 186	2019 RR-EXP	DSL-AccRd. Seal (45%)	Ski Area-Mtn Ops	E	12	4,733	4,733	4,733	-	-	-	-	4,733	-	
923 210 187	2019 RR-EXP	DSL-Fire Lane Seal	Ski Area-Mtn Ops	E	12	5,438	5,438	5,438	-	-	-	-	5,438	-	
923 210 188	2019 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	12	3,038	3,038	3,038	-	-	-	-	3,038	-	
923 210 189	2019 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	99	2,059	-	-	-	-	-	-	-	2,059	deferred to 2020
923 210 191	2019 RR-EXP	Stormwater - Containment- Clean out 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	(65,000)	-	59,968	59,968	5,032	-	to net to zero, insurance claim item
923 160 296	2019 RR-ACC-EXP	Replacement of Tires for Loaders and Sk	Maintenance	E	12	-	14,978	14,978	(14,978)	-	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	-	-	
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)	-	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	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	-	2,234	2,234	2,234	17,816	-	

Replacement Reserve TL	5,040,000	3,889,988	3,930,648	(40,660)	359,297	2,550,458	4,412,728	1,380,185	815,875
Capital	3,721,000	2,773,942	2,733,407	40,535	182,997	1,744,429	3,534,896	988,977	542,453
Expense	1,319,000	1,116,046	1,197,242	(81,196)	176,300	806,029	877,832	391,208	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\$ Reset in Study	Notes
923 132 241	2019 RR-EXP	TCRC Expansion Project	Trout Creek BLDG	E	12	-	77,663	77,663	-	-	-	-	77,663	-	
	2019 RR-EXP	Asphalt Repairs	Trout Creek BLDG	E	12	11,092			-	-	-	-	-	-	
	2019 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	12	10,218			-	-	-	-	-	-	
	2019 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	12	8,098			-	-	-	-	-	-	
	2019 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	12	17,855			-	-	-	-	-	-	
	2019 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	-	
	2019 RR-EXP	Restrooms - Gynside Paint	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	-	
	2019 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	12	10,152			-	-	-	-	-	-	
	2019 RR-EXP	Trout Creek Seal-Stripe	Trout Creek BLDG	E	99	19,016	-	-	-	-	-	-	-	19,016	Defer to 2020
923 132 238	2019 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	12	2,055	2,055	2,055	-	-	-	-	2,055	-	
923 132 243	2019 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	12	5,577	5,577	5,577	-	-	2,891	2,891	2,686	-	
923 010 023	2019 RR-EXP	Building - Roof & Decking Repairs	Chalet House	E	12	15,107	15,385	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	5,087	5,128	(42)	-	5,128	5,128	-	-	budget was C in error
	2019 RR-CAP	Contingency, capex	General	C	12	(38)	(38)	(57,451)	57,413	-	(1,802)	-	(55,649)	-	rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	1,887	1,887	(13,626)	15,513	-	1,802	-	(15,428)	-	rounding in Forecast

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Ten Months Ending October 31, 2019  
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October 2019

Year-to-Date October 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>86,000</b>	<b>86,000</b>	<b>78,000</b>	<b>0</b>	<b>0%</b>	<b>8,000</b>	<b>10%</b>	<b>36053</b>	<b>Revenue</b>									
								<b>ALLOCATED RECREATION FEES</b>	<b>996,450</b>	<b>973,000</b>	<b>938,610</b>	<b>23,450</b>	<b>2%</b>	<b>57,840</b>	<b>6%</b>	<b>1,110,000</b>	
10,252	12,000	12,788	-1,748	-15%	-2,536	-20%	(350...	Golf Passes	90,351	135,000	133,031	-44,649	-33%	-42,680	-32%	135,000	
8,370	14,400	14,626	-6,030	-42%	-6,256	-43%	3502...	Golf Passes - Packs	50,763	85,000	91,694	-34,237	-40%	-40,931	-45%	85,000	
7,575	9,100	8,155	-1,525	-17%	-580	-7%	35035	Golf Green Fees - Member	112,457	229,000	208,705	-116,543	-51%	-96,248	-46%	229,000	
8,554	7,000	5,652	1,554	22%	2,902	51%	35025	Golf Green Fees - Guest	169,357	238,000	182,021	-68,643	-29%	-12,664	-7%	238,000	
-11,329	5,500	3,805	-16,829	-306%	-15,133	-398%	3503...	Golf Green Fees - Public	76,592	154,000	135,105	-77,408	-50%	-58,513	-43%	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	0	0	0%	0	0%	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	
32	0	32	32	0%	0	0%	35615	Public Daily Trail Fee	203,395	200,400	128,458	2,995	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	
0	0	0	0	0%	0	0%	37040	P.O. Trail Rides	38,349	50,000	41,048	-11,651	-23%	-2,699	-7%	50,000	
0	0	0	0	0%	0	0%	37060	Guest Trail Rides	43,641	52,000	49,458	-8,359	-16%	-5,817	-12%	52,000	
0	0	0	0	0%	0	0%	37080	Public Trail Rides	6,428	17,000	11,733	-10,572	-62%	-5,305	-45%	17,000	
19,154	14,800	14,057	4,354	29%	5,097	36%	36012	Special Events Revenue	56,472	61,800	54,695	-5,329	-9%	1,776	3%	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	
878	1,300	1,026	-422	-32%	-148	-14%	36054	Daily Usage Fee - Member	42,990	47,550	37,172	-4,560	-10%	5,818	16%	53,950	
