



Tahoe Donner Association

Finance Reports

November 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: December 20, 2019
Re: **November 2019 – Operating Fund Financial Results**



Keynotes

1. A NOR loss of \$928,000 was favorable \$19,000 or 2% to Budget. YTD NOR loss of \$4,849,000 is favorable \$555,000 or 10% 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 4th highest on record and approximately 200% of average for this region; materially impacting Q1 and Summer.
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 (due to winter snow extremes) impact on business. Despite these golf headwinds, the Summer is forecasted to achieve Budgeted NOR results loss of \$3.6 million.
6. New in report last few months: 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 (\$928,000) which was favorable to budget by \$19,000/2%. Month's operating revenues of \$293,000 were \$49,000/14% unfavorable to budget and total expenses of \$1,221,000 were \$68,000/5% favorable to budget. Compared to last year same month, revenues are down \$81,000/22% and NORBO is unfavorable \$99,000/12%. November results include \$145,000 winter 19/20 incentive accrual, which may reverse in Dec-Apr, if under performance to Budget.

Year to Date – Operating Fund

Eleven months in, the NOR loss of (\$4,849,000) is favorable \$555,000 or 10% 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 1st eleven months of last year, revenue is up \$1.2 million and NORBO is up \$653,000. The weather tapered just enough over the Presidents holiday week to have very strong visitations and record revenues. Similarly,

while March also had variable weather conditions, visitation remained steady. April conditions allowed Cross Country to remain open two weeks beyond their scheduled closing date, whereas May presented operational challenges due to excess winter snowfall that hampered efforts to open the golf course. Unfortunately, these same challenges continued into June, forcing the further postponement of golf course operations to June 21st. Despite golf's under-performance this summer, good performance in most all other areas of operations, combined with higher than average turnover positions vacancies this summer, the summer months of May-October net results were on Budget.

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

10 KEY FINANCIAL Related METRICS

	for the month of November 2019			For the eleven months ending November 2019		
	Value	Variance to Budget		Value	Variance to Budget	
1 Operating Revenue	\$ 292,870	\$ (49,130)	-14%	\$ 12,668,836	\$ 37,836	0%
2 Operating Costs	\$ (1,221,103)	\$ 67,897	5%	\$ (17,517,715)	\$ 517,285	3%
3 Net Operating Result	\$ (928,233)	\$ 18,767	2%	\$ (4,848,879)	\$ 555,121	10%
<i>3.1 Flow-thru %</i>			-38%		1467%	
4 Operating Expenses	\$ (334,129)	\$ 47,008	12%	\$ (4,714,690)	\$ 19,421	0%
5 Payroll Direct	\$ (682,399)	\$ (22,359)	-3%	\$ (9,176,959)	\$ 120,137	1%
6 Payroll Direct % of Rev	-233%	(0.400)	-21%	-72%	0.012	2%
7 Non-Exempt FTEs	82	21.6	21%	163	8.0	5%
8 F&B COGS % of F&B Rev	-37.9%	(0.085)	-29%	-28.9%	(0.004)	-2%
9 Downhill Ski NOR	(195,121)	40,395	17%	741,302	513,473	225%
10 OPFd Members' Equity Value and Variance to Policy 10%				\$ 1,997,015	\$ 575,515	40%

Overall Operating Conditions

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

DEEP SNOWPACK CAUSES HEADACHES IN SIERRA NEVADA

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

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

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

April 1st snowpack measurements are reporting this winter as 4th highest on record, with Tahoe region approximately 200% of average and statewide approximately 162% of average. Squaw Valley USA's reported season total snowfall as of 4/15/19, 677 inches or 56 feet and Sugar Bowl 619"! Tahoe Donner Downhill Ski's reported season total snowfall 482" or 40 feet (17/18 season total was 246" or 20.5 feet). **April** conditions allowed for unencumbered operations and an extended (by two weeks) season for Cross Country. Downhill last day 4/14 as planned and Cross Country last day was 4/21 (planned 4/7). **May** proved to be unseasonably cold and wet, further postponing golf course operations. Similarly, rain and snow throughout much of the Memorial Day weekend negatively impacted operations at locations that were open. Cooler daytime highs and cold overnight lows throughout much of **June** directly impacted Marina visitation and more importantly delayed the opening of the Golf Course, which opened on June 21st with reduced pricing. **July** saw a return to more average weather conditions with minimal impact to operations. For the most part **August** saw favorable operating conditions, except for Saturday, August 10th, which experienced unseasonably cool temperatures, affecting some operations. **September** and **October** brought cooler/expected temperatures but was not a contributing factor to operating results. Storms in late **November** brought enough snow for Cross Country to open for skiing on 11/29.

Financial Notables of Operating Units

Downhill Ski. YTD NORBO of \$1,181,000 is favorable \$513k/77% to budget and favorable \$1M/733% to prior year. This was driven by excellent snow conditions and momentum for 18/19 winter season, as well as, aggressive Public pricing increases (peak and nonpeak). For the 17/18 season, skiing opened on Friday, 12/8/2017 with thin limited terrain on Snowbird lift only, and would clearly not have opened at all without snowmaking. Reliance on snowmaking continued through January and February as dry and unseasonably warm conditions persisted. March saw record snowfall, creating increased volume and revenue. For 18/19 season, Downhill Ski managed to open on December 7th as planned and with the debut of new Snowbird Triple chairlift; primarily on snowmaking snow and Eagle Rock chair/terrain open, thin and ungroomed other than mile run trail. Downhill last day of 18/19 season was 4/14 as planned.

Cross Country Ski. YTD NORBO of \$222,000 is favorable \$133k/150% to budget and favorable \$158k/245% to prior year. For the 17/18 season, skiing opened on 12/21/2017 with thin limited terrain. Continued dry conditions forced the suspension of operations on 2/5/18, closed 18 days, reopening on 2/23rd. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30th with thin snow trails and fortunately colder temps holding the snow, particularly at higher elevations. XC last day for 18/19 was 4/21, two weeks after budgeted end date of 4/7. Skiing opened for the 19/20 season on November 29th with favorable conditions.

The Lodge. YTD NORBO of \$60,000 is unfavorable \$11k to budget and favorable \$24k/69% 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 \$11k to budget and favorable \$19k 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 1st ½ of June, results for June beat budget by \$2k, however, July struggled due primarily to turnover of both Chef and Front Service Supervisor position. Closing for regular business on September 2nd, management continues to evaluate options for improving financial performance of this operation.

Alder Creek Café. YTD NORBO loss of (\$63,000) is favorable \$25k 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 performed ok, however, not meeting the banquet business expectations set in Budget. This is primarily attributed to turnover in event sales position.

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 11/30/2019, \$621,000/2511 versus prior year 360,000/1649 passes. Revenue up \$261,000/73% and passes sold up 862/52%. Passes went on sale 3/19/19 versus 5/1/18.

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.

- 11/30/2019- 2020/2021- sold 213 revenues of \$58,000, (vs py pace; volume down 22%, revenue down 23%)
- 11/30/2019 -- 2019/2020 – sold 4,595 revenues of \$1,176,000, (vs py pace; volume up 3%, revenue up 12%)
- For full year cycle **2018/2019** – sold 4,582 revenues of \$1,069,000, (vs py cycle; volume up 4%, revenue up 2%)
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3595/56% (3581/55%) Base up to 4p | 845/13% (714/10%) 5th 6th | 142/2% (132/2%) 6th 7th
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +14/0.3% for Base up to 4p, +131/18% for 5th 6th, +10/8% for 7th 8th
- 4/30/18 – 2017/2018 – sold 4,426, revenues of \$1,051,000 | Base up to 4p – 3581 or 55% of 6473 | 714 or 11% add 5th 6th | 131 or 2% add 6th 7th
- 4/30/17 – 2016/2017 – sold 4,366, revenues of \$1,042,000 | Base up to 4p – 3561 or 55% of 6473 | 688 or 11% add 5th 6th | 117 or 2% add 6th 7th
- 4/30/16 – 2015/2016 – sold 4,156, revenues of \$972,000 | Base up to 4p – 3475 or 54% of 6473 | 580 or 9% add 5th 6th | 101 or 2% add 6th 7th
- 4/30/15 – 2014/2015 – sold 4,170, revenues of \$928,000

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

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

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

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

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

c) Assessment Receivable.

as of 11/30/xx:
 11/30/19 - 2019 31 or 0.5% of units
 11/28/18 - 2018 31 or 0.4% of units
 11/30/17 - 2017 28 or 0.4% of units
 11/30/16 - 2016 39 or 0.6% of units

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

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 November 2019**

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 November		2019 November	
	Status	12/7/2018	11/7/2019	12/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
Exempt	101	40	41	41	1	3%	0	0%	0	0	0	4
NonExempt	102	44	40	41	-3	-7%	1	3%	0	0	0	0
NonExempt	103	189	149	162	-27	-14%	13	9%	20	12	2	25
NonExempt	104	21	17	13	-8	-38%	-4	-24%	0	0	0	0
Totals	Total	294	247	257	-37	-13%	10	4%	20	12	2	29
Totals (FTYR)	101 + 102	84	81	82	-2	-2%	1	1%	0	0	0	4

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						Guest Mix and %tl %G						Guest Revenue	Member Mix and %tl %M					
	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	w/Mbr			onGCard				Rec Fee			Non Rec Fee		
Total 2018	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%
Jan-Apr17	39,860	26,448	66%	7,890	19%	0			0	0%	0%	\$ 58,948	25,384	64%	96%	1,064	3%	4%
Jan-Apr18	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%
Jan-Apr19	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%
May17	8,661	6,131	71%	1,135	13%							\$ 8,196	5,826	67%	95%	305	4%	5%
May18	8,414	6,286	75%	683	8%	378	4%	55%	305	4%	45%	\$ 6,424	6,013	71%	96%	273	3%	4%
May19	7,820	6,443	82%	670	9%	394	5%	59%	276	4%	41%	\$ 7,830	6,235	80%	97%	208	3%	3%
Jun17	13,762	10,144	74%	2,846	21%							\$ 19,164	8,843	64%	87%	1,301	9%	13%
Jun18	13,426	9,795	73%	1,996	15%	911	7%	46%	1,085	8%	54%	\$ 19,626	8,810	66%	90%	985	7%	10%
Jun19	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%
Jul17	25,508	16,036	63%	6,474	25%							\$ 48,388	12,977	51%	81%	3,059	12%	19%
Jul18	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%
Jul19	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%
Aug17	17,717	11,635	66%	4,005	23%							\$ 27,842	9,837	56%	85%	1,798	10%	15%
Aug18	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%
Aug19	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%
Sep17	10,841	7,679	71%	1,639	15%							\$ 11,580	6,954	64%	91%	725	7%	9%
Sep18	9,704	6,958	72%	1,302	13%	618	6%	47%	684	7%	53%	\$ 12,904	6,497	67%	93%	461	5%	7%
Sep19	9,958	8,114	81%	1,289	13%	814	8%	63%	475	5%	37%	\$ 12,678	7,441	75%	92%	673	7%	8%
Oct17	8,109	6,167	76%	540	7%							\$ 4,240	6,040	74%	98%	127	2%	2%
Oct18	8,391	6,234	74%	457	5%	257	3%	56%	200	2%	44%	\$ 4,316	6,065	72%	97%	169	2%	3%
Oct19	7,480	6,440	86%	494	7%	301	4%	61%	193	3%	39%	\$ 5,737	6,331	85%	98%	109	1%	2%
Nov17	9,978	7,396	74%	797	8%							\$ 6,190	7,211	72%	97%	185	2%	3%
Nov18	11,054	8,012	72%	1,239	11%	542	5%	44%	697	6%	56%	\$ 12,504	7,546	68%	94%	466	4%	6%
Nov19	7,749	6,533	84%	701	9%	418	5%	60%	283	4%	40%	\$ 8,215	6,369	82%	97%	164	2%	3%
YTD Nov17	134,436	91,636	68%	23,634	18%							\$ 184,548	83,072	62%	91%	8,564	6%	9%
YTD Nov18	131,256	91,852	70%	19,920	15%	8,311	6%	42%	12,621	10%	63%	\$ 213,354	85,856	65%	93%	5,996	5%	7%
YTD Nov19	125,856	92,408	73%	20,495	16%	10,375	8%	51%	11,205	9%	55%	\$ 254,134	86,206	68%	93%	6,202	5%	7%
2019/day 334	377	277		61		31			34			\$ 761	258			19		

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			
May17	1,316	305	23%							\$ 2,374
May18	781	192	25%	170	22%	89%	22	3%	11%	\$ 1,814
May19	140	4	3%	4	3%	100%	-	0%	0%	\$ 260
Jun17	7,160	2,331	23%							\$ 18,660
Jun18	6,992	2,169	25%	1,217	22%	56%	952	3%	44%	\$ 22,034
Jun19	5,471	1,504	27%	956	17%	64%	548	10%	36%	\$ 18,773
Jul17	16,926	6,763	23%							\$ 68,520
Jul18	18,732	7,726	25%	4,191	22%	54%	3,535	3%	46%	\$ 75,274
Jul19	16,188	6,497	40%	3,382	21%	52%	3,115	19%	48%	\$ 80,232
Aug17	11,351	4,721	23%							\$ 37,706
Aug18	11,197	4,224	25%	1,939	22%	46%	2,285	3%	54%	\$ 42,612
Aug19	11,772	4,197	36%	2,262	19%	54%	1,935	16%	46%	\$ 51,318
Sep17	4,386	1,718	39%							\$ 13,626
Sep18	4,065	1,229	30%	734	18%	60%	495	12%	40%	\$ 11,944
Sep19	2,885	768	27%	501	17%	65%	267	9%	35%	\$ 8,945
Oct 17	208	37	18%							\$ 290
Oct 18	85	-	0%	-	0%	0%	-	0%	0%	\$ -
Oct 19	158	15	9%	15	9%	100%	-	0%	0%	\$ 150
YTD Oct17	41,347	15,875	23%							\$ 141,176
YTD Oct18	41,852	15,540	25%	8,251	22%	53%	7,289	3%	47%	\$ 153,678
YTD Oct19	36,614	12,985	35%	7,120	19%	55%	5,865	16%	45%	\$ 159,678
2019/day	136	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