6,031	5,450	4,458	581	11%	1,573	35%	36055	Daily Usage Fee - Guest	451,930	457,250	391,572	-5,320	-1%	60,358	15%	494,650	
423	0	0	423	0%	423	0%	38013	Campground Revenue	95,467	69,300	85,642	26,167	38%	9,825	11%	69,300	
<b>49,941</b>	<b>69,550</b>	<b>64,599</b>	<b>-19,609</b>	<b>-28%</b>	<b>-14,658</b>	<b>-23%</b>		<b>Total Direct Access &amp; Use</b>	<b>3,640,797</b>	<b>3,572,600</b>	<b>2,883,445</b>	<b>68,197</b>	<b>2%</b>	<b>757,352</b>	<b>26%</b>	<b>4,135,800</b>	
142,899	169,390	151,091	-26,491	-16%	-8,192	-5%	3310...	Food	2,560,256	2,907,601	2,550,067	-347,345	-12%	10,189	0%	3,354,400	
-14,691	-20,250	-17,248	5,559	27%	2,557	15%		Food Discounts	-199,930	-264,000	-220,483	64,070	24%	20,553	9%	-297,800	
-3,545	-4,850	-5,188	1,305	27%	1,643	32%	33152	EE Discounts	-77,171	-89,250	-74,324	12,079	14%	-2,847	-4%	-103,600	
-1,100	-1,700	-840	601	35%	-260	-31%	33154	Guest Relations aka Manager	-19,877	-28,000	-21,248	8,123	29%	1,370	6%	-31,800	
0	-200	-226	200	100%	226	100%	33156	InterDept Discounts	-5,594	-1,850	-6,809	-3,744	-202%	1,015	15%	-2,000	
-10,047	-13,500	-10,994	3,453	26%	948	9%	3316...	Marketing Discounts	-97,287	-144,900	-118,302	47,613	33%	21,015	18%	-160,400	
3,957	5,200	3,722	-1,243	-24%	235	6%	33180	Food NA Beverage	147,423	176,200	146,627	-28,777	-16%	796	1%	201,900	
<b>132,165</b>	<b>154,340</b>	<b>137,566</b>	<b>-22,175</b>	<b>-14%</b>	<b>-5,401</b>	<b>-4%</b>		<b>Food subtotal</b>	<b>2,507,749</b>	<b>2,819,801</b>	<b>2,476,212</b>	<b>-312,052</b>	<b>-11%</b>	<b>31,538</b>	<b>1%</b>	<b>3,258,500</b>	
15,134	19,983	24,853	-4,849	-24%	-9,719	-39%	3322...	Beer	302,432	330,999	317,483	-28,567	-9%	-15,051	-5%	376,000	
-1,117	0	-606	-1,117	0%	-511	-84%	3322...	Beer Discounts	-8,235	0	-6,816	-8,235	0%	-1,419	-21%	0	
26,185	14,230	14,012	11,955	84%	12,173	87%	33242	Liquor	347,523	254,660	304,777	92,863	36%	42,746	14%	292,100	
-669	0	-794	-669	0%	125	16%	3324...	Liquor Discounts	-6,904	0	-9,963	-6,904	0%	3,059	31%	0	
26,074	32,737	22,002	-6,663	-20%	4,072	19%	33262	Wine	362,773	438,110	351,516	-75,337	-17%	11,258	3%	505,100	
-451	0	-1,186	-451	0%	735	62%	3326...	Wine Discounts	-7,089	0	-12,365	-7,089	0%	5,277	43%	0	
2,205	0	876	2,205	0%	1,329	152%	33268	Corkage Fees	21,603	0	17,085	21,603	0%	4,517	28%	0	
-840	0	-676	-840	0%	-164	-24%	33269	Corkage Fee Discounts	-11,593	0	-6,507	-11,593	0%	-5,087	-78%	0	
<b>66,522</b>	<b>66,950</b>	<b>58,481</b>	<b>-428</b>	<b>-1%</b>	<b>8,041</b>	<b>14%</b>		<b>Beverage subtotal</b>	<b>1,000,510</b>	<b>1,023,769</b>	<b>955,210</b>	<b>-23,259</b>	<b>-2%</b>	<b>45,300</b>	<b>5%</b>	<b>1,173,200</b>	
22,972	15,060	21,197	7,912	53%	1,775	8%	3328...	Misc other F&B	217,994	151,230	206,521	66,764	44%	11,473	6%	162,100	
0	-100	0	100	100%	0	0%	33299	InterDept Food Sales	-4,398	200	-3,992	-4,598	-2299%	-405	-10%	0	
<b>22,972</b>	<b>14,960</b>	<b>21,197</b>	<b>8,012</b>	<b>54%</b>	<b>1,775</b>	<b>8%</b>		<b>Other F&amp;B subtotal</b>	<b>213,596</b>	<b>151,430</b>	<b>202,529</b>	<b>62,166</b>	<b>41%</b>	<b>11,068</b>	<b>5%</b>	<b>162,100</b>	
<b>221,659</b>	<b>236,250</b>	<b>217,244</b>	<b>-14,592</b>	<b>-6%</b>	<b>4,415</b>	<b>2%</b>		<b>Total Food and Beverage</b>	<b>3,721,856</b>	<b>3,995,000</b>	<b>3,633,951</b>	<b>-273,144</b>	<b>-7%</b>	<b>87,905</b>	<b>2%</b>	<b>4,593,800</b>	
<b>221,625</b>	<b>201,000</b>	<b>217,217</b>	<b>20,625</b>	<b>10%</b>	<b>4,408</b>	<b>2%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>3,195,448</b>	<b>2,913,000</b>	<b>3,207,680</b>	<b>282,448</b>	<b>10%</b>	<b>-12,232</b>	<b>0%</b>	<b>3,350,000</b>	
65,614	59,700	72,438	5,914	10%	-6,824	-9%	33910	F&B-Dining Room	1,299,484	1,059,100	1,383,284	240,384	23%	-83,801	-6%	1,262,000	
59,426	53,500	48,394	5,926	11%	11,031	23%	33920	F&B-Pub	664,917	670,200	636,146	-5,283	-1%	28,771	5%	793,000	
72,078	68,500	66,924	3,578	5%	5,154	8%	33930	F&B-Banquets	708,045	668,900	648,354	39,145	6%	59,691	9%	730,000	
5,235	0	1,919	0	0%	-1,919	-100%	33940	F&B-Lunch	44,879	86,000	122,352	-41,121	-48%	-77,473	-63%	86,000	
0	0	0	-665	-11%	-4,641	-47%	33950	SmrF&B-Snack Bar	71,081	107,000	114,143	-35,919	-34%	-43,062	-38%	107,000	
0	0	0	0	0%	0	0%	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	
19,272	11,900	17,666	7,372	62%	1,607	9%	33990	Cafeteria	325,628	244,800	239,512	80,828	33%	86,116	36%	295,000	
0	1,500	0	-1,500	-100%	0	0%	33989	Employee Housing	0	19,000	0	-19,000	-100%	0	0%	19,000	
-2,429	0	-1,985	-2,429	0%	-443	-22%	33163	Mkt Discounts, Happy Hour Foo	-22,558	0	-25,858	-22,558	0%	3,300	13%	0	
-877	0	-376	-877	0%	-501	-133%	33226	Mkt Discounts, Happy Hour Bev	-5,708	0	-3,371	-5,708	0%	-2,336	-69%	0	
-117	0	-358	-117	0%	241	67%	33246	Mkt Discounts, Happy Hour Bev	-838	0	-3,776	-838	0%	2,938	78%	0	
-232	0	-845	-232	0%	613	73%	33266	Mkt Discounts, Happy Hour Bev	-3,163	0	-7,469	-3,163	0%	4,305	58%	0	
-1,225</																	