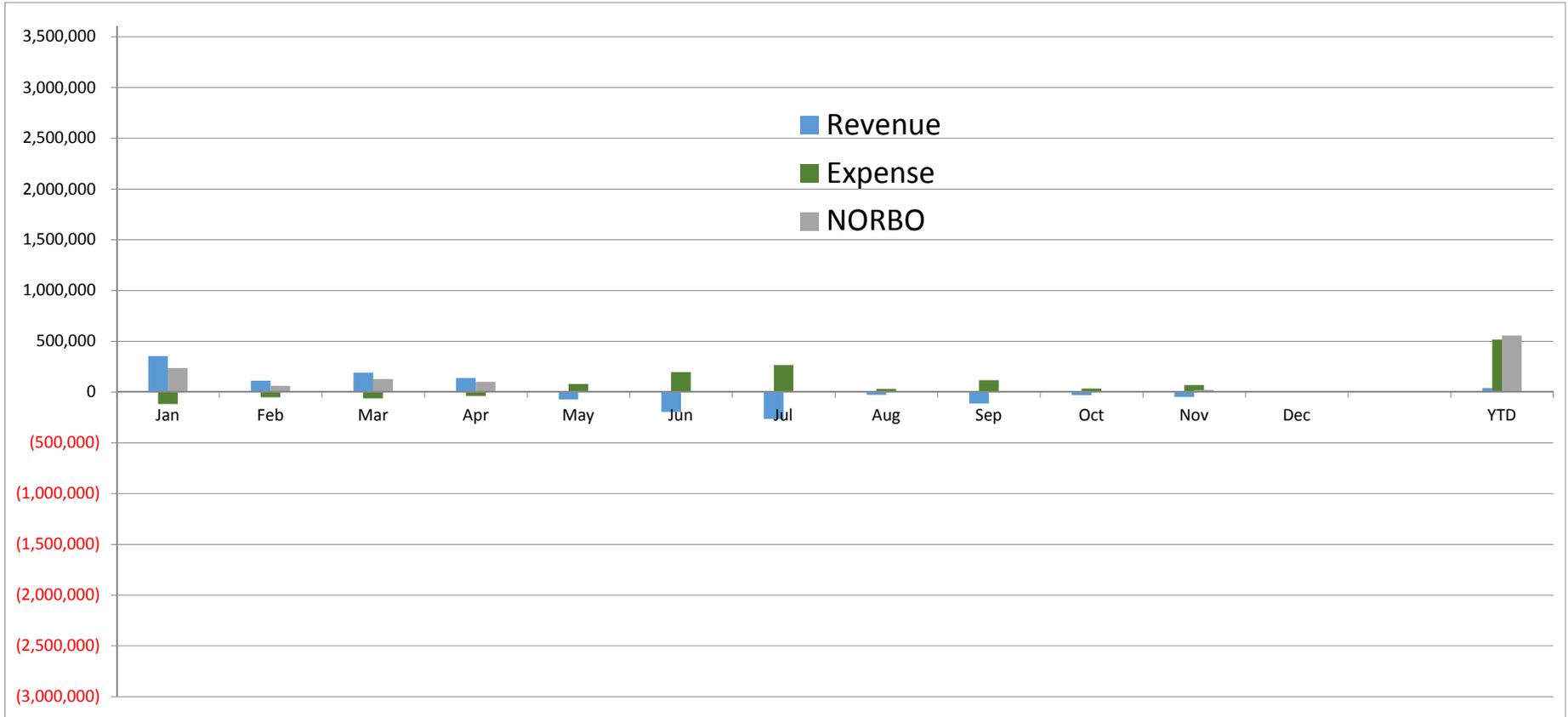
*opened May 10
last day- Oct 6th*

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

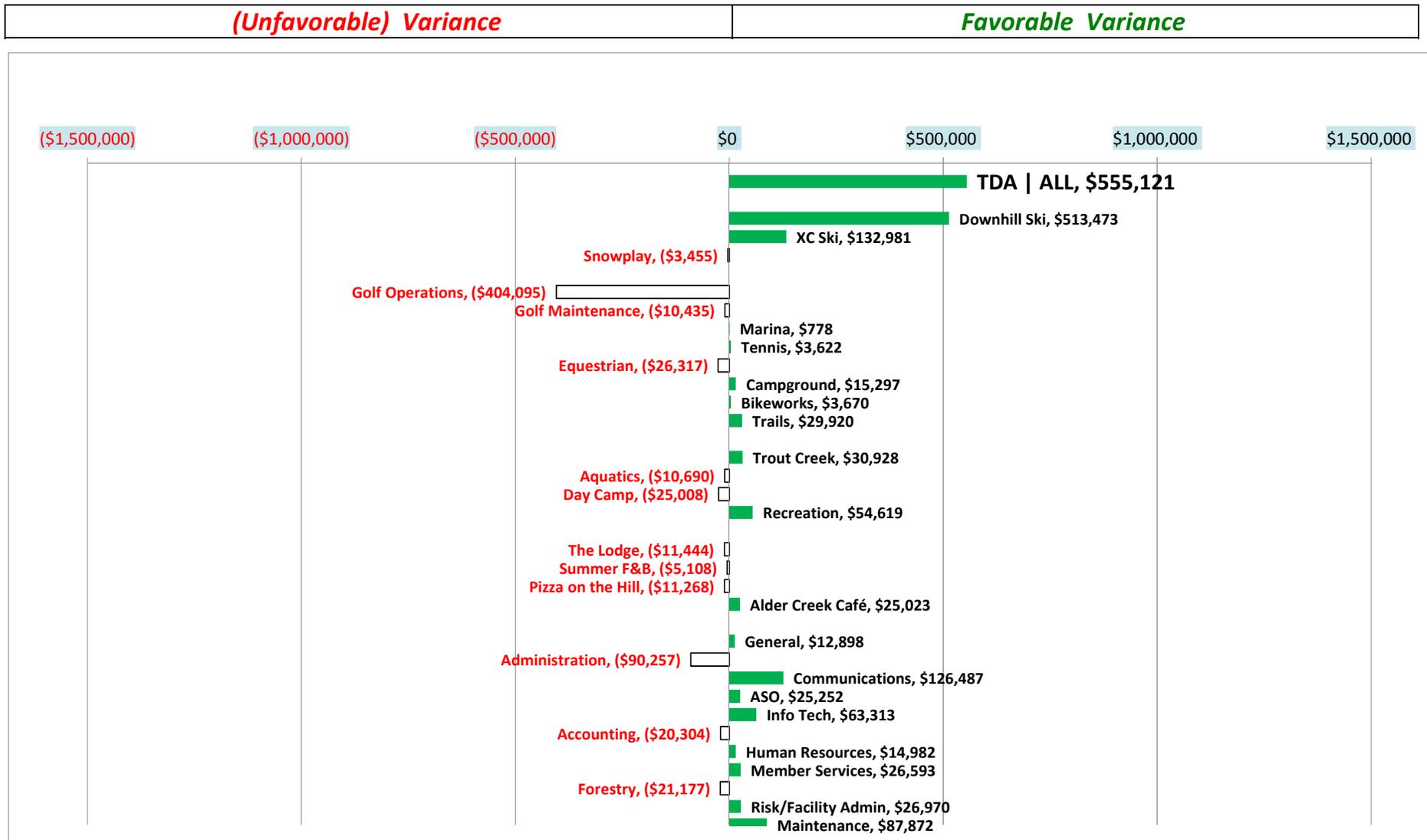
Tahoe Donner Association Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the eleven months ending November 2019

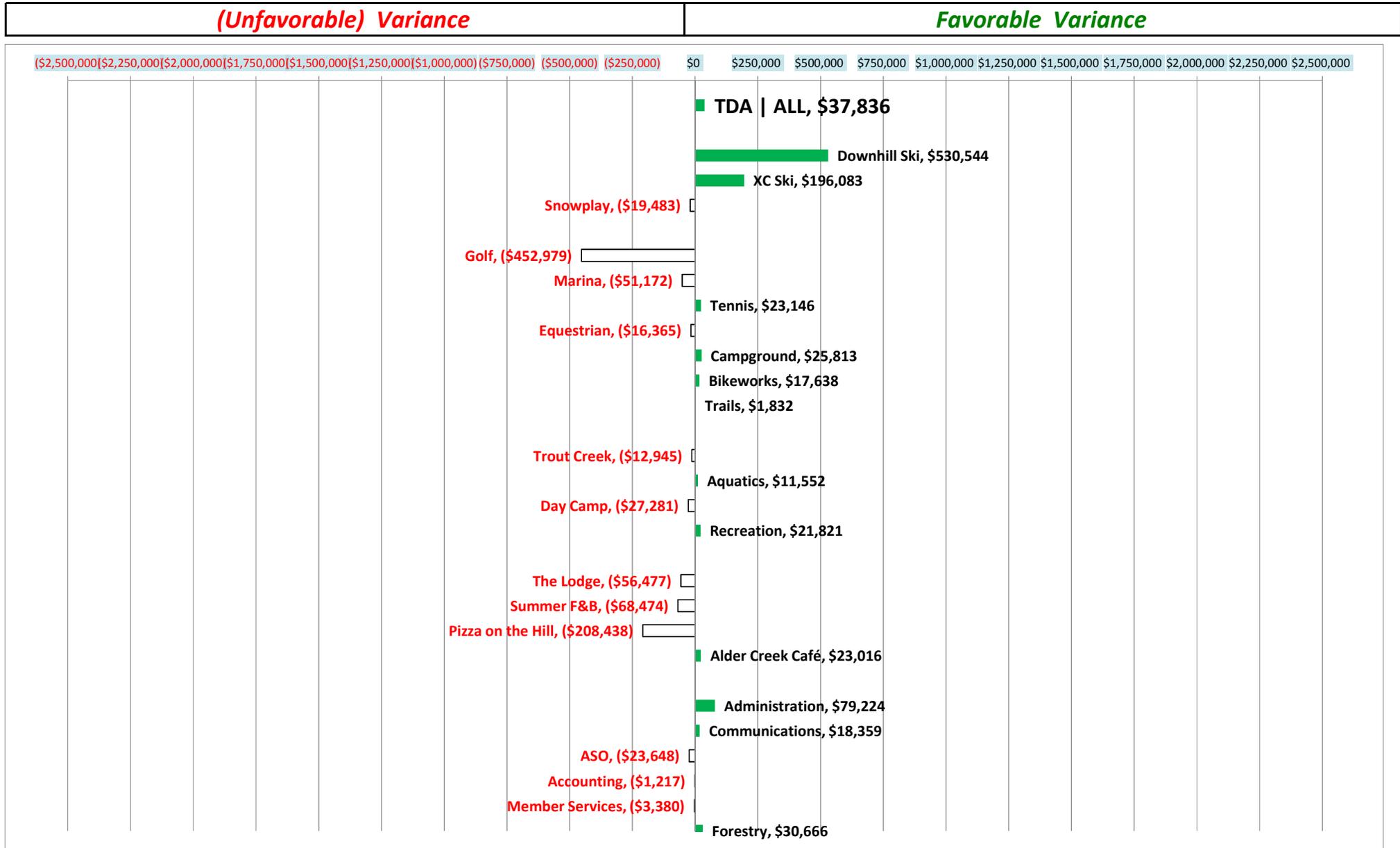
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	(29,269)	(114,607)	(30,976)	(49,130)	0	37,836
Expense	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,462	31,423	117,099	32,341	67,897	0	517,285
NORBO	235,817	59,514	126,877	99,445	6,964	932	795	2,153	2,492	1,365	18,767	0	555,121



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



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



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

Year to Date November 2019

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

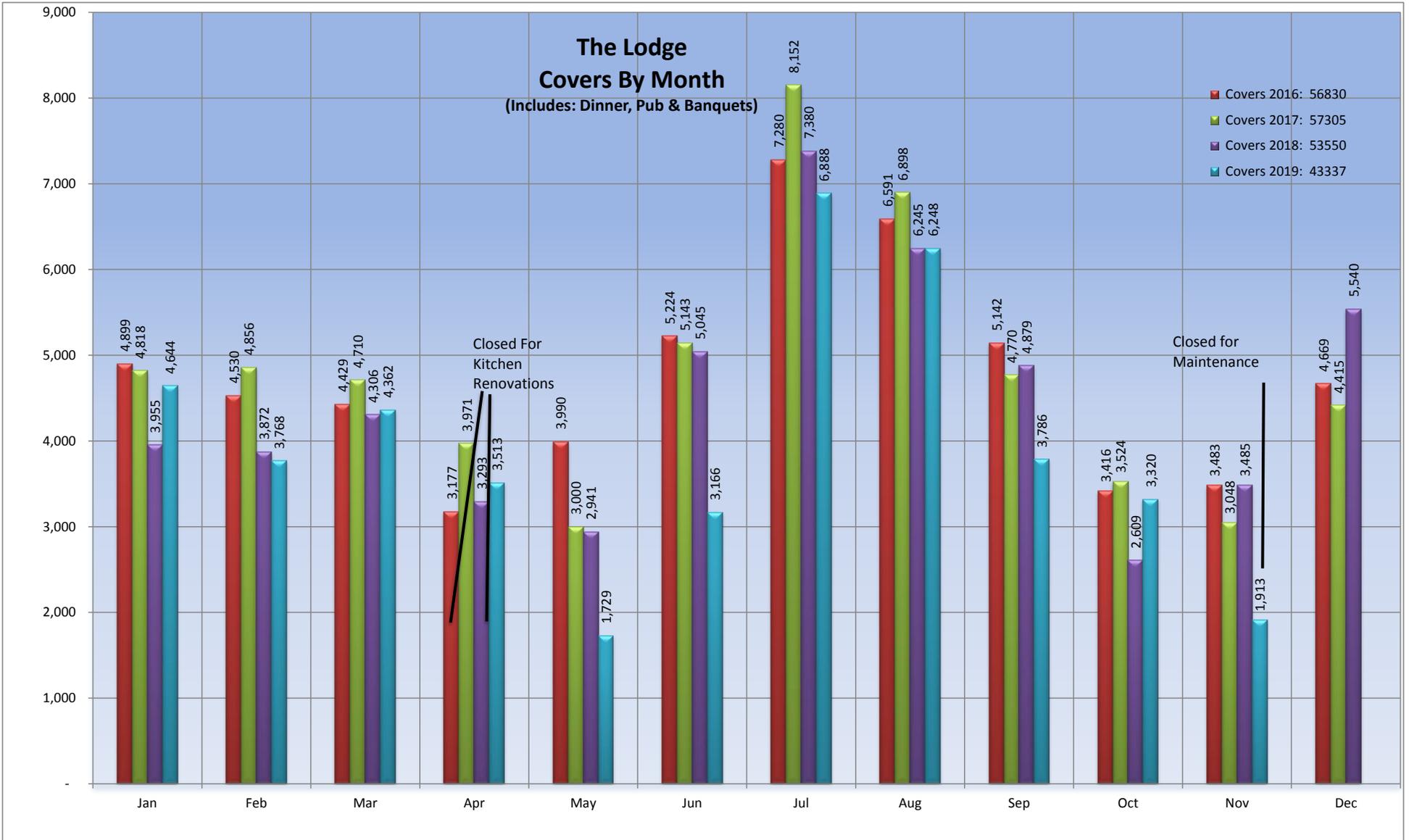
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 235,817	\$ 59,514	\$ 126,877	\$ 99,445	\$ 6,964	\$ 932	\$ 795	\$ 2,153	\$ 2,492	\$ 1,365	\$ 18,767	-	\$ 555,121
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	4,652	13,142	6,266	40,395	-	513,473
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	7,387	6,011	8,124	15,574	-	132,981
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	1,118	1,151	(2,682)	8,239	-	(3,455)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	(57,015)	(52,018)	(28,717)	(1,390)	-	(404,095)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	(1,149)	(4,236)	(8,512)	(5,495)	-	(10,435)
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	(2,735)	(2,671)	10,064	818	-	778
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	4,723	1,358	4,669	(1,264)	-	3,622
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	617	(18,914)	(2,168)	(511)	-	(26,317)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	3,156	4,761	162	247	-	15,297
Bikeworks	-	-	-	76	(2,432)	2,510	2,592	4,098	(2,513)	(594)	(67)	-	3,670
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	7,961	2,522	(563)	1,095	-	29,920
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	9,311	258	(2,047)	8,829	-	30,928
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	(1,785)	(3,920)	(899)	(1,020)	-	(10,690)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	(12,978)	2,714	1,231	(273)	-	(25,008)
Recreation	7	525	973	(678)	7,581	2,597	36,593	1,768	36	5,432	(214)	-	54,619
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	32,573	12,618	25,116	(5,362)	-	(11,444)
Summer F&B	173	329	222	498	8,423	(1,248)	141	(11,160)	(8,020)	3,898	1,635	-	(5,108)
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	5,555	(2,241)	1,590	10,881	-	(11,268)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	1,697	3,450	7,297	2,605	-	25,023
General	8,948	(22,701)	(9,976)	(868)	6,014	(23,966)	22,600	775	13,651	17,815	605	-	12,898
Administration	4,798	10,942	16,485	24,922	(110,635)	116,074	51,302	(31,600)	(21,187)	(10,306)	(141,053)	-	(90,257)
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	13,684	10,513	2,141	20,886	-	126,487
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	7,631	6,891	3,057	5,048	-	25,252
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	7,187	7,332	(641)	1,932	-	63,313
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	2,378	462	(2,251)	2,314	-	(20,304)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	1,964	6,938	9,515	7,147	-	14,982
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	2,281	4,789	2,737	3,614	-	26,593
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,164	(25,273)	9,842	(64,376)	25,907	-	(21,177)
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	14,710	6,620	5,993	218	-	26,970
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	10,620	3,153	10,012	17,428	-	87,872

Tahoe Donner Association
Operating Revenue Variances Report

Year to Date November 2019

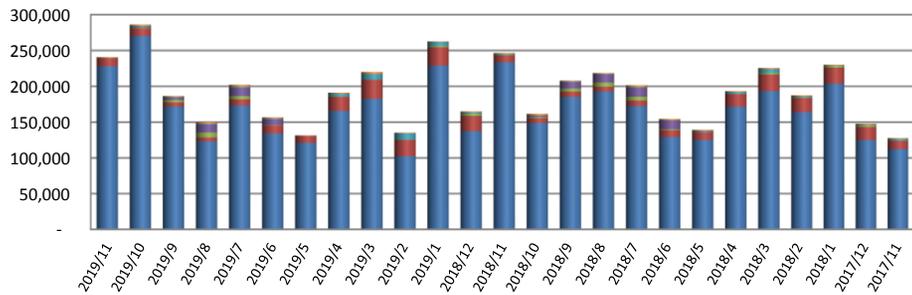
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 354,499	\$ 111,765	\$ 190,309	\$ 138,465	\$ (72,470)	\$ (196,081)	\$ (264,667)	\$ (29,269)	\$ (114,607)	\$ (30,976)	\$ (49,130)	-	\$ 37,836
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	563	1,147	450	950	-	530,544
XC Ski	73,149	32,507	51,368	29,715	-	-	-	-	-	335	9,009	-	196,083
Snowplay	(12,291)	(23,910)	10,978	8,915	-	-	-	-	-	-	(3,174)	-	(19,483)
Golf	(500)	(500)	(450)	(450)	(22,711)	(127,836)	(160,726)	(61,143)	(54,210)	(23,833)	(620)	-	(452,979)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	890	(16,335)	867	18	-	(51,172)
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)	(8,324)	-	(12,945)
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	(333)	-	21,821
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	10,238	11,791	12,971	(56,655)	-	(56,477)
Summer F&B	-	-	-	-	(4,500)	(24,475)	(11,445)	(4,597)	(16,794)	(7,164)	500	-	(68,474)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	(13,416)	(68,013)	(17,178)	(25,783)	(29,440)	(23,000)	-	(208,438)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	(3,700)	(11,596)	7,503	2,607	-	23,016
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	4,486	1,516	4,909	2,519	-	79,224
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	1,033	231	1,683	3,316	-	18,359
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	(759)	65	(1,636)	2,636	-	(23,648)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	(265)	(77)	(289)	(59)	-	(1,217)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	689	(311)	(601)	(313)	-	(3,380)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	11,613	(1,115)	(680)	21,793	-	30,666



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

Tahoe Donner Association Energy Consumption - Last 25Months



Water in 000 Gallons
NatGas in Therms
Electricity in KWH

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

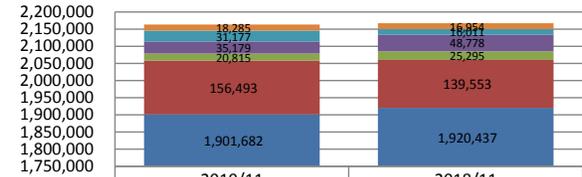
2019 11

▲ ▲

▼ ▼

Gasoline Cost / Gallon \$3.82 9% 0%	Diesel Cost / Gallon \$4.50 18% 3%	Propane Cost / Gallon \$3.41 8% 8%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD



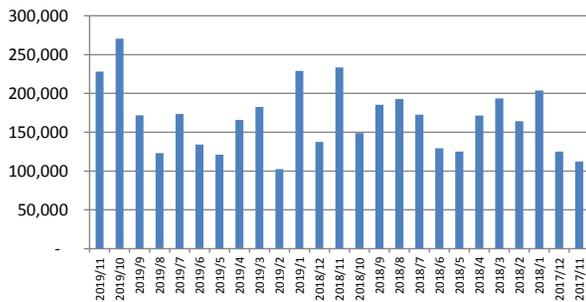
Gasoline (gallons)	18,285	16,954
Diesel (gallons)	31,177	16,011
Water-TDA (Gallons)	35,179	48,778
Water-PUD (Gallons)	20,815	25,295
Natural Gas (Therms)	156,493	139,553
Electricity (KWH)	1,901,682	1,920,437

Data Available thru (yyyy/mm) - 2019/11

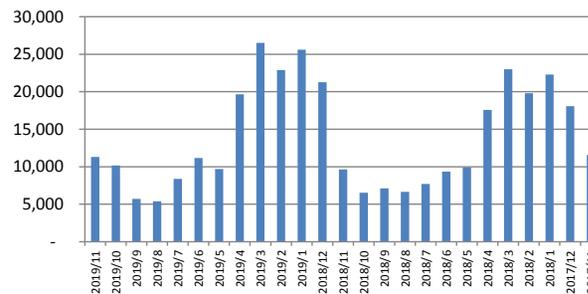
This Report is volumes not dollars

Note the scale varies with each Chart presented.