Tahoe Donner Association  
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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			
			\$	%	\$	%						\$	%			
-3,654	0	-3,565	-3,654	0%	-90	-3%						-32,266	0%	8,208	20%	0
450	1,000	423	-550	-55%	27	6%	36015	Sales - Firewood	5,570	5,000	3,698	570	11%	1,872	51%	5,000
0	0	0	0	0%	0	0%	36016	Sales - Timber	0	0	18,178	0	0%	-18,178	-100%	0
0	0	0	0	0%	0	0%	36017	Sales - Chips	11,088	0	0	11,088	0%	11,088	0%	0
29,125	19,000	18,178	10,125	53%	10,947	60%	36030	Sales - Retail	557,747	523,100	511,725	34,647	7%	46,023	9%	605,400
-376	-600	-702	224	37%	326	46%	38015	Employee Discounts	-22,938	-11,200	-12,662	-11,738	-105%	-10,276	-81%	-12,900
-121	-200	-74	79	40%	-47	-63%	38017	Homeowner Discounts	-4,738	-4,000	-4,704	-738	-18%	-34	-1%	-4,000
-8,082	-2,700	-4,133	-5,382	-199%	-3,948	-96%	38020	Discounts - Retail	-47,167	-55,200	-65,134	8,033	15%	17,967	28%	-62,000
0	0	0	0	0%	0	0%	38025	Promotion Discounts	-1,244	-2,000	-2,521	756	38%	1,277	51%	-2,000
<b>20,996</b>	<b>16,500</b>	<b>13,692</b>	<b>4,496</b>	<b>27%</b>	<b>7,304</b>	<b>53%</b>		<b>Total Retail Product Reven</b>	<b>498,318</b>	<b>455,700</b>	<b>448,579</b>	<b>42,618</b>	<b>9%</b>	<b>49,738</b>	<b>11%</b>	<b>529,500</b>
3,542	6,700	7,272	-3,158	-47%	-3,731	-51%	(350...	Golf Cart Rentals	82,015	161,000	187,906	-78,985	-49%	-105,891	-56%	161,000
300	0	135	300	0%	165	122%	35018	Golf Club Set Rentals	7,521	0	11,440	7,521	0%	-3,919	-34%	0
1,458	1,500	1,375	-42	-3%	83	6%	35020	Golf - Driving Range	36,490	53,000	51,528	-16,511	-31%	-15,039	-29%	53,000
335	0	620	335	0%	-285	-46%	(355...	Lessons - Group	301,717	305,200	184,125	-3,483	-1%	117,592	64%	370,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	395,272	271,600	285,564	123,672	46%	109,708	38%	360,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	198,700	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
559	200	302	359	179%	257	85%	3604...	Rentals	917,265	941,400	688,615	-24,135	-3%	228,650	33%	1,145,000
1,592	0	1,054	1,592	0%	538	51%	36042	Rentals, Storage	48,150	12,000	33,198	36,150	301%	14,952	45%	12,000
1,730	900	828	903	92%	903	109%	36043	Rentals, Bikes	43,698	44,000	42,751	-302	-1%	947	2%	44,000
100	800	587	-700	-87%	-487	-83%	3604...	Child Care	927	11,100	12,369	-10,173	-92%	-11,442	-93%	14,000
2,981	6,600	8,233	-3,619	-55%	-5,252	-64%	36050	Aerobics	68,278	70,800	73,915	-2,522	-4%	-5,637	-8%	87,000
1,076	300	750	776	259%	326	43%	36056	Fitness/Training	6,166	4,100	7,470	2,066	50%	-1,304	-17%	5,000
0	0	0	0	0%	0	0%	36058	Rec Programs	15,057	11,000	18,365	4,057	37%	-3,308	-18%	11,000
0	0	0	0	0%	0	0%	36059	Day Camps	246,499	275,000	255,512	-28,501	-10%	-9,013	-4%	275,000
252	900	752	-648	-72%	-500	-66%	36051	Massage	10,795	15,100	14,830	-4,305	-29%	-4,035	-27%	18,000
70	0	60	70	0%	10	17%	36057	Towels/Lockers	1,880	900	780	980	109%	1,100	141%	1,000
4	50	0	-46	-92%	4	0%	36060	Lessons - Public	2,791	2,300	1,592	491	21%	1,199	75%	2,300
3,922	2,850	3,494	1,072	38%	429	12%	36070	Lessons - P.O.	64,263	48,500	49,292	15,763	33%	14,971	30%	48,500
1,995	600	1,221	1,395	233%	774	63%	36080	Lessons - Guest	39,264	38,000	56,123	1,264	3%	-16,859	-30%	38,000
1,812	0	246	1,812	0%	1,567	638%	37090	Equestrian - Boarding	32,208	27,000	21,489	5,208	19%	10,719	50%	27,000
0	0	0	0	0%	0	0%	37095	Equestrian - Camps	76,864	67,000	64,369	9,864	15%	12,495	19%	67,000
<b>21,728</b>	<b>21,400</b>	<b>26,927</b>	<b>328</b>	<b>2%</b>	<b>-5,199</b>	<b>-19%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>2,717,924</b>	<b>2,586,400</b>	<b>2,277,571</b>	<b>131,524</b>	<b>5%</b>	<b>440,353</b>	<b>19%</b>	<b>3,029,800</b>
4,370	4,700	3,595	-330	-7%	775	22%	32010	Aso - Fees	44,155	73,300	61,871	-29,145	-40%	-17,716	-29%	79,000
2,210	3,000	1,550	-790	-26%	660	43%	32020	Inspection Fees	20,855	27,000	26,245	-6,146	-23%	-5,391	-21%	30,000
-663	500	1,050	-1,163	-233%	-1,713	-163%	32030	Fines	10,450	5,000	7,845	5,450	109%	2,605	33%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
6,887	2,710	4,483	4,177	154%	2,404	54%	34010	Interest	107,545	42,500	68,454	65,045	153%	39,092	57%	49,120
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
2,976	2,400	1,982	576	24%	995	50%	34020	Late Charges	30,355	29,600	27,338	755	3%	3,018	11%	34,000
0	-200	-555	200	100%	555	100%	34030	Lien Fees	13,230	9,400	8,695	3,830	41%	4,535	52%	9,000
0	-500	-380	500	100%	380	100%	34040	Delinquency Fees	40,694	42,700	41,151	-2,006	-5%	-456	-1%	42,000
17,010	16,900	20,145	110	1%	-3,135	-16%	34050	Transfer Fees	121,005	119,500	134,625	1,505	1%	-13,620	-10%	148,000
0	0	0	0	0%	0	0%	34060	NSF Charges	60	0	40	60	0%	20	50%	0
-1,825	1,000	9,720	-2,825	-283%	-11,545	-119%	34075	Sponsorships	19,875	5,000	19,720	14,875	298%	155	1%	5,000
14,883	13,200	15,000	1,683	13%	-117	-1%	34080	Communications Ad Revenue	191,343	177,300	173,722	14,043	8%	17,621	10%	210,000
1,739	2,500	2,438	-761	-30%	-699	-29%	37018	Lease Revenue	23,408	25,000	32,012	-1,592	-6%	-8,605	-27%	30,000
1,113	2,590	3,488	-1,477	-57%	-2,375	-68%	37020	Other Revenue	75,703	95,000	69,349	-19,297	-20%	6,355	9%	104,980
0	1,500	768	-1,500	-100%	-768	-100%	38005	Employee Housing Revenue	85,796	55,000	93,838	30,796	56%	-8,042	-9%	69,000
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	-1	0	64,969	-1	0%	-64,970	-100%	0
<b>48,700</b>	<b>50,300</b>	<b>63,284</b>	<b>-1,600</b>	<b>-3%</b>	<b>-14,584</b>	<b>-23%</b>		<b>Total Other Revenue</b>	<b>800,622</b>	<b>706,300</b>	<b>831,873</b>	<b>94,322</b>	<b>13%</b>	<b>-31,251</b>	<b>-4%</b>	<b>816,100</b>
<b>449,024</b>	<b>480,000</b>	<b>463,746</b>	<b>-30,976</b>	<b>-6%</b>	<b>-14,722</b>	<b>-3%</b>		<b>GROSS REVENUE (GREV)</b>	<b>12,375,967</b>	<b>12,289,000</b>	<b>11,014,029</b>	<b>86,967</b>	<b>1%</b>	<b>1,361,937</b>	<b>12%</b>	<b>14,215,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	0	0	0%	0	0%	4310...	Food	0	0	-1,042	0	0%	1,042	100%	0
-13,929	-15,700	-13,717	1,771	11%	-211	-2%	43110	Meat	-234,981	-276,680	-229,056	41,699	15%	-5,925	-3%	-321,400
-8,749	-12,370	-8,908	3,621	29%	159	2%	43120	Seafood	-140,313	-180,910	-128,135	40,597	22%	-12,178	-10%	-205,270
-9,845	-8,380	-11,083	-1,465	-17%	1,237	11%	43130	Produce	-165,778	-134,160	-166,848	-31,618	-24%	1,070	1%	-154,280
-4,134	-7,270	-5,272	3,136	43%	1,139	22%	43140	Dairy	-81,904	-124,960	-90,473	43,056	34%	8,569	9%	-143,250
-576	-2,230	-2,149	1,654	74%	1,573	73%	43150	NA Beverage	-43,156	-59,410	-49,555	16,254	27%	6,399	13%	-68,010
-9,686	-10,838	-11,888	1,152	11%	2,202	19%	43160	Food Other	-231,099	-194,437	-239,460	-36,662	-19%	8,361	3%	-226,891
4,420	4,670	5,547	-251	-5%	-1,128	-20%	43190	Mktg Discounts credit	51,524	66,930	62,604	-15,406	-23%	-11,080	-18%	76,200
2,247	3,358	3,920	-1,111	-33%	-1,673	-43%	43192	EE Meals credit	29,376	35,917	33,443	-6,542	-18%	-4,067	-12%	41,951
<b>-40,252</b>	<b>-48,760</b>	<b>-43,551</b>	<b>8,508</b>	<b>17%</b>	<b>3,299</b>	<b>8%</b>		<b>Food Cogs</b>	<b>-816,332</b>	<b>-867,710</b>	<b>-808,522</b>	<b>51,378</b>	<b>6%</b>	<b>-7,810</b>	<b>-1%</b>	<b>-1,000,950</b>