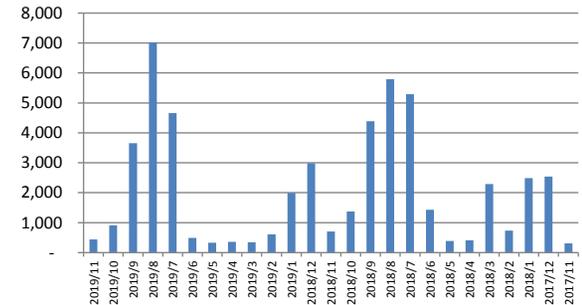
Electricity (KWH)



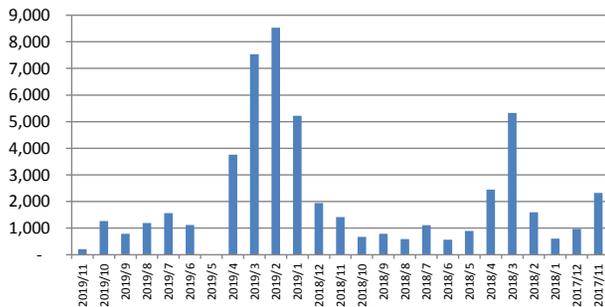
Natural Gas (Therms)



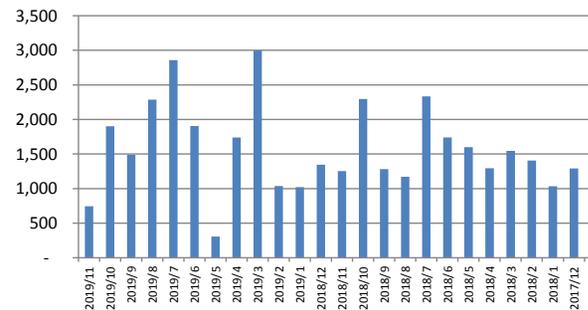
Water-PUD (000 Gallons)



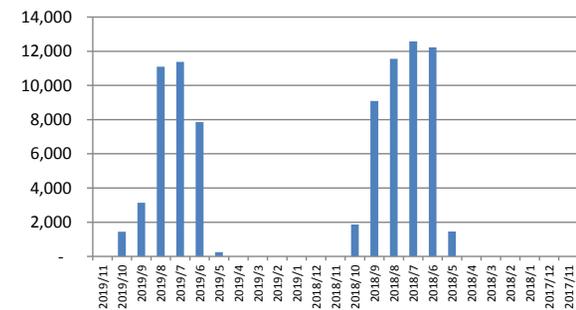
Diesel (gallons)



Gasoline (gallons)

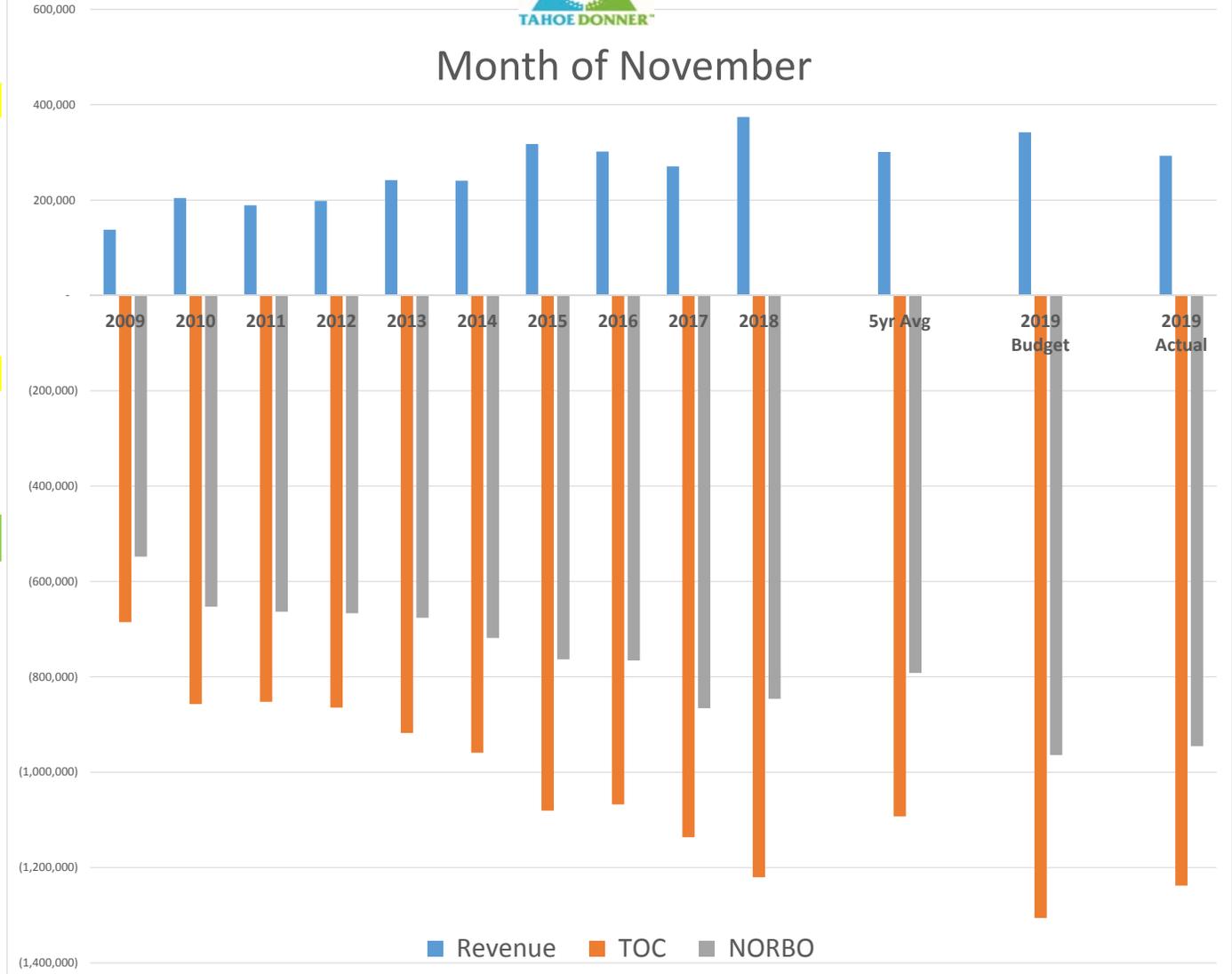


Water-TDA (000 Gallons)





Month of November



	Revenue	TOC	NORBO
2009	137,420	(685,436)	(548,016)
2010	204,147	(857,111)	(652,964)
2011	188,978	(852,533)	(663,556)
2012	198,039	(864,687)	(666,648)
2013	241,575	(917,717)	(676,142)
2014	240,624	(959,376)	(718,752)
2015	317,306	(1,080,731)	(763,424)
2016	301,666	(1,067,597)	(765,931)
2017	270,552	(1,136,424)	(865,872)
2018	374,178	(1,220,388)	(846,209)
5yr Avg	300,865	(1,092,903)	(792,038)
2019 Budget	342,000	(1,306,000)	(964,000)
2019 Actual	292,870	(1,238,103)	(945,233)
Var to Bdg	(49,130) -14%	67,897 5%	18,767 2%
Var to PY	(81,309) -22%	(17,715) -1%	(99,024) -12%

Variance FlowThru
vs Bdg -38%
vs PY 122%

PY Records
New Record(s) if applicable

**Tahoe Donner Association
Visitation Report
November 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		
7,749	9,600	11,054	(1,851)	-19%	(3,305)	-30%	Private Amenities	194,149	203,400	201,826	(9,251)	-5%	(7,677)	-4%	216,300
7,749	9,600	11,054	(1,851)	-19%	(3,305)	-30%	Trout Creek Rec Ctr	126,216	130,100	131,256	(3,884)	-3%	(5,040)	-4%	143,000
-	-	-	-	0%	-	0%	NW Pool	3,983	8,100	4,377	(4,117)	-51%	(394)	-9%	8,100
-	-	-	-	0%	-	0%	Beach Club Marina	36,614	42,000	41,852	(5,386)	-13%	(5,238)	-13%	42,000
-	-	-	-	0%	-	0%	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
4,271	7,000	8,179	(2,729)	-39%	(3,908)	-48%	Public Amenities	213,318	240,200	218,449	(26,882)	-11%	(5,131)	-2%	270,000
-	-	-	-	0%	-	0%	DH Ski - Total Skier Visits	36,567	36,900	28,594	(333)	-1%	7,973	28%	45,000
673	600	170	73	12%	503	296%	XC Ski - Total Skier Visits	29,400	18,300	15,036	11,100	61%	14,364	96%	22,000
343	320	-	23	7%	343	0%	Snowplay - Total Tubers	10,010	12,695	8,634	(2,685)	-21%	1,376	16%	18,000
-	-	-	-	0%	-	0%	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
-	-	-	-	0%	-	0%	Equestrian Visitors	4,295	5,300	4,048	(1,005)	-19%	247	6%	5,300
-	-	-	-	0%	-	0%	Bikeworks Rentals	2,479	2,500	2,471	(21)	-1%	8	0%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
1,913	3,295	3,485	(1,382)	-42%	(1,572)	-45%	The Lodge Covers	43,337	51,595	48,010	(8,258)	-16%	(4,673)	-10%	56,000
-	-	-	-	0%	-	0%	Summer Food and Bev	13,619	20,800	18,127	(7,181)	-35%	(4,508)	-25%	20,800
-	1,650	2,194	(1,650)	-100%	(2,194)	-100%	Pizza on the Hill Covers	24,069	39,530	44,690	(15,461)	-39%	(20,621)	-46%	43,000
1,342	1,135	2,330	207	18%	(988)	-42%	Alder Creek Café Covers	34,565	32,880	29,467	1,685	5%	5,098	17%	37,700
12,020	16,600	19,233	(4,580)	-28%	(7,213)	-38%	Amenities Total	407,467	443,600	420,275	(36,133)	-8%	(12,808)	-3%	486,300
2	-	-	2	0%	2	0%	HOA & Amenities Support Services	7,378	7,173	6,473	205	3%	905	14%	7,173
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
2	-	-	2	0%	2	0%	STR Registrants	905	700	-	205	29%	905	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
Revenue	\$ 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%
- Costs	\$ (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%
= NOR	\$ (121,000)	\$ (2,348,000)	\$ (1,092,000)	\$ (2,135,000)	\$ (5,696,000)
<i>by Qtr Mix</i>	2%	41%	19%	37%	100%
Cost Recovery%	98%	48%	81%	53%	71%

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%	Private Amenities	(429,911)	(187,147)	-77%	Public Amenities	(994,875)	180,832	15%	HOA & Amenities
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.

Operating Fund - 2019 FORECAST

Q4 – Oct Nov Dec

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

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

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

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

Budget NOR Loss Q4 is \$2.1 million.

YTD Q3 Sept 2019

– NOR Favorable \$535,000/15%

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



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

Capital Funds- 2019 FORECAST

Replacement Reserve Fund

\$5.0 Million Expenditure Budget 2019

\$3.8 Million Expenditure Forecast 2019

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

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

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

Development Fund

\$1.9 Million Expenditure Budget 2019

\$1.3 Million Expenditure Forecast 2019

- variance due to timing of projects between years

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

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

Key Active Projects:

TCRC Remodel project is on Budget and Schedule

Balance Sheet as of September 30, 2019

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

Assets

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

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

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

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

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

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

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

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

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

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

See next page for Cash Flow Information

Liabilities and Members Equity

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

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

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

- Accounts Payable, Deferred Assessment and other Revenues, Deposits

- No long term debt.

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

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

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

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

\$13.1 Million – Replacement Reserve Fund

\$7.0 Million – Development Fund

\$0.2 Million – New Equipment Fund

\$41.2 Million – Property Fund

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

The Property Fund ME decreases by Deprecation.

Cash and Investments Position Overview

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

Current Cash Balance – Flow Thru

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

Distribution of Raw Ending Balance

Distribution of Raw Ending Balance:

YE Forecasted Members Equity, RRF	11,400
YE Forecasted Members Equity, NEF	120
YE Forecasted Members Equity, DVF	6,200
PYE Members Equity, OPF	2,442
YTD NOR Performance to Bdg, OPF	532
<i>OPF ME excess to target \$1.5m</i>	

* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY	<u>20,694</u>
	-

Thank you

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

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

See next page for same information presented differently.

	Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		
				Amount	Pctg	Amount	Pctg	
Operating Fund								
Operating Revenue	\$ 12,668,836	\$ 12,631,000	\$ 11,388,208	\$ 37,836	0%	\$ 1,280,629	11%	
Operating Costs	(17,517,715)	(18,035,000)	(17,070,721)	517,285	3%	(446,995)	-3%	
Net Operating Result	(4,848,879)	(5,404,000)	(5,682,513)	555,121	10%	833,634	15%	
Assessment Revenue	5,404,000	5,404,000	5,775,000	-	0%	(371,000)	-6%	
Members Equity Transfer	(1,000,000)	-	(500,000)	(1,000,000)	#DIV/0!	(500,000)	100%	
Change in Members' Equity	\$ (444,879)	\$ -	\$ (407,513)	\$ (444,879)	NA	\$ (37,366)	-9%	
Replacement Reserve Fund								
Investment Income	\$ 261,479	\$ 157,663	\$ 195,987	\$ 103,816	66%	\$ 65,492	33%	
Expenditures - Capital	(2,159,992)	(3,410,913)	(2,791,094)	1,250,921	37%	631,102	23%	
Expenditures - Expense	(947,498)	(1,209,087)	(917,162)	261,589	22%	(30,336)	-3%	
Fund Expenses (allocated OH new 2019)	(91,876)	(91,876)	(20,750)	-	0%	(71,126)	-343%	
Assets Sale Proceeds	45,143	27,500	65,304	17,643	64%	(20,161)	-31%	
Net Result	(2,892,744)	(4,526,713)	(3,467,715)	1,633,969	36%	574,971	17%	
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	\$ 2,768,256	\$ 134,287	\$ 1,045,285	\$ 2,633,969	1961%	\$ 1,722,971	165%	
Development Fund								
Investment Income	\$ 155,452	\$ 78,837	\$ 78,011	\$ 76,615	97%	\$ 77,441	99%	
Expenditures - Capital	(574,854)	(1,741,663)	(454,157)	1,166,809	67%	(120,697)	-27%	
Expenditures - Expense	(10,309)	-	-	(10,309)	#DIV/0!	(10,309)	#DIV/0!	
Fund Expenses (alloacted OH new 2019)	(121,378)	(121,377)	(12,416)	(1)	0%	(108,962)	-878%	
Net Result	(551,089)	(1,784,203)	(388,562)	1,233,114	69%	(162,527)	-42%	
Assessment Revenue	2,168,000	2,168,000	2,007,000	-	0%	161,000	8%	
Change in Members' Equity	\$ 1,616,911	\$ 383,797	\$ 1,618,438	\$ 1,233,114	321%	\$ (1,527)	0%	
New Equipment Fund								
Investment Income	\$ 6,527	\$ 2,750	\$ 3,078	\$ 3,777	137%	\$ 3,449	112%	
Expenditures - Capital	(108,302)	(171,413)	(174,777)	63,111	37%	66,475	38%	
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!	
Net Result	(101,775)	(168,663)	(171,699)	66,888	40%	69,924	41%	
Assessment Revenue	194,000	194,000	194,000	-	0%	-	0%	
Change in Members' Equity	\$ 92,225	\$ 25,337	\$ 22,301	\$ 66,888	264%	\$ 69,924	314%	
Property Fund								
Expenditures - Capital (<i>increase ME in Fund</i>)	\$ 2,843,149	\$ 5,323,989	\$ 3,420,028	\$ (2,480,840)	-47%	\$ (576,880)	-17%	
Depreciation Expense / Chg in ME for Fund	(3,025,000)	(3,025,000)	(2,971,100)	-	0%	(53,900)	-2%	
Change in Members' Equity	\$ (181,851)	\$ 2,298,989	\$ 448,928	\$ (2,480,840)	-108%	\$ (630,780)	-141%	
Consolidated Change in Members' Equity	\$ 3,850,661	\$ 2,842,410	\$ 2,727,439	\$ 1,008,251	35%	\$ 1,123,222	41%	

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

See prior page for same information presented differently.

	Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
				Amount	Pctg	Amount	Pctg	
Operating Fund								
Operating Revenue	\$ 12,668,836	\$ 12,631,000	\$ 11,388,208	\$ 37,836	0%	\$ 1,280,629	11%	
Operating Costs	<u>(17,517,715)</u>	<u>(18,035,000)</u>	<u>(17,070,721)</u>	517,285	3%	(446,995)	-3%	
Net Operating Result	<u>(4,848,879)</u>	<u>(5,404,000)</u>	<u>(5,682,513)</u>	555,121	10%	833,634	15%	
Replacement Reserve Fund								
Investment Income	261,479	157,663	195,987	103,816	66%	65,492	33%	
Expenditures - Expense	(947,498)	(1,209,087)	(917,162)	261,589	22%	(30,336)	-3%	
Fund Expenses (allocated OH new 2019)	(91,876)	(91,876)	(20,750)	-	0%	(71,126)	-343%	
Assets Sale Proceeds	<u>45,143</u>	<u>27,500</u>	<u>65,304</u>	17,643	64%	(20,161)	-31%	
Net Result	<u>(732,752)</u>	<u>(1,115,800)</u>	<u>(676,621)</u>	383,048	34%	(56,131)	-8%	
Development Fund								
Investment Income	155,452	78,837	78,011	76,615	97%	77,441	99%	
Expenditures - Expense	(10,309)	-	-	(10,309)	#DIV/0!	(10,309)	#DIV/0!	
Fund Expenses (allocated OH new 2019)	<u>(121,378)</u>	<u>(121,377)</u>	<u>(12,416)</u>	(1)	0%	(108,962)	-878%	
Net Result	<u>23,765</u>	<u>(42,540)</u>	<u>65,595</u>	66,305	156%	(41,830)	-64%	
New Equipment Fund								
Investment Income	6,527	2,750	3,078	3,777	137%	3,449	112%	
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!	
Fund Expenses	<u>-</u>	<u>-</u>	<u>-</u>	-	#DIV/0!	-	#DIV/0!	
Net Result	<u>6,527</u>	<u>2,750</u>	<u>3,078</u>	3,777	137%	3,449	112%	
Property Fund								
Depreciation Expense	(3,025,000)	(3,025,000)	(2,971,100)	-	0%	(53,900)	-2%	
Net Result, Before Assessment Revenue	<u>\$ (8,576,339)</u>	<u>\$ (9,584,590)</u>	<u>\$ (9,261,561)</u>	<u>\$ 1,008,251</u>	<u>11%</u>	<u>\$ 685,222</u>	<u>7%</u>	
Assessment Revenue	12,427,000	12,427,000	11,989,000	-	0%	438,000	4%	
Consolidated Change in Members' Equity	<u>\$ 3,850,661</u>	<u>\$ 2,842,410</u>	<u>\$ 2,727,439</u>	<u>\$ 1,008,251</u>	<u>35%</u>	<u>\$ 1,123,222</u>	<u>41%</u>	
Capital Funds - Capital Expenditures (cash asset to capital asset, no change in Consolidated Members' Equity)								
Replacement Reserve Fund	(2,159,992)	(3,410,913)	(2,791,094)	1,250,921	37%	631,102	23%	
Development Fund	(574,854)	(1,741,663)	(454,157)	1,166,809	67%	(120,697)	-27%	
New Equipment Fund	(108,302)	(171,413)	(174,777)	63,111	37%	66,475	38%	
Total Capital Expenditures	<u>\$ (2,843,149)</u>	<u>\$ (5,323,989)</u>	<u>\$ (3,420,028)</u>	<u>\$ 2,480,840</u>	<u>47%</u>	<u>\$ 576,880</u>	<u>17%</u>	
Members Equity Transfers:								
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 eleven months ending November 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
\$ 12,668,836	\$ 12,631,000	\$ 11,388,208	\$ 37,836	0%	\$ 1,280,629	11%	Revenue	\$ 11,927,333	\$ (62,167)	-1%	\$ 1,298,768	12%	\$ 741,504	\$ 100,004	16%	\$ (18,139)	-2%
1,061,450	1,038,000	998,610	23,450	2%	62,840	6%	Recreation Fee	1,061,450	23,450	2%	62,840	6%	-	-	0%	-	0%
3,708,552	3,654,700	2,975,839	53,852	1%	732,713	25%	Access & Use Fees	3,708,552	53,852	1%	732,713	25%	-	-	0%	-	0%
3,825,385	4,175,700	3,836,245	(350,315)	-8%	(10,860)	0%	Food and Beverage	3,835,376	(342,224)	-8%	(8,853)	0%	(9,991)	(8,091)	426%	(2,007)	25%
507,453	465,400	474,168	42,053	9%	33,285	7%	Retail Product	481,206	33,306	7%	57,352	14%	26,246	8,746	50%	(24,067)	-48%
2,689,657	2,546,600	2,227,144	143,057	6%	462,513	21%	Lessons & Rentals	2,676,382	141,782	6%	461,888	21%	13,275	1,275	11%	625	5%
876,340	750,600	876,202	125,740	17%	138	0%	Other	164,366	27,666	20%	(7,171)	-4%	711,974	98,074	16%	7,310	1%
(1,395,051)	(1,461,800)	(1,388,644)	66,749	5%	(6,407)	0%	Cost of Goods Sold	(1,395,066)	66,734	5%	(6,422)	0%	15	15	0%	15	0%
(9,176,959)	(9,297,096)	(8,789,559)	120,137	1%	(387,400)	-4%	Payroll Direct	(5,402,493)	109,495	2%	(281,867)	-6%	(3,774,466)	10,642	0%	(105,532)	-3%
(2,231,015)	(2,541,993)	(2,208,752)	310,978	12%	(22,263)	-1%	Payroll Burden	(1,319,470)	174,704	12%	(3,073)	0%	(911,545)	136,274	13%	(19,190)	-2%
(11,407,974)	(11,839,089)	(10,998,311)	431,115	4%	(409,663)	-4%	Payroll Total	(6,721,964)	284,198	4%	(284,941)	-4%	(4,686,011)	146,916	3%	(124,723)	-3%
(4,714,690)	(4,734,111)	(4,683,765)	19,421	0%	(30,925)	-1%	Expenses	(5,286,205)	13,728	0%	(2,611,738)	-98%	571,515	5,693	-1%	2,580,813	128%
(365,501)	(414,192)	(359,016)	48,691	12%	(6,485)	-2%	Personnel Costs	(227,030)	16,112	7%	(17,312)	-8%	(138,471)	32,579	19%	10,827	7%
(868,413)	(852,220)	(838,639)	(16,193)	-2%	(29,774)	-4%	Utilities	(671,280)	(34,740)	-5%	(30,520)	-5%	(197,133)	18,547	9%	746	0%
(182,117)	(146,550)	(132,647)	(35,567)	-24%	(49,470)	-37%	Fuel Costs	(116,378)	(28,628)	-33%	(39,476)	-51%	(65,739)	(6,939)	-12%	(9,995)	-18%
(1,304,877)	(1,254,001)	(1,321,373)	(50,876)	-4%	16,496	1%	Supplies	(737,318)	1,442	0%	9,829	1%	(567,559)	(52,318)	-10%	6,667	1%
(663,927)	(643,118)	(604,736)	(20,809)	-3%	(59,191)	-10%	Repairs & Maintenance	(428,962)	(387)	0%	(26,246)	-7%	(234,965)	(20,422)	-10%	(32,945)	-16%
(379,511)	(263,960)	(335,054)	(115,551)	-44%	(44,457)	-13%	Forestry Land Maint	(1,514)	86	5%	984	39%	(377,998)	(115,638)	-44%	(45,441)	-14%
(534,400)	(529,400)	(429,500)	(5,000)	-1%	(104,900)	-24%	Insurance	(282,900)	-	0%	(12,900)	-5%	(251,500)	(5,000)	-2%	(92,000)	-58%
(258,094)	(266,550)	(252,318)	8,456	3%	(5,776)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(258,094)	8,456	3%	(5,776)	-2%
(286,373)	(270,900)	(240,017)	(15,473)	-6%	(46,355)	-19%	Credit Card Fees	(271,604)	(13,514)	-5%	(46,211)	-21%	(14,769)	(1,959)	-15%	(144)	-1%
(142,980)	(107,604)	(122,066)	(35,376)	-33%	(20,913)	-17%	Licenses Permits Fees	(51,563)	(4,023)	-8%	(4,169)	-9%	(91,417)	(31,353)	-52%	(16,744)	-22%
90,502	(166,616)	(48,400)	257,118	154%	138,901	287%	All other expenses	19,530	77,380	134%	71,469	138%	70,972	179,738	165%	67,432	#####
181,000	181,000	-	-	0%	181,000	#####	Allocated Overhead	(2,517,186)	-	0%	(2,517,186)	0%	2,698,186	-	0%	2,698,186	#####
\$ (4,848,879)	\$ (5,404,000)	\$ (5,682,513)	\$ 555,121	10%	\$ 833,634	15%	Net Operating Result	\$ (1,475,902)	\$ 302,493	17%	\$ (1,604,332)	-1249%	\$ (3,372,976)	\$ 252,629	-7%	\$ 2,437,966	-42%
(17,517,715)	(18,035,000)	(17,070,721)	517,285	3%	(446,995)	-3%	Total Operating Costs	(13,403,235)	364,660	3%	(2,903,101)	-28%	(4,114,480)	152,625	4%	2,456,106	37%
12,427,000	12,427,000	11,989,000	-	0%	438,000	4%	Assessment Revenue						12,427,000	-	0%	438,000	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%
5,404,000	5,404,000	5,775,000	-	0%	(371,000)	-6%	Net, Operating Fund Portion						5,404,000	-	0%	(371,000)	-6%
\$ 555,121	\$ -	\$ 92,487	\$ 555,121	NA	\$ 462,634	-500%	Net Result	\$ (1,475,902)	\$ 302,493	-17%	\$ (1,604,332)	-1249%	\$ 2,031,024	\$ 252,629	14%	\$ 2,066,966	-5751%

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - MONTH
for the month of November 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	
\$ (89,545)	\$ (96,420)	\$ 6,875	7%	Private Amenities	\$ 81,861	\$ 90,500	\$ (8,639)	-10%	\$ (171,406)	\$ (186,920)	\$ 15,514	8%
(24,027)	(32,856)	8,829	27%	Trout Creek Rec Ctr	68,676	77,000	(8,324)	-11%	(92,703)	(109,856)	17,153	16%
(12,691)	(11,671)	(1,020)	-9%	Aquatics	13,000	13,000	-	0%	(25,691)	(24,671)	(1,020)	-4%
(16,375)	(17,193)	818	5%	Beach Club Marina	18	-	18	0%	(16,393)	(17,193)	800	5%
(10,765)	(9,501)	(1,264)	-13%	Tennis Center	-	-	-	0%	(10,765)	(9,501)	(1,264)	-13%
(6,071)	(5,798)	(273)	-5%	Day Camps	-	-	-	0%	(6,071)	(5,798)	(273)	-5%
(19,615)	(19,401)	(214)	-1%	Recreation Programs	167	500	(333)	-67%	(19,782)	(19,901)	119	1%
(462,622)	(530,468)	67,846	13%	Public Amenities	135,017	\$ 205,400	(70,383)	-34%	(597,638)	\$ (735,868)	138,230	19%
(195,121)	(235,516)	40,395	17%	Downhill Ski	950	-	950	0%	(196,071)	(235,516)	39,445	17%
(57,058)	(72,632)	15,574	21%	Cross Country Ski	28,209	19,200	9,009	47%	(85,268)	(91,832)	6,564	7%
(6,159)	(14,398)	8,239	57%	Snowplay	1,826	5,000	(3,174)	-63%	(7,985)	(19,398)	11,413	59%
(64,212)	(57,327)	(6,885)	-12%	Golf	(120)	500	(620)	-124%	(64,092)	(57,827)	(6,265)	-11%
(5,377)	(5,624)	247	4%	Campground	-	-	-	0%	(5,377)	(5,624)	247	4%
(12,061)	(11,550)	(511)	-4%	Equestrian	-	-	-	0%	(12,061)	(11,550)	(511)	-4%
(2,957)	(2,890)	(67)	-2%	Bikeworks	-	-	-	0%	(2,957)	(2,890)	(67)	-2%
(11,996)	(13,091)	1,095	8%	Trails	-	-	-	0%	(11,996)	(13,091)	1,095	8%
(73,609)	(68,247)	(5,362)	-8%	The Lodge	87,545	144,200	(56,655)	-39%	(161,154)	(212,447)	51,294	24%
(4,263)	(5,898)	1,635	28%	Summer Food and Bev	500	-	500	0%	(4,763)	(5,898)	1,135	19%
(11,420)	(22,301)	10,881	49%	Pizza on the Hill	-	23,000	(23,000)	-100%	(11,420)	(45,301)	33,881	75%
(18,389)	(20,994)	2,605	12%	Alder Creek Café	16,107	13,500	2,607	19%	(34,495)	(34,494)	(1)	0%
(552,167)	(626,888)	74,721	12%	Amenities Total	216,877	295,900	(79,023)	-27%	(769,044)	(922,788)	153,744	17%
(376,067)	(320,112)	(55,955)	-17%	HOA & Amenities								
				Support Services	75,992	\$ 46,100	29,892	65%	(452,059)	\$ (366,212)	(85,847)	-23%
(188,522)	(189,127)	605	0%	General	-	-	-	0%	(188,522)	(189,127)	605	0%
(141,053)	-	(141,053)	#####	Administration	12,019	9,500	2,519	27%	(153,072)	(9,500)	(143,572)	-1511%
20,886	-	20,886	#####	Communications	18,016	14,700	3,316	23%	2,870	(14,700)	17,570	120%
1,932	-	1,932	#####	Information Tech	-	-	-	0%	1,932	-	1,932	#####
2,314	-	2,314	#####	Accounting	141	200	(59)	-29%	2,173	(200)	2,373	1186%
7,147	-	7,147	#####	Human Resources	-	-	-	0%	7,147	-	7,147	#####
(23,755)	(28,803)	5,048	18%	Architectural Standards	17,236	14,600	2,636	18%	(40,991)	(43,403)	2,412	6%
3,614	-	3,614	#####	Member Services	887	1,200	(313)	-26%	2,727	(1,200)	3,927	327%
218	-	218	#####	Risk & Facility Admin	-	-	-	0%	218	-	218	#####
(76,275)	(102,182)	25,907	25%	Forestry	27,693	5,900	21,793	369%	(103,968)	(108,082)	4,114	4%
17,428	-	17,428	#####	Maintenance	-	-	-	0%	17,428	-	17,428	#####
\$ (928,233)	\$ (947,000)	\$ 18,767	2%	TDA Operating Fund	\$ 292,870	\$ 342,000	\$ (49,130)	-14%	\$ (1,221,103)	\$ (1,289,000)	\$ 67,897	5%

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

For the eleven months ending November 2019

Including Allocated Overhead				Department	Including Allocated Overhead				Including Allocated Overhead					
Net Operating Results (NOR)					Revenue				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
\$		\$		\$	\$	\$		\$	\$	\$		\$	\$	\$
(423,132)	(477,382)	54,250	11%	2,605,621	2,640,500	(34,879)	-1%	(3,028,753)	(3,117,882)	89,129	3%	2,753,000	(3,310,800)	(557,800)
(140,750)	(171,678)	30,928	18%	982,355	995,300	(12,945)	-1%	(1,123,104)	(1,166,978)	43,874	4%	1,094,000	(1,281,600)	(187,600)
(202,754)	(192,064)	(10,690)	-6%	239,552	228,000	11,552	5%	(442,306)	(420,064)	(22,242)	-5%	241,000	(450,200)	(209,200)
165,908	165,130	778	0%	698,828	750,000	(51,172)	-7%	(532,920)	(584,870)	51,950	9%	750,000	(602,700)	147,300
(79,775)	(83,397)	3,622	4%	236,146	213,000	23,146	11%	(315,921)	(296,397)	(19,524)	-7%	213,000	(306,300)	(93,300)
(49,782)	(24,774)	(25,008)	-101%	247,719	275,000	(27,281)	-10%	(297,501)	(299,774)	2,273	1%	275,000	(305,900)	(30,900)
(115,980)	(170,599)	54,619	32%	201,021	179,200	21,821	12%	(317,000)	(349,799)	32,799	9%	180,000	(364,100)	(184,100)
(1,052,770)	(1,301,013)	248,243	19%	9,321,712	\$ 9,349,000	(27,288)	0%	(10,374,482)	\$ (10,650,013)	275,531	3%	10,776,000	(12,017,300)	(1,241,300)
741,302	227,829	513,473	225%	3,654,544	3,124,000	530,544	17%	(2,913,242)	(2,896,171)	(17,071)	-1%	3,895,000	(3,600,900)	294,100
21,508	(111,473)	132,981	119%	995,883	799,800	196,083	25%	(974,375)	(911,273)	(63,102)	-7%	1,043,000	(1,065,600)	(22,600)
19,107	22,562	(3,455)	-15%	179,517	199,000	(19,483)	-10%	(160,410)	(176,438)	16,028	9%	282,000	(222,600)	59,400
(693,769)	(279,239)	(414,530)	-148%	706,521	1,159,500	(452,979)	-39%	(1,400,290)	(1,438,739)	38,450	3%	1,160,000	(1,487,300)	(327,300)
(20,551)	(35,848)	15,297	43%	95,813	70,000	25,813	37%	(116,364)	(105,848)	(10,516)	-10%	70,000	(111,600)	(41,600)
(153,965)	(127,648)	(26,317)	-21%	238,635	255,000	(16,365)	-6%	(392,600)	(382,648)	(9,952)	-3%	255,000	(395,500)	(140,500)
(22,776)	(26,446)	3,670	14%	134,638	117,000	17,638	15%	(17,415)	(143,446)	(13,969)	-10%	117,000	(146,500)	(29,500)
(190,395)	(220,315)	29,920	14%	2,832	1,000	1,832	183%	(193,227)	(221,315)	28,088	13%	1,000	(234,700)	(233,700)
(319,589)	(308,145)	(11,444)	-4%	2,352,023	2,408,500	(56,477)	-2%	(2,671,612)	(2,716,645)	45,033	2%	2,630,000	(2,967,000)	(337,000)
(138,175)	(133,067)	(5,108)	-4%	201,526	270,000	(68,474)	-25%	(339,702)	(403,067)	63,365	16%	270,000	(409,200)	(139,200)
(152,304)	(141,036)	(11,268)	-8%	344,562	553,000	(208,438)	-38%	(496,866)	(694,036)	197,170	28%	603,000	(754,700)	(151,700)
(143,164)	(168,187)	25,023	15%	415,216	392,200	23,016	6%	(558,380)	(560,387)	2,007	0%	450,000	(621,700)	(171,700)
(1,475,902)	(1,778,395)	302,493	17%	11,927,333	11,989,500	(62,167)	-1%	(13,403,235)	(13,767,895)	364,660	3%	13,529,000	(15,328,100)	(1,799,100)
(3,372,976)	(3,625,605)	252,629	7%	741,504	\$ 641,500	100,004	16%	(4,114,480)	\$ (4,267,105)	152,625	4%	686,000	(4,582,900)	(3,896,900)
(2,065,246)	(2,078,144)	12,898	1%	-	-	-	0%	(2,065,246)	(2,078,144)	12,898	1%	-	(2,267,800)	(2,267,800)
(90,257)	-	(90,257)	#####	253,824	174,600	79,224	45%	(344,082)	(174,600)	(169,482)	-97%	184,000	(184,000)	-
126,487	-	126,487	#####	210,359	192,000	18,359	10%	(83,872)	(192,000)	108,128	56%	210,000	(210,000)	-
63,313	-	63,313	#####	-	-	-	0%	63,313	-	63,313	#####	-	-	-
(20,304)	-	(20,304)	#####	4,383	5,600	(1,217)	-22%	(24,687)	(5,600)	(19,087)	-341%	6,000	(6,000)	-
14,982	-	14,982	#####	-	-	-	0%	14,982	-	14,982	#####	-	-	-
(306,609)	(331,861)	25,252	8%	161,352	185,000	(23,648)	-13%	(467,961)	(516,861)	48,900	9%	196,000	(561,700)	(365,700)
26,593	-	26,593	#####	28,220	31,600	(3,380)	-11%	(1,627)	(31,600)	29,973	95%	34,000	(34,000)	-
26,970	-	26,970	#####	-	-	-	0%	26,970	-	26,970	#####	-	-	-
(1,236,777)	(1,215,600)	(21,177)	-2%	83,366	52,700	30,666	58%	(1,320,142)	(1,268,300)	(51,842)	-4%	56,000	(1,319,400)	(1,263,400)
87,872	-	87,872	#####	-	-	-	0%	87,872	-	87,872	#####	-	-	-
\$ (4,848,879)	\$ (5,404,000)	\$ 555,121	10%	\$ 12,668,836	\$ 12,631,000	\$ 37,836	0%	\$ (17,517,715)	\$ (18,035,000)	\$ 517,285	3%	\$ 14,215,000	\$ (19,911,000)	\$ (5,696,000)