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

October 2019

Year-to-Date October 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	
			\$	%	\$	%						\$	%	\$	%	
-4,002	-4,800	-4,993	798	17%	991	20%	43270	Beer	-75,070	-81,080	-76,661	6,010	7%	1,592	2%	-92,070
-3,853	-2,920	-3,702	-933	-32%	-150	-4%	43280	Liquor	-58,617	-52,560	-61,876	-6,057	-12%	3,259	5%	-60,190
-6,415	-9,820	-7,218	3,405	35%	803	11%	43290	Wine	-117,040	-131,940	-108,340	14,900	11%	-8,700	-8%	-151,980
<b>-14,269</b>	<b>-17,540</b>	<b>-15,914</b>	<b>3,271</b>	<b>19%</b>	<b>1,644</b>	<b>10%</b>		<b>Beverage Cogs</b>	<b>-250,727</b>	<b>-265,580</b>	<b>-246,878</b>	<b>14,853</b>	<b>6%</b>	<b>-3,849</b>	<b>-2%</b>	<b>-304,240</b>
<b>-12,880</b>	<b>-11,060</b>	<b>-8,517</b>	<b>-1,820</b>	<b>-16%</b>	<b>-4,363</b>	<b>-51%</b>		<b>Retail Product Cogs</b>	<b>-284,834</b>	<b>-270,960</b>	<b>-256,164</b>	<b>-13,874</b>	<b>-5%</b>	<b>-28,670</b>	<b>-11%</b>	<b>-307,810</b>
<b>-67,402</b>	<b>-77,360</b>	<b>-67,982</b>	<b>9,958</b>	<b>13%</b>	<b>580</b>	<b>1%</b>		<b>Total COGS</b>	<b>-1,351,893</b>	<b>-1,404,250</b>	<b>-1,311,564</b>	<b>52,357</b>	<b>4%</b>	<b>-40,329</b>	<b>-3%</b>	<b>-1,613,000</b>
-15.0%	-16.1%	-14.7%	01.1%	06.9%	-00.4%	-02.4%		Total Cogs / GREV %	-10.9%	-11.4%	-11.9%	00.5%	04.4%	01.0%	08.3%	-11.3%
-61.3%	-67.0%	-62.2%	05.7%	08.5%	00.9%	01.4%		Retail Product Cogs / Retail R	-57.2%	-59.5%	-57.1%	02.3%	03.9%	-00.1%	-00.1%	-58.1%
-43.6%	-55.3%	-45.8%	11.7%	21.2%	02.2%	04.9%		Retail Product Cogs / Retail R	-49.6%	-51.3%	-48.0%	01.7%	03.4%	-01.6%	-03.3%	-50.4%
-24.6%	-28.1%	-27.4%	03.5%	12.4%	02.8%	10.1%		F&B Cogs / F&B Rev %	-28.7%	-28.4%	-29.0%	-00.3%	-01.1%	00.4%	01.3%	-28.4%
-27.4%	-27.9%	-28.1%	00.5%	01.9%	00.7%	02.6%		Food %, preDiscounts	-30.1%	-28.1%	-30.0%	-02.0%	-07.1%	-00.2%	-00.6%	-28.1%
-30.5%	-31.6%	-31.7%	01.1%	03.6%	01.2%	03.8%		Food %, postDiscounts	-32.6%	-30.8%	-32.7%	-01.8%	-05.8%	00.1%	00.3%	-30.7%
-14.6%	-42.9%	-57.7%	28.3%	66.1%	43.2%	74.8%		Food NA Beverage %	-29.3%	-33.7%	-33.7%	04.4%	13.2%	04.5%	13.4%	-33.7%
-21.5%	-26.2%	-27.2%	04.7%	18.1%	05.8%	21.2%		COGS % Beverage, incld CF,ne	-25.1%	-25.9%	-25.8%	00.9%	03.4%	00.8%	03.0%	-25.9%
-28.6%	-24.0%	-20.6%	-04.5%	-18.9%	-08.0%	-38.6%		COGS % Beer,net	-25.5%	-24.5%	-24.7%	-01.0%	-04.2%	-00.8%	-03.4%	-24.5%
-15.1%	-20.5%	-20.5%	05.4%	26.4%	12.9%	46.1%		COGS % Liquor,net	-17.2%	-20.6%	-21.0%	03.4%	16.6%	03.8%	18.0%	-20.6%
-25.0%	-30.0%	-34.7%	05.0%	16.5%	09.6%	27.8%		COGS % Wine,net	-32.9%	-30.1%	-31.9%	-02.8%	-09.3%	-01.0%	-03.0%	-30.1%
<b>381,622</b>	<b>402,640</b>	<b>395,764</b>	<b>-21,018</b>	<b>-5%</b>	<b>-14,142</b>	<b>-4%</b>		<b>Gross Margin (GREV-COG)</b>	<b>11,024,073</b>	<b>10,884,750</b>	<b>9,702,465</b>	<b>139,323</b>	<b>1%</b>	<b>1,321,608</b>	<b>14%</b>	<b>12,602,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-312,607	-332,574	-306,307	19,967	6%	-6,300	-2%	5110...	Salaries - Exempt - Regular & Ot	-3,189,749	-3,280,826	-3,092,796	91,077	3%	-96,953	-3%	-3,918,000
-2,546	-2,300	-2,430	-246	-11%	-117	-5%	51106	Salaries - Exempt - Commissions	-40,613	-23,000	-32,211	-17,613	-77%	-8,402	-26%	-23,000
-154,662	-177,387	-162,807	22,725	13%	8,145	5%	5122...	Wages - FTRRegular	-1,560,878	-1,763,482	-1,579,035	202,604	11%	18,157	1%	-2,107,637
-209,294	-207,702	-222,050	-1,592	-1%	12,756	6%	5124...	Wages - Seasonal	-3,521,716	-3,550,581	-3,240,166	28,865	1%	-281,551	-9%	-4,163,463
0	-5,000	-4,711	5,000	100%	4,711	100%	5122...	Wages-FTR-Commissions	-900	-27,000	-40,036	26,101	97%	39,136	98%	-30,000
-4,992	-5,300	-6,176	308	6%	1,184	19%	51246	Wages-Seasonal-Commissions	-80,597	-73,000	-82,559	-7,597	-10%	1,962	2%	-89,900
-22,967	-11,917	-15,454	-11,050	-93%	-7,513	-49%	5110...	Incentive Program, Exempt	-215,530	-119,167	-233,296	-96,363	-81%	17,766	8%	-143,000
-7,337	-2,500	-6,284	-4,837	-193%	-1,053	-17%	51227	Incentive Program, FTR, NonExe	-68,058	-25,000	-76,484	-43,058	-172%	8,426	11%	-30,000
-6,295	-5,000	-4,498	-1,295	-26%	-1,797	-40%	51247	Incentive Program, Seasonal, N	-66,619	-10,000	-42,210	-66,619	-566%	-24,409	-58%	-10,000
26,026	23,500	29,248	2,526	11%	-3,222	-11%	51299	Capitalized Payroll Direct S&W	250,100	235,000	259,699	15,100	6%	-9,600	-4%	282,000
<b>-694,675</b>	<b>-726,180</b>	<b>-701,468</b>	<b>31,505</b>	<b>4%</b>	<b>6,793</b>	<b>1%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-8,494,560</b>	<b>-8,637,056</b>	<b>-8,159,093</b>	<b>142,496</b>	<b>2%</b>	<b>-335,467</b>	<b>-4%</b>	<b>-10,233,000</b>