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%	
(429,911)	(242,764)	261,026	(187,147)	-77%	(690,937)	-265%	Public Amenities	2,492,902	\$ 2,888,200	(395,298)	-14%	(2,922,813)	\$ (3,130,964)	208,151	7%	
(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%	
(91,685)	83,707	787,394	(175,392)	-210%	(879,079)	-112%	Amenities Total	4,098,750	4,514,200	(415,450)	-9%	(4,190,435)	(4,430,493)	240,058	5%	
(994,875)	(1,175,707)	(1,758,333)	180,832	15%	763,458	43%	HOA & Amenities Support Services	189,707	\$ 182,800	6,907	4%	(1,184,582)	\$ (1,358,507)	173,925	13%	
(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	#####	
\$ (1,086,560)	\$ (1,092,000)	\$ (970,940)	\$ 5,440	0%	\$ (115,620)	-12%	TDA Operating Fund	\$ 4,288,456	\$ 4,697,000	\$ (408,544)	-9%	\$ (5,375,016)	\$ (5,789,000)	\$ 413,984	7%	

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				<i>Before Allocated Overhead</i> Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (12,370)	\$ (19,245)	\$ (22,881)	\$ 6,875	36%	\$ 10,511	46%	Private Amenities	\$ 81,861	\$ (8,639)	-10%	\$ (7,693)	-9%	\$ (94,231)	\$ 15,514	14%	\$ 18,204	16%
(29)	(8,858)	(6,551)	8,829	100%	6,521	100%	Trout Creek Rec Ctr	68,676	(8,324)	-11%	(8,270)	-11%	(68,705)	17,153	20%	14,792	18%
4,220	5,240	4,221	(1,020)	-19%	(1)	0%	Aquatics	13,000	-	0%	1,000	8%	(8,780)	(1,020)	-13%	(1,001)	-13%
(4,936)	(5,754)	(6,003)	818	14%	1,068	18%	Beach Club Marina	18	18	0%	18	0%	(4,954)	800	14%	1,050	17%
(3,062)	(1,798)	(2,840)	(1,264)	-70%	(222)	-8%	Tennis Center	-	-	0%	-	0%	(3,062)	(1,264)	-70%	(222)	-8%
(343)	(70)	(310)	(273)	-390%	(33)	-11%	Day Camps	-	-	0%	-	0%	(343)	(273)	-390%	(33)	-11%
(8,219)	(8,005)	(11,398)	(214)	-3%	3,179	28%	Recreation Programs	167	(333)	-67%	(441)	-72%	(8,386)	119	1%	3,620	30%
(303,211)	(371,057)	(300,903)	67,846	18%	(2,308)	-1%	Public Amenities	135,017	(70,383)	-34%	(86,947)	-39%	(438,227)	138,230	24%	84,639	16%
(153,836)	(194,231)	(143,139)	40,395	21%	(10,696)	-7%	Downhill Ski	950	950	0%	339	56%	(154,786)	39,445	20%	(11,036)	-8%
(38,224)	(53,798)	(49,516)	15,574	29%	11,292	23%	Cross Country Ski	28,209	9,009	47%	10,791	62%	(66,434)	6,564	9%	500	1%
(1,312)	(9,551)	(4,398)	8,239	86%	3,086	70%	Snowplay	1,826	(3,174)	-63%	1,826	0%	(3,138)	11,413	78%	1,260	29%
(45,155)	(38,270)	(39,350)	(6,885)	-18%	(5,805)	-15%	Golf	(120)	(620)	-124%	(1,078)	-113%	(45,035)	(6,265)	-16%	(4,727)	-12%
(2,291)	(2,538)	(1,312)	247	10%	(979)	-75%	Campground	-	-	0%	-	0%	(2,291)	247	10%	(979)	-75%
(5,606)	(5,095)	(6,183)	(511)	-10%	577	9%	Equestrian	-	-	0%	-	0%	(5,606)	(511)	-10%	577	9%
(67)	-	(511)	(67)	0%	443	87%	Bikeworks	-	-	0%	-	0%	(67)	(67)	0%	443	87%
(6,730)	(7,825)	14,257	1,095	14%	(20,987)	-147%	Trails	-	-	0%	-	0%	(6,730)	1,095	14%	(20,987)	-147%
(37,958)	(32,596)	(40,435)	(5,362)	-16%	2,477	6%	The Lodge	87,545	(56,655)	-39%	(63,640)	-42%	(125,503)	51,294	29%	66,117	35%
114	(1,521)	(4,572)	1,635	107%	4,686	102%	Summer Food and Bev	500	500	0%	-	0%	(386)	1,135	75%	4,686	92%
(1,289)	(12,170)	(14,395)	10,881	89%	13,105	91%	Pizza on the Hill	-	(23,000)	-100%	(26,486)	-100%	(1,289)	33,881	96%	39,591	97%
(10,857)	(13,462)	(11,350)	2,605	19%	493	4%	Alder Creek Café	16,107	2,607	19%	(8,699)	-35%	(26,963)	(1)	0%	9,192	25%
(315,581)	(390,302)	(323,784)	74,721	19%	8,204	3%	Amenities Total	216,877	(79,023)	-27%	(94,640)	-30%	(532,458)	153,744	22%	102,843	16%
(629,653)	(573,698)	(522,425)	(55,955)	-10%	(107,228)	-21%	HOA & Amenities Support Services	75,992	29,892	65%	13,331	21%	(705,645)	(85,847)	-14%	(120,558)	-21%
(85,474)	(86,079)	(26,103)	605	1%	(59,371)	-227%	General	-	-	0%	-	0%	(85,474)	605	1%	(59,371)	-227%
(194,104)	(53,051)	(122,840)	(141,053)	-266%	(71,264)	-58%	Administration	12,019	2,519	27%	(5,685)	-32%	(206,123)	(143,572)	-230%	(65,579)	-47%
(27,494)	(48,380)	(45,678)	20,886	43%	18,184	40%	Communications	18,016	3,316	23%	6,552	57%	(45,510)	17,570	28%	11,632	20%
(53,317)	(55,249)	(51,688)	1,932	3%	(1,629)	-3%	Information Tech	-	-	0%	-	0%	(53,317)	1,932	3%	(1,629)	-3%
(63,359)	(65,673)	(60,183)	2,314	4%	(3,176)	-5%	Accounting	141	(59)	-29%	(163)	-54%	(63,500)	2,373	4%	(3,013)	-5%
(29,262)	(36,409)	(33,855)	7,147	20%	4,593	14%	Human Resources	-	-	0%	-	0%	(29,262)	7,147	20%	4,593	14%
(13,145)	(18,193)	(19,724)	5,048	28%	6,578	33%	Architectural Standards	17,236	2,636	18%	1,858	12%	(30,381)	2,412	7%	4,720	13%
(18,842)	(22,456)	(19,109)	3,614	16%	268	1%	Member Services	887	(313)	-26%	(183)	-17%	(19,729)	3,927	17%	450	2%
(27,390)	(27,608)	(19,937)	218	1%	(7,453)	-37%	Risk & Facility Admin	-	-	0%	-	0%	(27,390)	218	1%	(7,453)	-37%
(60,519)	(86,426)	(64,886)	25,907	30%	4,366	7%	Forestry	27,693	21,793	369%	10,951	65%	(88,212)	4,114	4%	(6,585)	-8%
(56,746)	(74,174)	(58,423)	17,428	23%	1,677	3%	Maintenance	-	-	0%	-	0%	(56,746)	17,428	23%	1,677	3%
\$ (945,233)	\$ (964,000)	\$ (846,209)	\$ 18,767	2%	\$ (99,024)	-12%	TDA Operating Fund	\$ 292,870	\$ (49,130)	-14%	\$ (81,309)	-22%	\$ (1,238,103)	\$ 67,897	5%	\$ (17,715)	-1%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the eleven months ending November 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	
397,980	343,730	398,165	54,250	16%	(186)	0%	Private Amenities	2,605,621	(34,879)	-1%	68,861	3%	(2,207,641)	89,129	4%	(69,047)	-3%
114,581	83,653	143,560	30,928	37%	(28,979)	-20%	Trout Creek Rec Ctr	982,355	(12,945)	-1%	(643)	0%	(867,773)	43,874	5%	(28,337)	-3%
(22,830)	(12,140)	21,977	(10,690)	-88%	(44,807)	-204%	Aquatics	239,552	11,552	5%	25,528	12%	(262,382)	(22,242)	-9%	(70,335)	-37%
287,615	286,837	250,362	778	0%	37,253	15%	Beach Club Marina	698,828	(51,172)	-7%	20,412	3%	(411,213)	51,950	11%	16,841	4%
2,180	(1,442)	(20,005)	3,622	251%	22,185	111%	Tennis Center	236,146	23,146	11%	13,501	6%	(233,966)	(19,524)	-9%	8,683	4%
11,162	36,170	30,562	(25,008)	-69%	(19,400)	-63%	Day Camps	247,719	(27,281)	-10%	(8,948)	-3%	(236,557)	2,273	1%	(10,452)	-5%
5,271	(49,348)	(28,292)	54,619	111%	33,563	119%	Recreation Programs	201,021	21,821	12%	19,010	10%	(195,749)	32,799	14%	14,553	7%
643,304	395,061	(269,735)	248,243	63%	913,039	338%	Public Amenities	9,321,712	(27,288)	0%	1,229,907	15%	(8,678,408)	275,531	3%	(316,868)	-4%
1,180,558	667,085	141,738	513,473	77%	1,038,820	733%	Downhill Ski	3,654,544	530,544	17%	1,299,622	55%	(2,473,986)	(17,071)	-1%	(260,802)	-12%
221,896	88,915	64,385	132,981	150%	157,511	245%	Cross Country Ski	995,883	196,083	25%	344,602	53%	(773,987)	(63,102)	-9%	(187,091)	-32%
70,683	74,138	33,085	(3,455)	-5%	37,599	114%	Snowplay	179,517	(19,483)	-10%	50,574	39%	(108,834)	16,028	13%	(12,975)	-14%
(491,017)	(76,487)	(95,653)	(414,530)	-542%	(395,363)	-413%	Golf	706,521	(452,979)	-39%	(393,580)	-36%	(1,197,538)	38,450	3%	(1,783)	0%
12,285	(3,012)	12,628	15,297	508%	(343)	-3%	Campground	95,813	25,813	37%	9,056	10%	(83,528)	(10,516)	-14%	(9,399)	-13%
(85,290)	(58,973)	(79,579)	(26,317)	-45%	(5,711)	-7%	Equestrian	238,635	(16,365)	-6%	11,241	5%	(323,925)	(9,952)	-3%	(16,951)	-6%
7,970	4,300	997	3,670	85%	6,972	699%	Bikeworks	134,638	17,638	15%	27,751	26%	(126,669)	(13,969)	-12%	(20,779)	-20%
(134,364)	(164,284)	(139,834)	29,920	18%	5,471	4%	Trails	2,832	1,832	183%	2,328	462%	(137,196)	28,088	17%	3,143	2%
59,723	71,167	35,355	(11,444)	-16%	24,368	69%	The Lodge	2,352,023	(56,477)	-2%	32,013	1%	(2,292,300)	45,033	2%	(7,645)	0%
(91,602)	(86,494)	(62,127)	(5,108)	-6%	(29,475)	-47%	Summer Food and Bev	201,526	(68,474)	-25%	(56,690)	-22%	(293,129)	63,365	18%	27,215	8%
(44,514)	(33,246)	(63,756)	(11,268)	-34%	19,242	30%	Pizza on the Hill	344,562	(208,438)	-38%	(201,453)	-37%	(389,076)	197,170	34%	220,695	36%
(63,025)	(88,048)	(116,974)	25,023	28%	53,949	46%	Alder Creek Café	415,216	23,016	6%	104,444	34%	(478,241)	2,007	0%	(50,495)	-12%
1,041,284	738,791	128,430	302,493	41%	912,854	711%	Amenities Total	11,927,333	(62,167)	-1%	1,298,768	12%	(10,886,049)	364,660	3%	(385,915)	-4%
(6,071,162)	(6,323,791)	(5,810,943)	252,629	4%	(260,220)	-4%	HOA & Amenities Support Services	741,504	100,004	16%	(18,139)	-2%	(6,812,666)	152,625	2%	(242,080)	-4%
(968,959)	(981,857)	(834,595)	12,898	1%	(134,364)	-16%	General	-	-	0%	-	0%	(968,959)	12,898	1%	(134,364)	-16%
(662,844)	(572,587)	(669,231)	(90,257)	-16%	6,386	1%	Administration	253,824	79,224	45%	7,493	3%	(916,669)	(169,482)	-23%	(1,107)	0%
(359,873)	(486,360)	(451,425)	126,487	26%	91,552	20%	Communications	210,359	18,359	10%	25,173	14%	(570,232)	108,128	16%	66,379	10%
(557,999)	(621,312)	(581,061)	63,313	10%	23,062	4%	Information Tech	-	-	0%	-	0%	(557,999)	63,313	10%	23,062	4%
(763,775)	(743,471)	(703,417)	(20,304)	-3%	(60,358)	-9%	Accounting	4,383	(1,217)	-22%	(1,335)	-23%	(768,158)	(19,087)	-3%	(59,023)	-8%
(344,946)	(359,928)	(336,612)	14,982	4%	(8,334)	-2%	Human Resources	-	-	0%	-	0%	(344,946)	14,982	4%	(8,334)	-2%
(193,724)	(218,976)	(156,679)	25,252	12%	(37,045)	-24%	Architectural Standards	161,352	(23,648)	-13%	(27,520)	-15%	(355,076)	48,900	12%	(9,525)	-3%
(202,154)	(228,747)	(196,669)	26,593	12%	(5,485)	-3%	Member Services	28,220	(3,380)	-11%	(1,728)	-6%	(230,374)	29,973	12%	(3,757)	-2%
(283,536)	(310,506)	(303,451)	26,970	9%	19,915	7%	Risk & Facility Admin	-	-	0%	-	0%	(283,536)	26,970	9%	19,915	7%
(1,069,135)	(1,047,958)	(905,002)	(21,177)	-2%	(164,133)	-18%	Forestry	83,366	30,666	58%	(20,222)	-20%	(1,152,500)	(51,842)	-5%	(143,911)	-14%
(664,217)	(752,089)	(672,802)	87,872	12%	8,585	1%	Maintenance	-	-	0%	-	0%	(664,217)	87,872	12%	8,585	1%
\$ (5,029,879)	\$ (5,585,000)	\$ (5,682,513)	\$ 555,121	10%	\$ 652,634	11%	TDA Operating Fund	\$ 12,668,836	\$ 37,836	0%	\$ 1,280,629	11%	\$ (17,698,715)	\$ 517,285	3%	\$ (627,995)	-4%

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (83,265)	\$ (97,598)	\$ (50,331)	\$ 14,333	15%	\$ (32,934)	-65%	Private Amenities	\$ 339,315	\$ 15,515	5%	\$ (2,647)	-1%	\$ (422,579)	\$ (1,181)	0%	\$ (30,287)	-8%
(33,496)	(56,039)	15,373	22,543	40%	(48,869)	-318%	Trout Creek Rec Ctr	292,865	19,165	7%	(22,730)	-7%	(326,361)	3,378	1%	(26,140)	-9%
6,740	1,000	23,249	5,740	574%	(16,509)	-71%	Aquatics	59,959	9,959	20%	(9,143)	-13%	(53,218)	(4,218)	-9%	(7,366)	-16%
(16,875)	(23,056)	(28,828)	6,181	27%	11,953	41%	Beach Club Marina	5,985	5,985	0%	9,312	280%	(22,860)	196	1%	2,641	10%
(27,279)	(7,202)	(47,891)	(20,077)	-279%	20,612	43%	Tennis Center	(19,643)	(19,643)	0%	20,065	51%	(7,636)	(434)	-6%	547	7%
(1,191)	(310)	(351)	(881)	-284%	(840)	-239%	Day Camps	120	120	0%	105	700%	(1,311)	(1,001)	-323%	(945)	-258%
(11,164)	(11,991)	(11,883)	827	7%	719	6%	Recreation Programs	29	(71)	-71%	(256)	-90%	(11,193)	898	7%	975	8%
1,674,348	1,220,178	421,874	454,170	37%	1,252,473	297%	Public Amenities	5,808,655	768,455	15%	1,868,352	47%	(4,134,307)	(314,285)	-8%	(615,879)	-18%
1,688,214	1,246,919	626,313	441,295	35%	1,061,901	170%	Downhill Ski	3,648,740	524,740	17%	1,297,911	55%	(1,960,527)	(83,446)	-4%	(236,011)	-14%
361,212	267,591	238,855	93,621	35%	122,357	51%	Cross Country Ski	967,339	186,739	24%	334,297	53%	(606,127)	(93,118)	-18%	(211,940)	-54%
83,474	98,855	52,613	(15,381)	-16%	30,860	59%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(94,218)	927	1%	(17,887)	-23%
(165,244)	(161,853)	(153,342)	(3,391)	-2%	(11,902)	-8%	Golf	100	(1,900)	-95%	(1,925)	-95%	(165,344)	(1,491)	-1%	(9,977)	-6%
(10,818)	(9,902)	(9,455)	(916)	-9%	(1,364)	-14%	Campground	-	-	0%	-	0%	(10,818)	(916)	-9%	(1,364)	-14%
(23,994)	(23,528)	(27,416)	(466)	-2%	3,422	12%	Equestrian	-	-	0%	(15)	-100%	(23,994)	(466)	-2%	3,437	13%
76	-	117	76	#####	(41)	-35%	Bikeworks	7,009	7,009	0%	3,128	81%	(6,933)	(6,933)	#####	(3,168)	-84%
(31,034)	(31,910)	(22,565)	876	3%	(8,469)	-38%	Trails	-	-	0%	-	0%	(31,034)	876	3%	(8,469)	-38%
(158,005)	(102,358)	(194,790)	(55,647)	-54%	36,785	19%	The Lodge	679,935	38,035	6%	114,747	20%	(837,940)	(93,682)	-13%	(77,962)	-10%
(4,872)	(6,094)	(4,935)	1,222	20%	63	1%	Summer Food and Bev	-	-	0%	-	0%	(4,872)	1,222	20%	63	1%
(34,243)	(18,245)	(35,392)	(15,998)	-88%	1,149	3%	Pizza on the Hill	140,392	(8,608)	-6%	489	0%	(174,634)	(7,389)	-4%	660	0%
(30,417)	(39,297)	(48,129)	8,880	23%	17,711	37%	Alder Creek Café	187,448	38,748	26%	70,973	61%	(217,866)	(29,869)	-16%	(53,261)	-32%
1,591,083	1,122,580	371,543	468,503	42%	1,219,539	328%	Amenities Total	6,147,969	783,969	15%	1,865,705	44%	(4,556,887)	(315,467)	-7%	(646,166)	-17%
(1,990,430)	(2,043,580)	(1,845,667)	53,150	3%	(144,763)	-8%	HOA & Amenities Support Services	228,068	11,068	5%	17,100	8%	(2,218,498)	42,082	2%	(161,863)	-8%
(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%	TDA Operating Fund	\$ 6,376,037	\$ 795,037	14%	\$ 1,882,805	42%	\$ (6,775,384)	\$ (273,384)	-4%	\$ (808,029)	-14%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the 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%	Private Amenities	\$ 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%
(727,833)	(454,060)	(390,707)	(273,773)	-60%	(337,126)	-86%	Public Amenities	3,378,040	(725,360)	-18%	(551,499)	-14%	(4,105,873)	451,587	10%	214,372	5%
(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%
(8,982)	(2,831)	(13,970)	(6,151)	-217%	4,988	36%	Pizza on the Hill	204,170	(176,830)	-46%	(175,455)	-46%	(213,152)	170,679	44%	180,443	46%
(21,751)	(35,289)	(57,495)	13,538	38%	35,745	62%	Alder Creek Café	211,661	(18,339)	-8%	42,170	25%	(233,412)	31,877	12%	(6,426)	-3%
(234,219)	6,513	80,671	(240,732)	-3696%	(314,890)	-390%	Amenities Total	5,562,486	(767,114)	-12%	(472,297)	-8%	(5,796,704)	526,383	8%	157,408	3%
(3,451,080)	(3,706,513)	(3,442,850)	255,433	7%	(8,229)	0%	HOA & Amenities	437,444	59,044	16%	(48,570)	-10%	(3,888,523)	196,390	5%	40,341	1%
(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%
\$ (3,685,299)	\$ (3,700,000)	\$ (3,362,179)	\$ 14,701	0%	\$ (323,119)	-10%	TDA Operating Fund	\$ 5,999,929	\$ (708,071)	-11%	\$ (520,868)	-8%	\$ (9,685,228)	\$ 722,772	7%	\$ 197,749	2%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the One Winter Month (Nov) 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	
\$ (12,370)	\$ (19,245)	\$ (22,881)	\$ 6,875	36%	\$ 10,511	46%	Private Amenities	\$ 81,861	\$ (8,639)	-10%	\$ (7,693)	-9%	\$ (94,231)	\$ 15,514	14%	\$ 18,204	16%	
(29)	(8,858)	(6,551)	8,829	100%	6,521	100%	Trout Creek Rec Ctr	68,676	(8,324)	-11%	(8,270)	-11%	(68,705)	17,153	20%	14,792	18%	
4,220	5,240	4,221	(1,020)	-19%	(1)	0%	Aquatics	13,000	-	0%	1,000	8%	(8,780)	(1,020)	-13%	(1,001)	-13%	
(4,936)	(5,754)	(6,003)	818	14%	1,068	18%	Beach Club Marina	18	18	0%	18	0%	(4,954)	800	14%	1,050	17%	
(3,062)	(1,798)	(2,840)	(1,264)	-70%	(222)	-8%	Tennis Center	-	-	0%	-	0%	(3,062)	(1,264)	-70%	(222)	-8%	
(343)	(70)	(310)	(273)	-390%	(33)	-11%	Day Camps	-	-	0%	-	0%	(343)	(273)	-390%	(33)	-11%	
(8,219)	(8,005)	(11,398)	(214)	-3%	3,179	28%	Recreation Programs	167	(333)	-67%	(441)	-72%	(8,386)	119	1%	3,620	30%	
(303,211)	(371,057)	(300,903)	67,846	18%	(2,308)	-1%	Public Amenities	135,017	(70,383)	-34%	(86,947)	-39%	(438,227)	138,230	24%	84,639	16%	
(153,836)	(194,231)	(143,139)	40,395	21%	(10,696)	-7%	Downhill Ski	950	950	0%	339	56%	(154,786)	39,445	20%	(11,036)	-8%	
(38,224)	(53,798)	(49,516)	15,574	29%	11,292	23%	Cross Country Ski	28,209	9,009	47%	10,791	62%	(66,434)	6,564	9%	500	1%	
(1,312)	(9,551)	(4,398)	8,239	86%	3,086	70%	Snowplay	1,826	(3,174)	-63%	1,826	0%	(3,138)	11,413	78%	1,260	29%	
(45,155)	(38,270)	(39,350)	(6,885)	-18%	(5,805)	-15%	Golf	(120)	(620)	-124%	(1,078)	-113%	(45,035)	(6,265)	-16%	(4,727)	-12%	
(2,291)	(2,538)	(1,312)	247	10%	(979)	-75%	Campground	-	-	0%	-	0%	(2,291)	247	10%	(979)	-75%	
(5,606)	(5,095)	(6,183)	(511)	-10%	577	9%	Equestrian	-	-	0%	-	0%	(5,606)	(511)	-10%	577	9%	
(67)	-	(511)	(67)	#####	443	87%	Bikeworks	-	-	0%	-	0%	(67)	(67)	#####	443	87%	
(6,730)	(7,825)	14,257	1,095	14%	(20,987)	-147%	Trails	-	-	0%	-	0%	(6,730)	1,095	14%	(20,987)	-147%	
(37,958)	(32,596)	(40,435)	(5,362)	-16%	2,477	6%	The Lodge	87,545	(56,655)	-39%	(63,640)	-42%	(125,503)	51,294	29%	66,117	35%	
114	(1,521)	(4,572)	1,635	107%	4,686	102%	Summer Food and Bev	500	500	0%	-	0%	(386)	1,135	75%	4,686	92%	
(1,289)	(12,170)	(14,395)	10,881	89%	13,105	91%	Pizza on the Hill	-	(23,000)	-100%	(26,486)	-100%	(1,289)	33,881	96%	39,591	97%	
(10,857)	(13,462)	(11,350)	2,605	19%	493	4%	Alder Creek Café	16,107	2,607	19%	(8,699)	-35%	(26,963)	(1)	0%	9,192	25%	
(315,581)	(390,302)	(323,784)	74,721	19%	8,204	3%	Amenities Total	216,877	(79,023)	-27%	(94,640)	-30%	(532,458)	153,744	22%	102,843	16%	
(629,653)	(573,698)	(522,425)	(55,955)	-10%	(107,228)	-21%	HOA & Amenities	75,992	29,892	65%	13,331	21%	(705,645)	(85,847)	-14%	(120,558)	-21%	
(85,474)	(86,079)	(26,103)	605	1%	(59,371)	-227%	Support Services	-	-	0%	-	0%	(85,474)	605	1%	(59,371)	-227%	
(194,104)	(53,051)	(122,840)	(141,053)	-266%	(71,264)	-58%	General	12,019	2,519	27%	(5,685)	-32%	(206,123)	(143,572)	-230%	(65,579)	-47%	
(27,494)	(48,380)	(45,678)	20,886	43%	18,184	40%	Administration	18,016	3,316	23%	6,552	57%	(45,510)	17,570	28%	11,632	20%	
(53,317)	(55,249)	(51,688)	1,932	3%	(1,629)	-3%	Communications	-	-	0%	-	0%	(53,317)	1,932	3%	(1,629)	-3%	
(63,359)	(65,673)	(60,183)	2,314	4%	(3,176)	-5%	Information Tech	141	(59)	-29%	(163)	-54%	(63,500)	2,373	4%	(3,013)	-5%	
(29,262)	(36,409)	(33,855)	7,147	20%	4,593	14%	Accounting	-	-	0%	-	0%	(29,262)	7,147	20%	4,593	14%	
(13,145)	(18,193)	(19,724)	5,048	28%	6,578	33%	Human Resources	17,236	2,636	18%	1,858	12%	(30,381)	2,412	7%	4,720	13%	
(18,842)	(22,456)	(19,109)	3,614	16%	268	1%	Architectural Standards	887	(313)	-26%	(183)	-17%	(19,729)	3,927	17%	450	2%	
(27,390)	(27,608)	(19,937)	218	1%	(7,453)	-37%	Member Services	-	-	0%	-	0%	(27,390)	218	1%	(7,453)	-37%	
(60,519)	(86,426)	(64,886)	25,907	30%	4,366	7%	Risk & Facility Admin	27,693	21,793	369%	10,951	65%	(88,212)	4,114	4%	(6,585)	-8%	
(56,746)	(74,174)	(58,423)	17,428	23%	1,677	3%	Forestry	-	-	0%	-	0%	(56,746)	17,428	23%	1,677	3%	
							Maintenance	-	-	0%	-	0%						
\$ (945,233)	\$ (964,000)	\$ (846,209)	\$ 18,767	2%	\$ (99,024)	-12%	TDA Operating Fund	\$ 292,870	\$ (49,130)	-14%	\$ (81,309)	-22%	\$ (1,238,103)	\$ 67,897	5%	\$ (17,715)	-1%	

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (116,226)	\$ (131,801)	\$ (94,386)	\$ 15,575	12%	\$ (21,840)	-23%	Private Amenities	\$ 534,207	\$ 28,507	6%	\$ 26,038	5%	\$ (650,433)	\$ (12,932)	-2%	\$ (47,878)	-8%
(35,445)	(59,049)	481	23,604	40%	(35,927)	#####	Trout Creek Rec Ctr	463,514	33,514	8%	5,092	1%	(498,959)	(9,910)	-2%	(41,019)	-9%
9,124	3,400	23,953	5,724	168%	(14,830)	-62%	Aquatics	83,959	9,959	13%	(7,143)	-8%	(74,835)	(4,235)	-6%	(7,687)	-11%
(27,809)	(35,451)	(43,599)	7,642	22%	15,790	36%	Beach Club Marina	5,985	5,985	0%	9,304	280%	(33,794)	1,657	5%	6,486	16%
(31,263)	(10,929)	(51,435)	(20,334)	-186%	20,171	39%	Tennis Center	(19,643)	(19,643)	0%	19,807	50%	(11,620)	(691)	-6%	364	3%
(829)	(450)	(796)	(379)	-84%	(33)	-4%	Day Camps	120	120	0%	105	700%	(949)	(499)	-111%	(138)	-17%
(30,003)	(29,322)	(22,991)	(681)	-2%	(7,012)	-31%	Recreation Programs	272	(1,428)	-84%	(1,127)	-81%	(30,275)	747	2%	(5,886)	-24%
2,017,652	1,057,655	(8,289)	959,997	91%	2,025,941	#####	Public Amenities	7,824,608	1,334,608	21%	2,805,753	56%	(5,806,956)	(374,611)	-7%	(779,812)	-16%
2,057,128	1,251,004	501,456	806,124	64%	1,555,672	310%	Downhill Ski	4,725,449	873,349	23%	1,829,644	63%	(2,668,321)	(67,225)	-3%	(273,971)	-11%
445,477	273,638	181,343	171,839	63%	264,134	146%	Cross Country Ski	1,290,639	305,039	31%	563,249	77%	(845,162)	(133,200)	-19%	(299,115)	-55%
118,558	129,672	38,678	(11,114)	-9%	79,880	207%	Snowplay	250,320	(24,680)	-9%	106,755	74%	(131,762)	13,566	9%	(26,875)	-26%
(222,088)	(240,101)	(243,508)	18,013	8%	21,420	9%	Golf	3,781	781	26%	(1,271)	-25%	(225,869)	17,232	7%	22,691	9%
(14,695)	(14,835)	(9,612)	140	1%	(5,083)	-53%	Campground	-	-	0%	(5,510)	-100%	(14,695)	140	1%	428	3%
(35,163)	(34,773)	(40,229)	(390)	-1%	5,066	13%	Equestrian	-	-	0%	495	100%	(35,163)	(390)	-1%	4,571	12%
(114)	-	(259)	(114)	#####	145	56%	Bikeworks	7,009	7,009	0%	1,009	17%	(7,122)	(7,122)	#####	(864)	-14%
(24,743)	(44,752)	(33,440)	20,009	45%	8,698	26%	Trails	-	-	0%	(752)	-100%	(24,743)	20,009	45%	9,450	28%
(204,973)	(155,594)	(275,494)	(49,379)	-32%	70,521	26%	The Lodge	1,045,752	73,752	8%	188,125	22%	(1,250,725)	(123,131)	-11%	(117,604)	-10%
(8,101)	(8,970)	(7,168)	869	10%	(934)	-13%	Summer Food and Bev	500	500	0%	(374)	-43%	(8,601)	369	4%	(559)	-7%
(59,312)	(29,092)	(54,462)	(30,220)	-104%	(4,850)	-9%	Pizza on the Hill	211,785	(9,115)	-4%	6,384	3%	(271,097)	(21,105)	-8%	(11,234)	-4%
(34,323)	(68,542)	(65,595)	34,219	50%	31,272	48%	Alder Creek Café	289,374	107,974	60%	118,001	69%	(323,696)	(73,754)	-30%	(86,729)	-37%
1,901,426	925,854	(102,675)	975,572	105%	2,004,101	1952%	Amenities Total	8,358,815	1,363,115	19%	2,831,791	51%	(6,457,389)	(387,543)	-6%	(827,690)	-15%
(2,898,835)	(3,068,854)	(2,624,251)	170,019	6%	(274,584)	-10%	HOA & Amenities Support Services	356,239	59,939	20%	53,809	18%	(3,255,075)	110,079	3%	(328,394)	-11%
(405,504)	(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%	TDA Operating Fund	\$ 8,715,054	\$ 1,423,054	20%	\$ 2,885,600	50%	\$ (9,712,463)	\$ (277,463)	-3%	\$ (1,156,084)	-14%

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

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

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

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

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q3 Jul-Sep, 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 561,285	\$ 549,530	\$ 526,368	\$ 11,755	2%	\$ 34,918	7%	Private Amenities	\$ 1,605,848	\$ (20,152)	-1%	\$ 70,368	5%	\$ (1,044,562)	\$ 31,908	3%	\$ (35,451)	-4%
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%
30,837	217,984	261,026	(187,147)	-86%	(230,189)	-88%	Public Amenities	2,492,902	(395,298)	-14%	(281,244)	-10%	(2,462,065)	208,151	8%	51,055	2%
(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%
592,122	767,514	787,394	(175,392)	-23%	(195,272)	-25%	Amenities Total	4,098,750	(415,450)	-9%	(210,876)	-5%	(3,506,628)	240,058	6%	15,604	0%
(1,727,682)	(1,908,514)	(1,758,333)	180,832	9%	30,651	2%	HOA & Amenities Support Services	189,707	6,907	4%	(83,546)	-31%	(1,917,389)	173,925	8%	114,198	6%
(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%
\$ (1,135,560)	\$ (1,141,000)	\$ (970,940)	\$ 5,440	0%	\$ (164,620)	-17%	TDA Operating Fund	\$ 4,288,456	\$ (408,544)	-9%	\$ (294,423)	-6%	\$ (5,424,016)	\$ 413,984	7%	\$ 129,802	2%

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

Net Operating Results (NOR)				Department	Per Property Metrics			
Actual	Budget	Variance to Budget			Actual	Budget	Variance to Budget	
		Amount	Pctg				Amount	Pctg
				# of Assessed Lots	6473	6473	-	0%
\$ (423,132)	\$ (477,382)	\$ 54,250	11%	Private Amenities	\$ (65.37)	\$ (73.75)	\$ 8	11%
(140,750)	(171,678)	30,928	18%	Trout Creek Rec Ctg	(21.74)	(26.52)	5	18%
(202,754)	(192,064)	(10,690)	-6%	Aquatics	(31.32)	(29.67)	(2)	-6%
165,908	165,130	778	0%	Beach Club Marina	25.63	25.51	0	0%
(79,775)	(83,397)	3,622	4%	Tennis Center	(12.32)	(12.88)	1	4%
(49,782)	(24,774)	(25,008)	-101%	Day Camps	(7.69)	(3.83)	(4)	-101%
(115,980)	(170,599)	54,619	32%	Recreation Programs	(17.92)	(26.36)	8	32%
(1,052,770)	(1,301,013)	248,243	19%	Public Amenities	\$ (162.64)	\$ (200.99)	38	19%
741,302	227,829	513,473	225%	Downhill Ski	114.52	35.20	79	225%
21,508	(111,473)	132,981	119%	Cross Country Ski	3.32	(17.22)	21	119%
19,107	22,562	(3,455)	-15%	Snowplay	2.95	3.49	(1)	-15%
(693,769)	(279,239)	(414,530)	-148%	Golf	(107.18)	(43.14)	(64)	-148%
(20,551)	(35,848)	15,297	43%	Campground	(3.17)	(5.54)	2	43%
(153,965)	(127,648)	(26,317)	-21%	Equestrian	(23.79)	(19.72)	(4)	-21%
(22,776)	(26,446)	3,670	14%	Bikeworks	(3.52)	(4.09)	1	14%
(190,395)	(220,315)	29,920	14%	Trails	(29.41)	(34.04)	5	14%
(319,589)	(308,145)	(11,444)	-4%	The Lodge	(49.37)	(47.60)	(2)	-4%
(138,175)	(133,067)	(5,108)	-4%	Summer Food and Bev	(21.35)	(20.56)	(1)	-4%
(152,304)	(141,036)	(11,268)	-8%	Pizza on the Hill	(23.53)	(21.79)	(2)	-8%
(143,164)	(168,187)	25,023	15%	Alder Creek Café	(22.12)	(25.98)	4	15%
(1,475,902)	(1,778,395)	302,493	17%	Amenities Total	\$ (228.01)	\$ (274.74)	47	17%
(3,372,976)	(3,625,605)	252,629	7%	HOA & Amenities Support Services	\$ (521.08)	\$ (560.11)	39	7%
(2,065,246)	(2,078,144)	12,898	1%	General	(319.06)	(321.05)	2	1%
(90,257)	-	(90,257)	#####	Administration	(13.94)	-	(14)	0%
126,487	-	126,487	#####	Communications	19.54	-	20	0%
63,313	-	63,313	#####	Information Tech	9.78	-	10	0%
(20,304)	-	(20,304)	#####	Accounting	(3.14)	-	(3)	0%
14,982	-	14,982	#####	Human Resources	2.31	-	2	0%
(306,609)	(331,861)	25,252	8%	Architectural Standards	(47.37)	(51.27)	4	8%
26,593	-	26,593	#####	Member Services	4.11	-	4	0%
26,970	-	26,970	#####	Risk & Facility Admin	4.17	-	4	0%
(1,236,777)	(1,215,600)	(21,177)	-2%	Forestry	(191.07)	(187.80)	(3)	-2%
87,872	-	87,872	#####	Maintenance	13.58	-	14	0%
\$ (4,848,879)	\$ (5,404,000)	\$ 555,121	10%	Net Operating Result	\$ (749.09)	\$ (834.85)	\$ 85.76	10%