-312,095	-323,291	-294,943	11,196	3%	-17,152	-6%		Salaries sub-total	-3,195,791	-3,187,993	-3,098,603	-7,798	0%	-97,188	-3%	-3,802,000
-382,580	-402,889	-406,525	20,309	5%	23,945	6%		Wage sub-total	-5,298,769	-5,449,063	-5,060,490	150,294	3%	-238,279	-5%	-6,431,000
-161,999	-184,887	-173,802	22,888	12%	11,803	7%		Wage-FTR subsubtotal	-1,629,836	-1,815,482	-1,695,555	185,646	10%	65,719	4%	-2,167,637
-220,581	-218,002	-232,723	-2,579	-1%	12,142	5%		Wage-Seasonal subsubto	-3,668,933	-3,633,581	-3,364,935	-35,352	-1%	-303,998	-9%	-4,263,363
-154.7%	-151.3%	-151.3%	-03.4%	-02.3%	-03.4%	-02.3%		PayrollDirect %ofRevenue	-68.6%	-70.3%	-74.1%	01.6%	02.3%	05.4%	07.3%	-72.0%
1,156	-1,167	3,415	2,323	199%	-2,259	-66%	51108	PTO net\$ accrual, in Salaries	11,807	-15,400	-15,509	27,207	177%	27,315	176%	-17,909
-2,994	-1,000	-6,386	-1,994	-199%	3,391	53%	51228	PTO net\$ accrual, in Wages FTR	-10,978	-10,000	-14,434	-978	-10%	3,456	24%	-12,000
-1,839	-2,167	-2,971	328	15%	1,132	38%		PTO net accrual, in PD Total	828	-25,400	-29,943	26,228	103%	30,771	103%	-29,909
-626.8	0.0	-672.0	-626.8	0.0	45.1	0.1		Wage Overtime Hours	-14041.1	0.0	-12291.9	-14041.1	0.0	-1749.2	-0.1	0.0
-19233.6	-20695.8	-21643.7	1462.2	0.1	2410.1	0.1		Wage Total Hours	-297301.3	-308795.2	-297426.8	11493.8	0.0	125.4	0.0	-362184.4
19.74	19.42	18.49	0.32	0.02	1.25	0.07		Wage ROP avg	17.79	17.61	16.97	0.17	0.01	0.82	0.05	17.72
-7242.2	-8493.6	-7431.4	1251.4	0.1	189.2	0.0		EXEMPT Hours	-75099.8	-82739.0	-74147.3	7639.1	0.1	-952.5	0.0	-98337.8
<b>PAYROLL BURDEN</b>																
-56,696	-74,380	-62,853	17,684	24%	6,157	10%	5130...	Payroll Taxes	-844,419	-962,890	-852,887	118,471	12%	8,468	1%	-1,149,000
-20,817	-35,420	-28,704	14,603	41%	7,887	27%	5130...	Workers Compensation	-403,598	-470,880	-443,633	67,282	14%	40,036	9%	-569,000
-72,183	-78,619	-72,298	6,437	8%	116	0%	5130...	Group Insurance	-728,332	-782,922	-654,367	54,590	7%	-73,965	-11%	-937,000
-12,567	-17,042	-13,491	4,475	26%	924	7%	5130...	Retirement Plan	-131,808	-170,868	-133,432	39,600	23%	1,624	1%	-205,000
4,039	3,584	4,670	455	13%	-631	-14%	51499	Capitalized Payroll Burden	38,558	35,840	40,794	2,718	8%	-2,236	-5%	43,000
<b>-158,223</b>	<b>-201,877</b>	<b>-172,677</b>	<b>43,654</b>	<b>22%</b>	<b>14,453</b>	<b>8%</b>		<b>PAYROLL BURDEN Total</b>	<b>-2,069,598</b>	<b>-2,351,720</b>	<b>-2,043,525</b>	<b>282,122</b>	<b>12%</b>	<b>-26,074</b>	<b>-1%</b>	<b>-2,817,000</b>
-77,746	-95,410	-82,144	17,664	19%	4,398	5%	(513...	subtotal, Burden-Salary	-854,203	-944,254	-845,226	90,051	10%	-8,977	-1%	-1,130,000
-53,900	-70,041	-57,547	16,141	23%	3,648	6%	(514...	subtotal, Burden-Wage-FTR	-573,417	-710,006	-556,894	136,589	19%	-16,524	-3%	-853,700
-30,616	-40,010	-37,654	9,394	23%	7,039	19%	(514...	subtotal, Burden-Wage-Seasonal	-680,536	-733,300	-682,199	52,764	7%	1,663	0%	-876,300
<b>22.8%</b>	<b>27.8%</b>	<b>24.6%</b>	<b>-05.0%</b>	<b>-18.1%</b>	<b>-01.8%</b>	<b>-07.5%</b>		<b>Burden % - on all Payroll</b>	<b>24.4%</b>	<b>27.2%</b>	<b>25.0%</b>	<b>-02.9%</b>	<b>-10.5%</b>	<b>-00.7%</b>	<b>-02.7%</b>	<b>27.5%</b>
24.9%	29.5%	27.9%	-04.6%	-15.6%	-02.9%	-10.6%		Burden % - Salary	26.7%	29.6%	27.3%	-02.9%	-09.8%	-00.5%	-02.0%	29.7%
33.3%	37.9%	33.1%	-04.6%	-12.2%	00.2%	00.5%		Burden % - Wage-FTR	35.2%	39.1%	32.8%	-03.9%	-10.0%	02.3%	07.1%	39.4%
13.9%	18.4%	16.2%	-04.5%	-24.4%	-02.3%	-14.2%		Burden % - Wage-Season	18.5%	20.2%	20.3%	-01.6%	-08.1%	-01.7%	-08.5%	20.6%
22.1%	27.3%	23.4%	-05.2%	-19.1%	-01.3%	-05.7%		Burden % - Wage-FTR&Se	23.7%	26.5%	24.5%	-02.8%	-10.7%	-00.8%	-03.4%	26.9%
<b>-852,898</b>	<b>-928,057</b>	<b>-874,144</b>	<b>75,159</b>	<b>8%</b>	<b>21,247</b>	<b>2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-10,564,158</b>	<b>-10,988,776</b>	<b>-10,202,618</b>	<b>424,618</b>	<b>4%</b>	<b>-361,541</b>	<b>-4%</b>	<b>-13,050,000</b>
<b>22.8%</b>	<b>27.8%</b>	<b>24.6%</b>	<b>-5.0%</b>	<b>-18.1%</b>	<b>-1.8%</b>	<b>-7.5%</b>		<b>Burden % TL</b>	<b>24.4%</b>	<b>27.2%</b>	<b>25.0%</b>	<b>-2.9%</b>	<b>-10.5%</b>	<b>-0.7%</b>	<b>-2.7%</b>	<b>27.5%</b>
8.2%	10.2%	9.0%	-2.1%	-20.3%	-0.8%	-8.9%		Payroll Taxes %	9.9%	11.1%	10.5%	-1.2%	-10.8%	-0.5%	-4.9%	11.2%
3.0%	4.9%	4.1%	-1.9%	-38.6%	-1.1%	-26.8%		Workers Comp %	4.8%	5.5%	5.4%	-0.7%	-12.9%	-0.7%	-12.6%	5.6%

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

October 2019

Year-to-Date October 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %			
10.4%	10.8%	10.3%	-0.4%	-4.0%	0.1%	0.8%		Group Insurance %	8.6%	9.1%	8.0%	-0.5%	-5.4%	0.6%	6.9%	9.2%
1.8%	2.3%	1.9%	-0.5%	-22.9%	-0.1%	-5.9%		Retirement %	1.6%	2.0%	1.6%	-0.4%	-21.6%	-0.1%	-5.1%	2.0%
-0.6%	-0.5%	-0.7%	-0.1%	-17.8%	0.1%	12.7%		Capz PB %	-0.5%	-0.4%	-0.5%	0.0%	-9.4%	0.0%	9.2%	-0.4%
<b>OPERATING EXPENSES (OE)</b>																
-2,340	-3,408	-3,935	1,069	31%	1,595	41%	50530	Employee Meals	-34,105	-37,917	-37,405	3,812	10%	3,300	9%	-44,301
-4,590	-5,400	-4,680	810	15%	90	2%	50605	Employee Housing expenses	-118,531	-102,400	-110,609	-16,131	-16%	-7,922	-7%	-137,400
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
-595	-1,100	-1,045	505	46%	449	43%	50615	Employee Recruiting	-10,451	-8,000	-12,066	-2,451	-31%	1,615	13%	-10,100
-2,265	-2,675	-2,542	410	15%	277	11%	50620	Employee Dev/Training	-31,715	-50,100	-38,187	18,385	37%	6,472	17%	-56,900
-2,833	-2,745	-5,096	-88	-3%	2,262	44%	50625	Employee Relations	-47,558	-39,225	-35,806	-8,333	-21%	-11,753	-33%	-61,750
-661	-1,100	-719	439	40%	58	8%	50626	PreEmployment Testing	-9,770	-16,200	-17,155	6,430	40%	7,386	43%	-22,400
-370	-400	-370	30	7%	0	0%	50627	EAP Services	-3,702	-5,600	-5,978	1,898	34%	2,277	38%	-6,600
-2,672	-5,100	-2,749	2,428	48%	77	3%	50628	Benefit Administration Services	-30,003	-24,500	-28,517	-5,503	-22%	-1,486	-5%	-33,200
-209	-450	157	241	54%	-366	-233%	50630	Uniforms	-21,092	-27,750	-22,888	6,658	24%	1,796	8%	-47,050
-2,022	-6,620	-775	4,598	69%	-1,247	-161%	51080	Seminars & Conferences	-12,378	-28,570	-5,331	16,192	57%	-7,047	-132%	-30,520
-2,444	-3,240	-3,474	796	25%	1,030	30%	51095	Travel/Meeting Expense	-16,086	-28,950	-11,720	12,864	44%	-4,366	-37%	-32,090
<b>-21,001</b>	<b>-32,238</b>	<b>-25,228</b>	<b>11,237</b>	<b>35%</b>	<b>4,226</b>	<b>17%</b>		<b>Total Staff Expense</b>	<b>-335,632</b>	<b>-369,212</b>	<b>-325,663</b>	<b>33,580</b>	<b>9%</b>	<b>-9,968</b>	<b>-3%</b>	<b>-482,311</b>
-10,486	-12,000	-8,868	1,514	13%	-1,618	-18%	51090	Telephone	-91,711	-120,640	-113,098	28,929	24%	21,387	19%	-144,760
-2,347	-2,105	-2,736	-242	-11%	389	14%	55003	Cable/Sat TV Service	-18,692	-21,520	-18,847	2,828	13%	155	1%	-25,900
-8,387	-5,450	-14,503	-2,937	-54%	6,115	42%	55005	Disposal Fees	-112,842	-91,975	-95,913	-20,867	-23%	-16,929	-18%	-105,200
-21,756	-22,930	-23,332	1,174	5%	1,576	7%	5501...	Electricity	-260,104	-245,580	-248,908	-14,524	-6%	-11,196	-4%	-299,410
-4,860	-3,200	-2,449	-1,660	-52%	-2,411	-98%	55020	Natural Gas - Pools	-65,738	-50,346	-50,346	-9,038	-16%	-15,932	-31%	-70,000
-4,802	-3,940	-3,573	-862	-22%	-1,229	-34%	55025	Natural Gas - Buildings	-72,851	-67,540	-66,223	-5,311	-8%	-16,228	-29%	-83,750
<b>-12,813</b>	<b>-10,440</b>	<b>-12,884</b>	<b>-2,373</b>	<b>-23%</b>	<b>71</b>	<b>1%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-174,987</b>	<b>-138,150</b>	<b>-124,245</b>	<b>-36,837</b>	<b>-27%</b>	<b>-50,742</b>	<b>-41%</b>	<b>-158,740</b>
-194	-1,700	-1,136	1,506	89%	942	83%	55027	Propane (LPG)	-6,024	-5,920	-6,646	-104	-2%	622	9%	-6,750
-7,470	-7,860	-7,343	390	5%	-127	-2%	55030	Sewer Fees	-73,939	-76,040	-72,361	2,101	3%	-1,578	-2%	-91,570
-3,685	-3,320	-3,346	-365	-11%	-339	-10%	5503...	Water - Building/Facility	-38,195	-37,240	-36,632	-955	-3%	-1,563	-4%	-43,090
-5,458	-2,850	-4,715	-2,608	-92%	-743	-16%	55040	Water - Grounds	-66,663	-64,630	-82,457	-2,033	-3%	-15,795	19%	-97,170
<b>-82,259</b>	<b>-75,795</b>	<b>-84,886</b>	<b>-6,464</b>	<b>-9%</b>	<b>2,627</b>	<b>3%</b>		<b>TOTAL UTILITIES</b>	<b>-981,745</b>	<b>-925,935</b>	<b>-906,077</b>	<b>-55,810</b>	<b>-6%</b>	<b>-75,668</b>	<b>-8%</b>	<b>-1,126,340</b>
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>																
-1,149	-410	-3,281	-739	-180%	2,132	65%	56010	Security Exp	-12,108	-9,880	-11,534	-2,228	-23%	-574	-5%	-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
-8,786	-8,900	-10,132	114	1%	1,346	13%	56520	Linen Service	-110,222	-107,440	-113,485	-2,782	-3%	3,262	3%	-128,159
-6,711	-7,975	-9,063	1,264	16%	2,352	26%	56530	Janitorial Services & Supplies	-79,043	-80,550	-84,968	1,507	2%	5,925	7%	-94,050
-1,144	-765	-1,228	-379	-49%	85	7%	56535	Pest Control	-9,150	-9,255	-8,624	105	1%	-526	-6%	-10,575
-1,694	-6,271	-6,253	4,577	73%	4,559	73%	52020	Contract Fees	-21,593	-60,490	-66,107	38,897	64%	44,514	67%	-70,852
0	0	-420	0	0%	420	100%	52021	Contract Labor	0	0	-3,514	0	0%	3,514	100%	0
491	-300	-759	791	264%	1,249	165%	52022	Veterinary Services	-6,306	-5,800	-10,857	-506	-9%	4,551	42%	-5,800
-1,600	-900	-1,600	0	0%	0	0%	52023	Equine Care Services	-8,596	-8,300	-8,601	-296	-4%	5	0%	-9,300
-2,534	-2,700	-2,799	166	6%	265	9%	52024	Offsite Pasturing	-14,434	-12,500	-11,736	-1,934	-15%	-2,698	-23%	-17,100
-4,389	-5,820	-6,262	1,431	25%	1,873	30%	53705	Equipment Rental	-13,543	-16,600	-18,390	3,057	18%	4,847	26%	-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
-573	0	0	-573	0%	-573	0%	56505	Feed Hay Grain	-17,593	-13,500	-13,440	-4,093	-30%	-4,153	-31%	-13,500
-144	-400	-391	256	64%	247	63%	51560	Mbr Srv - Retail COGS	-4,826	-7,100	-6,889	2,274	32%	2,064	30%	-8,400
-429	-490	0	61	13%	-429	0%	56503	Printed Forms/Ticket Stock	-7,184	-14,570	-9,076	7,386	51%	1,892	21%	-19,880
-349	-400	-394	51	13%	45	11%	51037	Computer Software	-2,126	-4,350	-3,646	2,224	51%	1,520	42%	-5,300
0	-200	0	200	100%	0	0%	51038	Computer Hardware	-150	-2,000	-761	1,850	92%	611	80%	-2,200
-240	-295	-218	56	19%	-21	-10%	51050	Furniture and Office Equip	-7,983	-8,275	-7,834	292	4%	-149	-2%	-13,115
-1,523	-2,075	-2,221	552	27%	698	31%	51060	Office Supplies	-17,098	-22,560	-17,317	5,462	24%	219	1%	-28,510
-2,840	-2,555	-1,265	-1,285	-11%	-1,576	-125%	51061	Toner Cartridges	-22,510	-22,650	-15,645	140	1%	-6,866	-44%	-27,360
-135	-50	-115	-85	-170%	-20	-17%	53530	Signs	-6,809	-6,900	-7,365	91	1%	556	8%	-12,290
<b>-2,324</b>	<b>-4,195</b>	<b>-3,124</b>	<b>1,871</b>	<b>45%</b>	<b>800</b>	<b>26%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-56,415</b>	<b>-60,600</b>	<b>-68,729</b>	<b>4,185</b>	<b>7%</b>	<b>12,314</b>	<b>18%</b>	<b>-71,770</b>
-2,077	-3,300	-3,637	1,223	37%	1,560	43%	56502	Paper Products - Restaurant	-64,873	-70,020	-70,580	5,147	7%	5,707	8%	-83,520
-239	-300	-327	61	20%	88	27%	56504	Candle & TableTop Supplies	-1,544	-1,500	-1,886	-44	-3%	342	18%	-2,000
-1,511	-2,300	-1,820	789	34%	310	17%	56511	Cleaning Supplies - Restaurant	-22,069	-28,750	-28,735	6,681	23%	6,666	23%	-34,550
-1,104	-1,320	-2,980	216	16%	1,876	63%	56540	Small Tools & Equipment	-20,514	-27,770	-26,578	7,256	26%	6,065	23%	-34,930
-1,040	-1,475	-759	435	30%	-280	-37%	56545	Safety Equipment	-15,734	-19,500	-9,935	3,766	19%	-5,799	-58%	-28,100
-919	0	-780	-919	0%	-139	-18%	56550	Spoilage	-14,071	0	-5,750	-14,071	0%	-8,321	-145%	0
0	-600	0	600	100%	0	0%	51025	Entertainment	-132	-6,850	-288	6,718	98%	156	54%	-7,850
0	-200	0	200	100%	0	0%	55530	Recreation Programs	-19,653	-24,200	-23,614	4,547	19%	3,961	17%	-24,200
-11,487	-10,025	-12,607	-1,462	-15%	1,120	9%	55532	Special Programs	-41,830	-42,180	-47,979	350	1%	6,149	13%	-56,070
-43	0	0	-43	0%	-43	0%	55536	Opening event expense- Lodge	-43	0	0	-43	0%	-43	0%	0
-3,840	-2,500	-3,035	-1,340	-54%	-805	-27%	55537	Catering Rentals	-10,826	-7,300	-10,438	-3,526	-48%	-388	-4%	-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
-596	0	0	-596	0%	-596	0%	55550	Ski Team Expense	-2,417	-1,500	-1,730	-917	-61%	-687	-40%	-1,500
<b>Repairs &amp; Maintenance</b>																

Tahoe Donner Association  
**Department P&L Detail (D01)**  
For the Ten Months Ending October 31, 2019  
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October 2019