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

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
1,418	1,765	2,135	346	20%	716	34%	Private Amenities	49,493	49,498	48,153	5	0%	(1,340)	-3%
1,238	1,701	1,873	462	27%	634	34%	Trout Creek Rec Ctr	16,760	16,696	16,524	(63)	0%	(236)	-1%
-	-	-	-	0%	-	0%	Aquatics	5,352	4,646	3,769	(706)	-15%	(1,583)	-42%
13	-	-	(13)	0%	(13)	0%	Beach Club Marina	10,094	11,079	11,010	984	9%	916	8%
-	-	-	-	0%	-	0%	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%
167	64	262	(103)	-160%	95	36%	Recreation Programs	3,380	3,939	3,377	559	14%	(3)	0%
5,744	7,592	8,083	1,847	24%	2,338	29%	Public Amenities	183,553	189,348	184,382	5,795	3%	829	0%
1,315	1,623	1,310	309	19%	(5)	0%	Downhill Ski Area	56,433	52,604	52,159	(3,829)	-7%	(4,273)	-8%
988	912	1,318	(76)	-8%	330	25%	Cross Country Ski Area	16,058	12,932	10,369	(3,126)	-24%	(5,690)	-55%
-	396	24	396	100%	24	100%	Snowplay - Total Tubers	3,081	3,378	2,328	297	9%	(753)	-32%
-	16	-	16	100%	-	0%	Golf Operations	8,068	10,491	9,953	2,423	23%	1,885	19%
470	419	691	(51)	-12%	221	32%	Golf Maintenance	21,477	23,269	23,074	1,792	8%	1,597	7%
-	-	-	-	0%	-	0%	Campground	910	803	775	(107)	-13%	(135)	-17%
8	10	11	2	20%	3	27%	Equestrian	6,125	5,861	5,411	(264)	-5%	(714)	-13%
-	-	-	-	0%	-	0%	Bikeworks	1,264	1,392	1,489	128	9%	225	15%
-	-	16	-	0%	16	100%	Trails	1,832	3,371	4,170	1,539	46%	2,339	56%
2,349	3,100	3,284	751	24%	935	28%	The Lodge	42,610	44,000	44,024	1,390	3%	1,415	3%
-	-	-	-	0%	-	0%	Summer Food and Bev	6,950	8,692	7,806	1,741	20%	856	11%
-	543	690	543	100%	690	100%	Pizza on the Hill	8,342	11,177	13,318	2,835	25%	4,976	37%
615	572	739	(43)	-7%	124	17%	Alder Creek Café	10,404	11,379	9,506	974	9%	(898)	-9%
7,163	9,356	10,217	2,194	23%	3,055	30%	Amenities Total	233,046	238,846	232,535	5,799	2%	(512)	0%
7,040	8,596	8,549	1,557	18%	1,509	18%	HOA & Amenities Support Services	78,457	87,902	83,658	9,445	11%	5,201	6%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
211	361	466	150	42%	254	55%	Administration	2,775	4,313	4,405	1,538	36%	1,630	37%
413	312	255	(101)	-32%	(159)	-62%	Communications	5,136	3,596	2,943	(1,540)	-43%	(2,193)	-75%
620	598	583	(22)	-4%	(37)	-6%	Information Tech	5,957	6,825	6,267	868	13%	310	5%
997	1,017	1,023	20	2%	26	3%	Accounting	11,328	11,507	10,954	179	2%	(373)	-3%
-	220	200	220	100%	200	100%	Human Resources	298	2,072	1,990	1,774	86%	1,693	85%
755	764	746	9	1%	(8)	-1%	Architectural Standards	8,375	10,319	8,358	1,944	19%	(18)	0%
519	504	507	(16)	-3%	(12)	-2%	Member Services	5,215	5,783	5,499	568	10%	284	5%
273	172	357	(101)	-58%	85	24%	Risk & Facility Admin	2,086	1,941	3,759	(145)	-7%	1,673	45%
1,717	2,768	2,494	1,051	38%	777	31%	Forestry	18,758	22,465	19,902	3,706	16%	1,144	6%
1,534	1,880	1,917	346	18%	383	20%	Maintenance	18,530	19,082	19,582	552	3%	1,052	5%
14,202	17,953	18,766	3,750	21%	4,564	24%	Total Payroll Hours	311,503	326,748	316,193	15,244	5%	4,690	1%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)

for the month of **November 2019**

Current Year Actual - by month											
1	2	3	4	5	6	7	8	9	10	11	12
11	9	9	10	16	52	88	55	16	12	8	-
11	9	9	9	9	11	9	8	7	8	7	-
-	-	-	-	1	5	15	8	1	-	-	-
-	-	-	-	3	11	22	16	5	1	0	-
-	-	-	-	1	5	7	6	3	1	-	-
-	-	-	-	1	17	28	12	0	-	-	-
0	0	-	1	0	3	7	4	1	2	1	-
178	153	136	72	39	82	122	116	76	52	33	-
103	91	74	32	3	3	3	3	3	3	8	-
29	22	23	11	0	0	0	0	0	1	6	-
6	6	4	1	-	-	-	-	-	0	-	-
-	0	-	-	0	5	14	13	9	5	-	-
1	1	2	4	12	19	22	21	20	18	3	-
-	-	-	-	1	1	1	1	1	-	-	-
0	-	0	0	0	9	11	9	4	1	0	-
-	-	-	-	0	2	2	2	0	0	-	-
-	-	-	-	-	1	4	2	3	0	-	-
22	19	21	17	18	29	35	30	23	18	14	-
-	-	-	-	-	3	14	15	7	1	-	-
7	6	4	3	1	5	9	11	2	0	-	-
10	8	8	3	3	5	7	6	4	4	4	-
188	162	145	82	54	134	210	171	92	64	41	-
37	32	34	33	40	48	48	48	44	47	41	-
-	-	-	-	-	-	-	-	-	-	-	-
3	2	2	1	1	1	1	1	1	1	1	-
2	2	3	3	3	3	3	3	3	3	2	-
3	2	2	3	4	3	2	3	4	4	4	-
6	5	6	6	6	6	6	6	6	6	6	-
1	1	-	-	-	-	-	-	-	-	-	-
5	4	5	5	5	3	4	4	4	5	4	-
2	3	3	3	2	3	2	3	3	3	3	-
2	1	1	1	0	1	1	2	1	1	2	-
2	1	2	2	8	19	18	17	14	16	10	-
11	11	11	9	10	10	10	9	8	9	9	-
225	194	179	115	95	182	259	219	136	111	82	-

Department
Private Amenities
Trout Creek Rec Ctr
Aquatics
Beach Club Marina
Tennis Center
Day Camps
Recreation Programs
Public Amenities
Downhill Ski Area
Cross Country Ski Area
Snowplay
Golf Operations
Golf Maintenance
Campground
Equestrian
Bikeworks
Trails
The Lodge
Summer Food and Bev
Pizza on the Hill
Alder Creek Café
Amenities Total
HOA & Amenities Support Services
General
Administration
Communications
Information Tech
Accounting
Human Resources
Architectural Standards
Member Services
Risk & Facility Admin
Forestry
Maintenance
Total Payroll Hours

Prior Year Actual - by month											
1	2	3	4	5	6	7	8	9	10	11	12
10	9	8	8	17	44	82	54	20	13	12	12
10	9	7	8	8	7	9	9	8	9	11	11
-	0	-	-	0	4	9	6	1	0	-	-
-	-	-	-	5	11	23	16	7	1	-	0
-	-	-	-	2	5	7	6	3	1	-	-
-	-	-	-	0	14	25	14	-	-	-	-
0	0	0	0	1	2	8	3	1	2	2	1
137	136	133	67	53	99	130	120	83	58	47	160
86	89	72	28	3	3	3	3	3	4	8	90
14	9	21	4	0	1	0	1	0	2	8	27
4	5	4	1	-	-	-	-	-	0	6	-
-	-	-	-	3	11	15	14	11	4	-	-
1	1	3	8	20	22	20	22	17	15	4	1
-	-	-	-	-	1	1	1	1	-	-	-
-	0	0	0	1	6	11	8	4	1	0	0
-	-	-	-	0	2	3	2	1	0	-	-
0	-	-	-	2	6	5	5	4	3	0	-
22	20	22	18	16	29	33	31	26	19	19	22
-	-	-	-	1	7	16	13	7	2	-	-
5	6	5	4	4	8	17	14	5	6	4	7
7	6	7	4	2	5	7	5	5	3	4	9
147	144	141	75	70	144	212	174	103	72	59	172
38	31	34	33	47	49	51	51	45	53	49	37
-	-	-	-	-	-	-	-	-	-	-	-
2	2	2	2	2	2	2	2	2	3	3	3
2	2	2	1	2	2	2	2	1	2	1	1
3	3	3	3	4	3	3	4	3	2	3	4
6	5	5	5	6	6	6	6	5	6	6	6
1	1	1	1	1	1	1	1	1	1	1	1
4	3	4	4	4	4	5	6	5	5	4	5
4	3	3	3	3	2	2	3	3	3	3	2
2	2	2	2	2	2	2	2	2	2	2	2
3	1	0	1	12	17	17	16	15	19	14	3
11	10	11	10	10	10	11	10	9	10	11	11
186	176	176	109	117	193	263	224	148	125	108	209

Year to Date - Averages			
		Variance	
Actual	Prior Yr	Amount	Pctg
26	25	(0.7)	-3%
9	9	(0.1)	-1%
3	2	(0.8)	-42%
5	6	0.5	8%
2	2	0.1	7%
5	5	(0.4)	-8%
2	2	(0.0)	0%
96	97	0.4	0%
30	27	(2.2)	-8%
8	5	(3.0)	-55%
2	1	(0.4)	-32%
4	5	1.0	19%
11	12	0.8	7%
0	0	(0.1)	-17%
3	3	(0.4)	-13%
1	1	0.1	15%
1	2	1.2	56%
22	23	0.7	3%
4	4	0.4	11%
4	7	2.6	37%
5	5	(0.5)	-9%
-	-	-	-
122	122	(0.3)	0%
41	44	2.7	6%
-	-	-	0%
1	2	0.9	37%
3	2	(1.2)	-75%
3	3	0.2	5%
6	6	(0.2)	-3%
0	1	0.9	85%
4	4	(0.0)	0%
3	3	0.1	5%
1	2	0.9	45%
10	10	0.6	6%
10	10	0.6	5%
-	-	-	-
163	166	2.5	1%

Tahoe Donner Association
FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)]
for the period November 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	
8.2	10.2	12.3	2.0	20%	4.1	34%	Private Amenities	26	26	25	0	0%	(1)	-3%
7.1	9.8	10.8	3	27%	4	34%	Trout Creek Rec Ctr	9	9	9	(0)	0%	(0)	-1%
-	-	-	-	0%	-	0%	Aquatics	3	2	2	(0)	-15%	(1)	-42%
0.1	-	-	(0)	0%	(0)	0%	Beach Club Marina	5	6	6	1	9%	0	8%
-	-	-	-	0%	-	0%	Tennis Center	2	2	2	0	0%	0	7%
-	-	-	-	0%	-	0%	Day Camps	5	5	5	(0)	-8%	(0)	-8%
1.0	0.4	1.5	(1)	-160%	1	36%	Recreation Programs	2	2	2	0	14%	(0)	0%
33.1	43.8	46.6	10.7	24%	13.5	29%	Public Amenities	96	99	97	3	3%	0	0%
7.6	9.4	7.6	2	19%	(0)	0%	Downhill Ski Area	30	28	27	(2)	-7%	(2)	-8%
5.7	5.3	7.6	(0)	-8%	2	25%	Cross Country Ski Area	8	7	5	(2)	-24%	(3)	-55%
-	2.3	0.1	2	100%	0	100%	Snowplay - Total Tubers	2	2	1	0	9%	(0)	-32%
-	0.1	-	0	100%	-	0%	Golf Operations	4	6	5	1	23%	1	19%
2.7	2.4	4.0	(0)	-12%	1	32%	Golf Maintenance	11	12	12	1	8%	1	7%
-	-	-	-	0%	-	0%	Campground	0	0	0	(0)	-13%	(0)	-17%
0.0	0.1	0.1	0	20%	0	27%	Equestrian	3	3	3	(0)	-5%	(0)	-13%
-	-	-	-	0%	-	0%	Bikeworks	1	1	1	0	9%	0	15%
-	-	0.1	-	0%	0	100%	Trails	1	2	2	1	46%	1	56%
13.6	17.9	18.9	4	24%	5	28%	The Lodge	22	23	23	1	3%	1	3%
-	-	-	-	0%	-	0%	Summer Food and Bev	4	5	4	1	20%	0	11%
-	3.1	4.0	3	100%	4	100%	Pizza on the Hill	4	6	7	1	25%	3	37%
3.5	3.3	4.3	(0)	-7%	1	17%	Alder Creek Café	5	6	5	1	9%	(0)	-9%
41.3	54.0	58.9	12.7	23%	17.6	30%	Amenities Total	122	125	122	3	2%	(0)	0%
40.6	49.6	49.3	9	18%	8.7	18%	HOA & Amenities Support Services	41	46	44	5	11%	3	6%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.2	2.1	2.7	1	42%	1	55%	Administration	1	2	2	1	36%	1	37%
2.4	1.8	1.5	(1)	-32%	(1)	-62%	Communications	3	2	2	(1)	-43%	(1)	-75%
3.6	3.5	3.4	(0)	-4%	(0)	-6%	Information Tech	3	4	3	0	13%	0	5%
5.8	5.9	5.9	0	2%	0	3%	Accounting	6	6	6	0	2%	(0)	-3%
-	1.3	1.2	1	100%	1	100%	Human Resources	0	1	1	1	86%	1	85%
4.4	4.4	4.3	0	1%	(0)	-1%	Architectural Standards	4	5	4	1	19%	(0)	0%
3.0	2.9	2.9	(0)	-3%	(0)	-2%	Member Services	3	3	3	0	10%	0	5%
1.6	1.0	2.1	(1)	-58%	0	24%	Risk & Facility Admin	1	1	2	(0)	-7%	1	45%
9.9	16.0	14.4	6	38%	4	31%	Forestry	10	12	10	2	16%	1	6%
8.8	10.8	11.1	2	18%	2	20%	Maintenance	10	10	10	0	3%	1	5%
81.9	103.6	108.3	21.6	21%	26.3	24%	Total nonExempt FTEs	163	171	166	8.0	4.7%	2.5	1.5%

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

Month							Department	Year to Date			
Actual	Last Month	Prior Yr	Variance Last Month		Variance to PriorYr		Actual	Prior Yr	Variance to PriorYr		
			Amount	Pctg	Amount	Pctg			Amount	Pctg	
62	61	54	(1)	-2%	(8)	-15%	Private Amenities	1,157	1,497	340	23%
57	44	49	(14)	-31%	(9)	-18%	Trout Creek Rec Ctr	454	556	101	18%
-	-	-	-	0%	-	0%	Aquatics	342	162	(180)	-111%
-	1	-	1	100%	-	0%	Beach Club Marina	117	393	276	70%
-	0	-	0	100%	-	0%	Tennis Center	93	100	7	7%
-	-	-	-	0%	-	0%	Day Camps	13	21	9	41%
4	16	5	12	73%	1	12%	Recreation Programs	138	265	127	48%
96	346	140	250	72%	44	31%	Public Amenities	10,179	8,419	(1,761)	-21%
26	1	16	(25)	#####	(10)	-64%	Downhill Ski Area	3,885	2,633	(1,252)	-48%
7	-	20	(7)	0%	13	63%	Cross Country Ski Area	805	446	(359)	-81%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
-	2	-	2	100%	-	0%	Golf Operations	99	116	17	14%
5	255	14	250	98%	9	63%	Golf Maintenance	2,241	2,063	(178)	-9%
-	-	-	-	0%	-	0%	Campground	194	155	(39)	-25%
-	13	-	13	100%	-	0%	Equestrian	162	115	(47)	-41%
-	-	-	-	0%	-	0%	Bikeworks	3	3	(0)	-8%
-	1	-	1	100%	-	0%	Trails	74	60	(15)	-24%
56	39	70	(17)	-44%	14	20%	The Lodge	1,097	1,352	255	19%
-	7	-	7	100%	-	0%	Summer Food and Bev	262	170	(92)	-54%
-	8	12	8	100%	12	100%	Pizza on the Hill	730	986	256	26%
2	21	9	19	90%	7	76%	Alder Creek Café	421	167	(254)	-152%
158	407	193	249	61%	36	18%	Amenities Total	11,336	9,915	(1,421)	-14%
186	220	441	34	15%	255	58%	HOA & Amenities Support Services	3,049	3,011	(37)	-1%
-	-	-	-	0%	-	0%	General	-	-	-	0%
23	20	95	(3)	-13%	72	76%	Administration	438	627	189	30%
5	7	6	2	29%	1	18%	Communications	52	76	23	31%
8	1	0	(7)	-685%	(8)	#####	Information Tech	25	24	(1)	-6%
15	17	8	1	8%	(7)	-84%	Accounting	218	162	(56)	-35%
-	-	15	-	0%	15	100%	Human Resources	3	82	79	96%
9	12	44	3	23%	35	79%	Architectural Standards	289	320	31	10%
6	7	5	2	23%	(1)	-23%	Member Services	97	49	(48)	-100%
21	11	6	(10)	-96%	(15)	-241%	Risk & Facility Admin	122	98	(24)	-24%
41	106	130	65	61%	89	69%	Forestry	906	701	(205)	-29%
57	39	131	(19)	-49%	74	56%	Maintenance	898	873	(25)	-3%
344	627	635	283	45%	291	46%	Total Payroll Hours	14,385	12,926	(1,459)	-11%