Year-to-Date October 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	54200	R&M Building (non-posting)	-399	0	0	-399	0%	-399	0%	0
-5,922	-2,700	-3,124	-3,222	-119%	-2,798	-90%	54210	General/PM	-47,869	-38,100	-48,869	-9,769	-26%	1,000	2%	-46,500
-34	-120	-193	86	71%	158	82%	54220	Plumbing	-4,907	-2,530	-8,239	-2,377	-94%	3,332	40%	-3,520
0	-200	-17	200	100%	17	100%	54240	Lighting and Electrical	-2,611	-2,885	-1,356	274	10%	-1,255	-93%	-4,080
-12	-300	0	288	96%	-12	0%	54250	HVAC	-1,076	-600	-444	-476	-79%	-632	-142%	-800
-14	0	0	-14	0%	-14	0%	54252	Carpentry	-86	-1,450	0	1,364	94%	-86	0%	-3,000
-592	-550	-571	-42	-8%	-21	-4%	54254	Elevators	-7,052	-5,900	-6,998	-1,152	-20%	-54	-1%	-7,200
-893	-800	-732	-93	-12%	-161	-22%	54256	Fire Suppression	-12,798	-7,550	-9,981	-5,248	-70%	-2,817	-28%	-12,000
0	-100	0	100	100%	0	0%	54274	Painting	-47	-900	-218	853	95%	171	78%	-900
-1,050	-1,917	-1,706	867	45%	656	38%	54290	Other Building	-6,014	-14,920	-9,544	8,906	60%	3,530	37%	-19,730
<b>-8,519</b>	<b>-6,687</b>	<b>-6,343</b>	<b>-1,832</b>	<b>-27%</b>	<b>-2,176</b>	<b>-34%</b>		<b>R&amp;M Building</b>	<b>-82,860</b>	<b>-74,835</b>	<b>-85,649</b>	<b>-8,025</b>	<b>-11%</b>	<b>2,789</b>	<b>3%</b>	<b>-97,730</b>
-15	0	0	-15	0%	-15	0%	54310	Asphalt	-204	0	-988	-204	0%	785	79%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-178	0	-270	-178	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	-666	0	0%	666	100%	54350	Ski Trails	-208	-600	-872	392	65%	664	76%	-1,000
-5,236	-5,350	-5,550	114	2%	314	6%	54380	Snow Removal	-139,218	-96,060	-90,084	-43,158	-45%	-49,134	-55%	-134,100
<b>-5,251</b>	<b>-5,350</b>	<b>-6,216</b>	<b>99</b>	<b>2%</b>	<b>964</b>	<b>16%</b>	54390	Other Grounds Maint	<b>-35,343</b>	<b>-36,700</b>	<b>-45,241</b>	<b>1,357</b>	<b>4%</b>	<b>9,998</b>	<b>22%</b>	<b>-37,700</b>
-11	0	-195	-11	0%	185	95%	54400	R&M Equipment (non-posting)	-1,217	0	-195	-1,022	0%	-1,022	-523%	0
-2,060	-1,100	-1,202	-960	-87%	-858	-71%	54412	Ski Lifts, Fixed Grip	-7,559	-8,300	-9,867	741	9%	2,308	23%	-9,300
-1,011	-100	-67	-911	-911%	-943	-1400%	54416	Ski Lifts, Surface	-1,696	-2,200	-558	504	23%	-1,138	-204%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
-1,074	-400	-876	-674	-168%	-197	-23%	54419	Snowmaking	-2,453	-4,900	-2,515	2,447	50%	62	2%	-5,400
-1,948	-7,200	-7,648	5,252	73%	5,700	75%	54421	Snowcats	-52,044	-78,000	-43,843	25,956	33%	-8,201	-19%	-92,000
0	-1,100	-3,114	3,114	100%	3,114	100%	54426	Snowmobiles	-1,116	-9,250	-8,134	8,134	88%	7,694	87%	-12,600
692	-1,700	-2,485	2,392	141%	3,177	128%	54434	Golf Maint Eq	-11,422	-13,300	-10,276	1,878	14%	-1,146	-11%	-14,000
-155	-100	-153	-55	-55%	-2	-2%	54438	Golf Carts Fleet	-2,626	-2,000	-2,511	-626	-31%	-116	-5%	-2,000
-4,366	-2,000	-3,216	-2,366	-118%	-1,150	-36%	54443	Rolling, Heavy	-58,852	-31,500	-30,895	-27,352	-87%	-27,957	-90%	-40,400
-8,378	-4,893	-3,750	-3,485	-71%	-4,628	-123%	54448	Rolling, Car/Truck/Bus/Van	-59,360	-54,904	-72,817	-4,456	-8%	13,457	18%	-67,840
-5,418	-800	-776	-4,618	-577%	-4,642	-598%	54452	F&B Kitchen Equip	-19,934	-12,400	-12,831	-7,534	-61%	-7,103	-55%	-16,200
0	-175	0	175	100%	0	0%	54454	F&B GlassSilverChina	-195	-1,750	-382	1,555	89%	187	49%	-2,100
-41	-50	-389	9	18%	347	89%	54461	Bicycles	-1,022	-1,000	-1,866	-22	-2%	844	45%	-1,400
0	-200	-116	200	100%	116	100%	54463	Fitness Equipment	-523	-2,300	-2,184	1,777	77%	1,660	76%	-3,000
0	-50	-16	50	100%	16	100%	54470	Office Equip R&M	-530	-1,180	-16	650	55%	-515	-3300%	-1,580
-4,771	-5,938	-4,719	1,167	20%	-52	-1%	54481	Computer Software Maint	-48,441	-58,153	-42,317	9,712	17%	-6,124	-14%	-69,730
-108	-500	-58	392	78%	-50	-87%	54483	Computer Hardware Maint	-1,781	-5,760	-3,547	3,979	69%	1,767	50%	-7,250
-150	-650	-191	500	77%	41	22%	54499	Other Operating Equip R&M	-5,732	-7,400	-9,599	1,668	23%	228	4%	-8,600
<b>-28,799</b>	<b>-26,956</b>	<b>-28,972</b>	<b>-1,843</b>	<b>-7%</b>	<b>173</b>	<b>1%</b>		<b>R&amp;M Equipment</b>	<b>-276,504</b>	<b>-294,297</b>	<b>-251,531</b>	<b>17,793</b>	<b>6%</b>	<b>-24,974</b>	<b>-10%</b>	<b>-356,300</b>
0	-600	-500	600	100%	500	100%	54510	Seed & Sod	-9,600	-7,500	-5,363	-2,100	-28%	-4,237	-79%	-7,500
1,700	-900	-1,500	2,600	289%	3,200	213%	54520	Fertilizer	-10,519	-16,500	-18,954	5,981	36%	8,435	45%	-16,500
-3,230	-1,600	-1,183	-1,630	-102%	-2,047	-173%	54530	Top Dressing	-9,963	-9,000	-11,736	-963	-11%	1,773	15%	-9,000
-2,054	0	-634	-2,054	0%	-1,420	-224%	54540	Sand, Gravel, Rock	-5,503	-3,000	-5,995	-2,503	-83%	492	8%	-3,000
0	-2,600	-2,000	2,600	100%	2,000	100%	54560	Pesticides	-6,485	-9,300	-9,895	2,815	30%	3,410	34%	-9,300
-216	-400	-1,063	184	46%	847	80%	54570	Irrigation and Drainage	-4,303	-3,000	-2,931	-1,303	-43%	-1,371	-47%	-3,000
0	-250	-105	250	100%	105	100%	54590	All Other Golf Course	0	-500	-105	500	100%	105	100%	-500
<b>-3,800</b>	<b>-6,350</b>	<b>-6,985</b>	<b>2,550</b>	<b>40%</b>	<b>3,186</b>	<b>46%</b>		<b>R&amp;M Golf Course</b>	<b>-46,373</b>	<b>-48,800</b>	<b>-54,980</b>	<b>2,427</b>	<b>5%</b>	<b>8,607</b>	<b>16%</b>	<b>-48,800</b>
-619	-1,200	-563	581	48%	-55	-10%	54710	chemicals	-42,219	-25,000	-22,880	-17,219	-69%	-19,340	-85%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,500	0	1,500	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-98,356</b>	<b>-1,350</b>	<b>-563</b>	<b>731</b>	<b>54%</b>	<b>-55</b>	<b>-10%</b>		<b>R&amp;M Pool Spa</b>	<b>-42,219</b>	<b>-26,500</b>	<b>-22,966</b>	<b>-15,719</b>	<b>-59%</b>	<b>-19,254</b>	<b>-84%</b>	<b>-29,800</b>
-98,356	-21,300	-12,399	-77,056	-362%	-85,957	-693%	(575...	Forestry Management	-356,162	-262,060	-271,446	-94,102	-36%	-84,717	-31%	-262,560
0	-100	-189	100	100%	189	100%	57528	Trails Maintenance	-1,143	-1,600	-2,499	457	29%	1,356	54%	-1,600
<b>-98,356</b>	<b>-21,400</b>	<b>-12,588</b>	<b>-76,956</b>	<b>-360%</b>	<b>-85,768</b>	<b>-681%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-357,306</b>	<b>-263,660</b>	<b>-273,944</b>	<b>-93,646</b>	<b>-36%</b>	<b>-83,361</b>	<b>-30%</b>	<b>-264,160</b>
13,079	15,366	13,813	-2,288	-15%	-734	-5%	59010	Contra - Inter-Dept. Charges	195,777	153,300	167,138	42,477	28%	28,639	17%	187,910
<b>-132,265</b>	<b>-92,727</b>	<b>-47,855</b>	<b>-79,538</b>	<b>-151%</b>	<b>-84,410</b>	<b>-176%</b>		<b>R&amp;M subtotal</b>	<b>-785,572</b>	<b>-690,652</b>	<b>-660,269</b>	<b>-94,920</b>	<b>-14%</b>	<b>-125,303</b>	<b>-18%</b>	<b>-784,180</b>
<b>-191,192</b>	<b>-119,448</b>	<b>-123,325</b>	<b>-71,744</b>	<b>-60%</b>	<b>-67,866</b>	<b>-55%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-1,485,093</b>	<b>-1,471,542</b>	<b>-1,452,173</b>	<b>-13,551</b>	<b>-1%</b>	<b>-32,919</b>	<b>-2%</b>	<b>-1,713,841</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	0	0	0%	0	0%	52010	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
-123	-2,025	0	1,902	94%	-123	0%	52015	Consulting Expense	-9,342	-52,450	-4,857	43,108	82%	-4,485	-92%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	-169	-8,333	-4,083	8,164	98%	3,914	96%	-10,000
-1,651	-8,750	-37,720	7,099	81%	36,069	96%	52030	Legal Services	-64,279	-87,500	-182,358	23,221	27%	118,079	65%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
-213	-500	-238	287	57%	25	11%	51070	Public Relations	-6,725	-10,000	-23,461	3,275	33%	16,373	71%	-11,950
-13	0	-500	-13	0%	487	97%	55520	Promotion Expense	1,469	-4,500	-9,608	5,969	133%	11,077	115%	-6,500
-5,387	-17,900	-9,480	12,513	70%	4,094	43%	55540	Resort Advertising	-52,439	-95,380	-59,816	42,941	45%	7,378	12%	-119,130
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-4,800	-3,000	4,800	100%	3,000	100%	-7,000



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

October 2019

Year-to-Date October 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 %	
0	-300	-455	300	100%	455	100%	55560	Sales specific	-2,634	-3,100	-2,441	466	15%	-193	-8%	-3,700
-250	-600	-450	350	58%	200	44%	51520	Charitable Contributions	-8,776	-11,600	-11,421	2,824	24%	2,645	23%	-12,400
-20,104	-10,000	-10,000	-10,104	-101%	-10,104	-101%	51530	Community Relations	-20,777	-20,000	-12,946	-777	-4%	-7,831	-60%	-20,000
-775	-600	-714	-175	-29%	-61	-9%	55538	Reservation Services	-9,800	-9,600	-9,188	-200	-2%	-612	-7%	-11,200
-4,420	-4,670	-5,547	251	5%	1,128	20%	55525	Marketing Discounts CoGS	-51,524	-66,930	-62,544	15,406	23%	11,020	18%	-76,200
-2,899	-2,070	-3,847	-829	-40%	948	25%	51020	Dues & Subscriptions	-24,177	-22,845	-22,452	-1,332	-6%	-1,725	-8%	-27,840
-19,673	-13,950	-7,495	-5,723	-41%	-12,178	-162%	51035	Licenses, Permits, Fees	-131,965	-95,339	-109,931	-36,626	-38%	-22,034	-20%	-119,050
-617	-625	-811	8	1%	194	24%	51096	Mileage Reimbursement	-5,014	-6,790	-5,105	1,776	26%	91	2%	-8,010
-2,716	-2,900	-3,923	184	6%	1,207	31%	51515	Board Expense	-43,092	-30,200	-64,952	-12,892	-43%	21,861	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
-2,231	-2,200	-2,104	-31	-1%	-127	-6%	51063	Postage - TDNews	-26,841	-24,050	-30,937	-2,791	-12%	4,095	13%	-30,450
-18	0	0	-18	0%	-18	0%	51064	Postage - Value Line	-18	0	0	-18	0%	-18	0%	0
-714	-1,610	-1,199	896	56%	485	40%	51065	Postage - General	-9,691	-13,085	-8,632	3,394	26%	-1,059	-12%	-15,450
-1,911	0	-879	-1,911	0%	-1,032	-117%	51510	Assessment Billing	-5,655	-1,400	-5,562	-4,255	-304%	-94	-2%	-10,400
-998	-774	-897	-224	-29%	-101	-11%	51535	Digital Content	-12,000	-7,740	-14,908	-4,260	-55%	2,908	20%	-9,288
-5,886	-6,200	-6,496	314	5%	610	9%	51545	Printing - TD News	-64,252	-67,000	-62,932	2,748	4%	-1,320	-2%	-84,400
0	-1,050	0	1,050	100%	0	0%	51546	Printing - Brochures	-22,647	-18,400	-15,442	-4,247	-23%	-7,206	-47%	-28,400
-131	0	0	-131	0%	-131	0%	51547	Printing - Other	-2,453	-100	-4,749	-2,353	-2353%	2,296	48%	-100
-89	-400	5,240	312	78%	-5,329	-102%	56601	Claims Expense	-80,083	-4,200	-5,772	-75,883	-1807%	-74,312	-1288%	-5,000
-7,000	-7,000	-7,000	0	0%	0	0%	52210	Bad Debt Expense	-12,000	-12,000	-12,000	0	0%	0	0%	-14,000
0	-833	-104	833	100%	104	100%	52215	Collection Expense	-221	-8,333	-905	8,112	97%	684	76%	-10,000
-8,478	-10,010	-7,979	1,532	15%	-498	-6%	52220	Credit Card Expense	-281,851	-261,790	-231,566	-20,061	-8%	-50,285	-22%	-307,140
650	0	197	650	0%	452	229%	52225	Over/Short	-881	0	664	-881	0%	-1,545	-233%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	2,537	1,000	3,507	1,537	154%	-969	-28%	1,200
0	-2,852	0	2,852	100%	0	0%	59999	Contingency	0	-25,220	0	25,220	100%	0	0%	-30,000
-37,800	-37,800	-29,500	0	0%	-8,300	-28%	52025	Insurance Expense	-468,800	-468,800	-379,000	0	0%	-89,800	-24%	-590,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	57030	Taxes - Property	-197,131	-204,300	-191,880	7,169	4%	-5,251	-3%	-246,000
-3,750	-3,750	-3,750	0	0%	0	0%	5702...	Taxes - Income	-37,500	-37,500	-37,500	0	0%	0	0%	-45,000
<b>-146,908</b>	<b>-161,102</b>	<b>-155,249</b>	<b>14,194</b>	<b>9%</b>	<b>8,341</b>	<b>5%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-1,742,091</b>	<b>-1,750,285</b>	<b>-1,652,237</b>	<b>8,194</b>	<b>0%</b>	<b>-89,854</b>	<b>-5%</b>	<b>-2,122,508</b>
<b>-441,360</b>	<b>-388,583</b>	<b>-388,688</b>	<b>-52,777</b>	<b>-14%</b>	<b>-52,672</b>	<b>-14%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-4,544,561</b>	<b>-4,516,974</b>	<b>-4,336,151</b>	<b>-27,587</b>	<b>-1%</b>	<b>-208,410</b>	<b>-5%</b>	<b>-5,445,000</b>
<b>-1,294,257</b>	<b>-1,316,640</b>	<b>-1,262,832</b>	<b>22,383</b>	<b>2%</b>	<b>-31,425</b>	<b>-2%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-15,108,719</b>	<b>-15,505,750</b>	<b>-14,538,768</b>	<b>397,031</b>	<b>3%</b>	<b>-569,950</b>	<b>-4%</b>	<b>-18,495,000</b>
<b>-912,635</b>	<b>-914,000</b>	<b>-867,068</b>	<b>1,365</b>	<b>0%</b>	<b>-45,567</b>	<b>-5%</b>		<b>NORBO (before AO)</b>	<b>-4,084,645</b>	<b>-4,621,000</b>	<b>-4,836,303</b>	<b>536,355</b>	<b>12%</b>	<b>751,658</b>	<b>16%</b>	<b>-5,893,000</b>
18,000	18,000	0	0	0%	18,000	0%	59025	ALLOCATED OVERHEAD (AO)	164,000	164,000	0	0	0%	164,000	0%	197,000
<b>-894,635</b>	<b>-896,000</b>	<b>-867,068</b>	<b>1,365</b>	<b>0%</b>	<b>-27,567</b>	<b>-3%</b>		<b>NOR (after AO)</b>	<b>-3,920,645</b>	<b>-4,457,000</b>	<b>-4,836,303</b>	<b>536,355</b>	<b>12%</b>	<b>915,658</b>	<b>19%</b>	<b>-5,696,000</b>
-1,343,659	-1,376,000	-1,330,814	32,341	2%	-12,845	-1%		T O C post AO	-16,296,612	-16,746,000	-15,850,333	449,388	3%	-446,280	-3%	-19,911,000
-1,361,659	-1,394,000	-1,330,814	32,341	2%	-30,845	-2%		T O C pre AO	-16,460,612	-16,910,000	-15,850,333	449,388	3%	-610,280	-4%	-20,108,000
-33.4%	-34.9%	-34.8%	01.5%	04.2%	01.4%	04.1%		REV to TOC (CRR%)	-75.9%	-73.4%	-69.5%	-02.6%	-03.5%	-06.5%	-09.3%	-71.4%
896,000	896,000	844,000	0	0%	52,000	6%		Assessment Revenue, Operatin	4,457,000	4,457,000	4,863,000	0	0%	-406,000	-8%	5,696,000
1,365	0	-23,068	1,365	0%	24,433	106%		NOR AFTER Assessment Reven	536,355	0	26,697	536,355	0%	509,658	1909%	0