**Tahoe Donner Association
Statement of Financial Position**

Consolidated

November 2019

	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 340,467	\$ 340,204	\$ 337,615	\$ 347,069	263	0%	2,851	1%	(6,602)	-2%
Cash & Investments, non-Restricted	24,932,482	25,364,432	23,669,418	21,024,377	(431,950)	-2%	1,263,064	5%	3,908,104	19%
Cash and Investments total	25,272,949	25,704,636	24,007,033	21,371,447	(431,687)	-2%	1,265,915	5%	3,901,502	18%
Member's Dues & Receivables, Net	262,333	280,264	241,528	11,979,127	(17,931)	-6%	20,804	9%	(11,716,795)	-98%
Other Receivables	139,431	130,262	259,249	224,238	9,169	7%	(119,818)	-46%	(84,807)	-38%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	296,630	262,816	314,923	337,728	33,814	13%	(18,293)	-6%	(41,098)	-12%
Prepaid Expenses & Other Assets	1,039,795	991,219	748,910	822,240	48,576	5%	290,885	39%	217,555	26%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(41,289,352)	(41,014,352)	(38,264,352)	(38,635,008)	(275,000)	-1%	(3,025,000)	-8%	(2,654,344)	-7%
NBV of Property & Equipment	38,511,706	38,786,706	41,536,706	37,708,041	(275,000)	-1%	(3,025,000)	-7%	803,665	2%
Construction In Progress	2,861,296	2,387,284	18,147	3,463,019	474,012	20%	2,843,149	15667%	(601,723)	-17%
Net Property and Equipment	41,373,002	41,173,990	41,554,854	41,171,060	199,012	0%	(181,851)	0%	201,942	0%
Total Assets	\$ 68,384,139	\$ 68,543,186	\$ 67,126,497	\$ 75,905,839	(159,047)	0%	1,257,642	2%	(7,521,700)	-10%
Liabilities										
Accounts Payable	\$ 553,915	\$ 569,967	\$ 487,502	\$ 328,702	(16,053)	-3%	66,412	14%	225,213	69%
Accrued Liabilities	1,337,093	1,223,381	1,488,616	1,407,096	113,712	9%	(151,523)	-10%	(70,003)	-5%
Deferred Revenue, Annual Assessment	1,166,156	1,239,445	3,653,015	13,029,145	(73,289)	-6%	(2,486,859)	-68%	(11,862,989)	-91%
Deferred Revenue, Recreation Fee	407,135	405,785	529,630	361,040	1,350	0%	(122,495)	-23%	46,095	13%
Deferred Revenue, All Other	601,609	496,447	619,597	331,116	105,163	21%	(17,988)	-3%	270,493	82%
Deposits	652,364	558,584	532,931	615,863	93,781	17%	119,434	22%	36,502	6%
Total Liabilities	4,718,272	4,493,608	7,311,291	16,072,962	224,664	5%	(2,593,019)	-35%	(11,354,689)	-71%
Members' Equity	63,665,867	64,049,578	59,815,205	59,832,878	(383,711)	-1%	3,850,661	6%	3,832,989	6%
Total Liabilities and Members' Equity	\$ 68,384,139	\$ 68,543,186	\$ 67,126,497	\$ 75,905,839	(159,047)	0%	1,257,642	2%	(7,521,700)	-10%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 9,836	\$ 9,895	\$ 9,241	\$ 9,243	(59)	-1%	595	6%	592	6%

**Tahoe Donner Association
Statement of Financial Position**

**Operating Fund
November 2019**

TB REF	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 340,467	\$ 340,204	\$ 337,615	\$ 347,069	263	0%	2,851	1%	(6,602)	-2%
	Cash & Investments, non-Restricted	1	3,682,245	4,158,914	5,619,298	3,757,574	(476,669)	-11%	(1,937,053)	-34%	(75,329)	-2%
	Cash and Investments total		4,022,712	4,499,117	5,956,913	4,104,643	(476,406)	-11%	(1,934,202)	-32%	(81,931)	-2%
	Member's Dues & Receivables, Net	3	261,618	279,549	240,813	11,978,412	(17,931)	-6%	20,804	9%	(11,716,795)	-98%
	Other Receivables	4	74,081	54,198	165,962	118,416	19,883	37%	(91,881)	-55%	(44,335)	-37%
	Due From (To) Other Funds	5	933,029	316,202	130,684	560,243	616,827	195%	802,345	614%	372,786	67%
	Inventory	6	296,630	262,816	314,923	337,728	33,814	13%	(18,293)	-6%	(41,098)	-12%
	Prepaid Expenses & Other Assets	7	1,038,517	988,677	748,910	821,032	49,840	5%	289,607	39%	217,485	26%
	Gross, Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Less Accumulated Depreciation		-	-	-	-	-	0%	-	0%	-	0%
	NBV of Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Construction In Progress		-	-	-	-	-	0%	-	0%	-	0%
	Net Property and Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Total Assets		\$ 6,626,586	\$ 6,400,559	\$ 7,558,205	\$ 17,920,474	226,026	4%	(931,619)	-12%	(11,293,888)	-63%
Liabilities												
	Accounts Payable	11	\$ 498,066	\$ 529,773	\$ 315,280	\$ 315,414	(31,707)	-6%	182,786	58%	182,652	58%
	Accrued Liabilities	12	1,304,240	1,192,278	1,475,017	1,383,850	111,962	9%	(170,777)	-12%	(79,610)	-6%
	Deferred Revenue, Annual Assessment	13	1,166,156	1,239,445	1,643,857	13,029,145	(73,289)	-6%	(477,701)	-29%	(11,862,989)	-91%
	Deferred Revenue, Recreation Fee	14	407,135	405,785	529,630	361,040	1,350	0%	(122,495)	-23%	46,095	13%
	Deferred Revenue, All Other	15	601,609	496,447	619,597	331,116	105,163	21%	(17,988)	-3%	270,493	82%
	Deposits	16	652,364	558,584	532,931	615,863	93,781	17%	119,434	22%	36,502	6%
	Total Liabilities		4,629,571	4,422,311	5,116,312	16,036,427	207,259	5%	(486,741)	-10%	(11,406,857)	-71%
	Members' Equity	17	1,997,015	1,978,248	2,441,893	1,884,046	18,767	1%	(444,878)	-18%	112,969	6%
	Total Liabilities and Members' Equity		\$ 6,626,586	\$ 6,400,559	\$ 7,558,205	\$ 17,920,474	226,026	4%	(931,619)	-12%	(11,293,888)	-63%
	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		575,515	556,748	1,341,893	784,046	18,767	3%	(766,378)	-57%	(208,531)	-27%

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

Operating Fund - Members' Equity Recon:	
YTD NOR results Favorable (Unfavorable)	555,121 F06.2
Annual Assessment revenue variance to Budget	-
Members' Equity Transfers In (Out)	(1,000,000) < \$1.0m to RRF (10/2019 BoD)
Net Change in Members Equity	(444,879) (A) toDVF

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

	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	13,798,161	13,763,585	11,879,903	11,500,212	34,575	0%	1,918,257	16%	2,297,948	20%
Cash and Investments total	13,798,161	13,763,585	11,879,903	11,500,212	34,575	0%	1,918,257	16%	2,297,948	20%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	16,932	30,402	68,988	81,758	(13,470)	-44%	(52,056)	-75%	(64,826)	-79%
Due From (To) Other Funds	(580,786)	(30,826)	(23,640)	(269,872)	(549,960)	-1784%	(557,146)	-2357%	(310,914)	-115%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	1,278	2,542	(0)	1,208	(1,264)	-50%	1,278	#####	70	6%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	\$ 13,235,584	\$ 13,765,703	\$ 11,925,251	\$ 11,313,306	(530,119)	-4%	1,310,333	11%	1,922,278	17%
Liabilities										
Accounts Payable	\$ 43,388	\$ 29,733	\$ 162,533	\$ 13,288	13,655	46%	(119,145)	-73%	30,100	227%
Accrued Liabilities	23,291	22,124	10,454	16,422	1,167	5%	12,837	123%	6,869	42%
Deferred Revenue, Annual Assessment	-	-	1,351,616	-	-	0%	(1,351,616)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	66,679	51,857	1,524,603	29,710	14,822	29%	(1,457,924)	-96%	36,969	124%
Members' Equity	13,168,905	13,713,845	10,400,648	11,283,596	(544,940)	-4%	2,768,257	27%	1,885,309	17%
							(A)			
Total Liabilities and Members' Equity	\$ 13,235,584	\$ 13,765,703	\$ 11,925,251	\$ 11,313,306	(530,119)	-4%	1,310,333	11%	1,922,278	17%
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	1,768,256 F14
Members' Equity Transfers In (Out)	
Net Change in Members Equity	1,768,256 (A)

Financial Position (Balance Sheet)
REPLACEMENT RESERVE FUND

Tahoe Donner Association
Statement of Financial Position
Development Fund
November 2019

	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	7,072,895	7,064,388	5,991,735	5,570,131	8,507	0%	1,081,161	18%	1,502,764	27%
Cash and Investments total	7,072,895	7,064,388	5,991,735	5,570,131	8,507	0%	1,081,161	18%	1,502,764	27%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%
Other Receivables	47,826	43,965	23,535	23,204	3,862	9%	24,292	103%	24,622	106%
Due From (To) Other Funds	(177,715)	(110,849)	(77,349)	(215,775)	(66,866)	-60%	(100,366)	-130%	38,060	18%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	\$ 6,943,722	\$ 6,998,219	\$ 5,938,635	\$ 5,378,275	(54,497)	-1%	1,005,086	17%	1,565,446	29%
Liabilities										
Accounts Payable	\$ 12,460	\$ 10,461	\$ 9,689	\$ (0)	2,000	19%	2,771	29%	12,460	#####
Accrued Liabilities	9,562	8,979	3,145	6,824	583	6%	6,417	204%	2,738	40%
Deferred Revenue, Annual Assessment	-	-	621,013	-	-	0%	(621,013)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	22,022	19,440	633,847	6,824	2,583	13%	(611,825)	-97%	15,198	223%
Members' Equity	6,921,699	6,978,779	5,304,789	5,371,451	(57,080)	-1%	1,616,911	30%	1,550,248	29%
Total Liabilities and Members' Equity	\$ 6,943,722	\$ 6,998,219	\$ 5,938,635	\$ 5,378,275	(54,497)	-1%	1,005,086	17%	1,565,446	29%
Balance Check	-	-	-	-	-	-	-	-	-	-

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

Development Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	1,616,911	F14
Members' Equity Transfers In (Out)	-	< GPC's CFP Forecast has \$1.0m IN
Net Change in Members Equity	1,616,911	(A)

Financial Position (Balance Sheet)
DEVELOPMENT FUND

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

	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	379,181	377,544	178,482	196,461	1,637	0%	200,699	112%	182,721	93%	182,721	93%
Cash and Investments total	379,181	377,544	178,482	196,461	1,637	0%	200,699	112%	182,721	93%	182,721	93%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	592	1,698	765	859	(1,106)	-65%	(173)	-23%	(267)	-31%	(267)	-31%
Due From (To) Other Funds	(174,527)	(174,527)	(29,695)	(74,596)	-	0%	(144,832)	-488%	(99,931)	-134%	(99,931)	-134%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Assets	\$ 205,246	\$ 204,715	\$ 149,551	\$ 122,724	531	0%	55,695	37%	82,522	67%	82,522	67%
Liabilities												
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%	-	0%
Members' Equity	205,246	204,715	113,021	122,724	531	0%	92,225	82%	82,522	67%	82,522	67%
Total Liabilities and Members' Equity	\$ 205,246	\$ 204,715	\$ 149,551	\$ 122,724	531	0%	55,695	37%	82,522	67%	82,522	67%
Balance Check	-	-	-	-								

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

**Tahoe Donner Association
Statement of Financial Position**

**Property Fund
November 2019**

	Current Month as of Nov 30, 2019	Last Month as of Oct 31, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Nov 30, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(41,289,352)	(41,014,352)	(38,264,352)	(38,635,008)	(275,000)	-1%	(3,025,000)	-8%	(2,654,344)	-7%
NBV of Property & Equipment	38,511,706	38,786,706	41,536,706	37,708,041	(275,000)	-1%	(3,025,000)	-7%	803,665	2%
Construction In Progress	2,861,296	2,387,284	18,147	3,463,019	474,012	20%	2,843,149	15667%	(601,723)	-17%
Net Property and Equipment	41,373,002	41,173,990	41,554,854	41,171,060	199,012	0%	(181,851)	0%	201,942	0%
Total Assets	\$ 41,373,002	\$ 41,173,990	\$ 41,554,854	\$ 41,171,060	199,012	0%	(181,851)	0%	201,942	0%
Liabilities										
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Members' Equity	41,373,002	41,173,990	41,554,854	41,171,060	199,012	0%	(181,851)	0%	201,942	0%
Total Liabilities and Members' Equity	\$ 41,373,002	\$ 41,173,990	\$ 41,554,854	\$ 41,171,060	199,012	0%	(181,851)	0%	201,942	0%
Balance Check	-	-	-	-	-		-		-	
Depreciation Expense YTD	3,025,000	2,750,000	3,284,225	2,971,100	275,000	10%	(259,225)	-8%	53,900	2%
Retirement/disposal of Fixed Assets	-	-	-	-	-		-		-	
AD removal YTD	-	-	-	-	-		-		-	
Net Change in Accum Deprec YTD	3,025,000	-	-	-	-		-		-	

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

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

	<i>last year end - audited</i>		Q1		Q2		Q3			
	12/31/2018		3/31/2019		6/30/2019		9/30/2019		10/31/2019	11/30/2019
Consolidated TDA Total	24,007,033	100%	32,714,206	100%	30,571,476	100%	27,625,893	100%	25,704,636	25,272,949
Cash/Money Market	1,786,473	7%	2,684,285	8%	3,198,304	10%	3,797,009	14%	1,648,747	2,771,092
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197	5%	1,379,197	5%	1,379,197	1,129,197
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	19,541,778	64%	16,549,443	60%	16,758,846	15,454,551
Bonds, Corporate	3,552,534	15%	3,558,330	11%	3,533,936	12%	3,231,195	12%	3,231,195	3,231,195
Bonds, Municipal	2,308,627	10%	2,311,388	7%	2,329,109	8%	2,329,109	8%	2,346,447	2,346,447
Restricted Other	337,615	1%	338,405	1%	339,152	1%	339,941	1%	340,204	340,467
Operating Fund (O)	5,956,913	100%	9,970,547	100%	7,728,336	100%	5,845,718	100%	4,499,117	4,022,712
Cash/Money Market	1,504,482	25%	1,669,072	17%	1,600,359	21%	2,188,112	37%	538,544	1,557,200
Certificates of Deposit	340,160	6%	129,197	1%	129,197	2%	129,197	2%	129,197	129,197
US Treasuries/GovOblig	3,774,657	63%	7,833,874	79%	5,659,628	73%	3,188,469	55%	3,491,173	1,995,848
Bonds, Corporate	-	0%	-	0%	-	0%	-	0%	-	-
Bonds, Municipals	-	0%	-	0%	-	0%	-	0%	-	-
Restricted Other	337,615	6%	338,405	3%	339,152	4%	339,941	6%	340,204	340,467
Replacement Reserve Fund (R)	11,879,903	100%	14,801,083	100%	14,861,397	100%	13,745,732	100%	13,763,585	13,798,161
Cash/Money Market	141,863	1%	872,107	6%	969,807	7%	1,469,518	11%	1,066,501	262,171
Certificates of Deposit	1,750,000	15%	1,250,000	8%	1,250,000	8%	1,000,000	7%	1,000,000	1,000,000
US Treasuries/GovOblig	6,631,359	56%	9,313,739	63%	9,232,577	62%	8,169,941	59%	8,573,474	9,412,379
Bonds, Corporate	1,806,952	15%	1,812,748	12%	1,838,804	12%	1,536,063	11%	1,536,063	1,536,063
Bonds, Municipals	1,549,729	13%	1,552,489	10%	1,570,210	11%	1,570,210	11%	1,587,548	1,587,548
Development Fund (D)	5,991,735	100%	7,568,332	100%	7,606,619	100%	7,656,902	100%	7,064,388	7,072,895
Cash/Money Market	111,058	2%	115,645	2%	599,017	8%	107,014	1%	11,336	769,352
Certificates of Deposit	250,000	4%	250,000	3%	250,000	3%	250,000	3%	250,000	-
US Treasuries/GovOblig	3,126,196	52%	4,698,206	62%	4,303,570	57%	4,845,857	63%	4,349,022	3,849,512
Bonds, Corporate	1,745,582	29%	1,745,582	23%	1,695,133	22%	1,695,133	22%	1,695,133	1,695,133
Bonds, Municipals	758,899	13%	758,899	10%	758,899	10%	758,899	10%	758,899	758,899
New Equipment Fund (N)	178,482	100%	374,244	100%	375,124	100%	377,542	100%	377,544	379,181
Cash/Money Market	29,070	16%	27,462	7%	29,121	8%	32,365	9%	32,367	182,369
Certificates of Deposit	-	0%	-	0%	-	0%	-	0%	-	-
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003	92%	345,177	91%	345,177	196,812

CASH FLOW RECON		
\$ Thousands		
	Month	YTD
OPF NOR Gain (Loss)	(928)	(4,849)
CurrAssets Decr (incr)	(92)	(153)
CurrLiab Incr (decr)	298	(106)
CapFds Expenditures	(615)	(3,801)
CapFds AAs Rev	-	7,023
OPFds AA Rev	947	5,404
AR/DefRevAA change	(55)	(2,508)
AA 3rows subtotal	892	9,919
AA 2019 Net change	-929	-3382
AA 2020 Payments Recvd	874	874
All other changes, net	14	255
Net Change in Cash and Investments	\$ (432)	\$ 1,266
Cash & Investments - Current Balance Flow Thru:		
Current Month End Balance		25,273
OPF NOR Loss (remaining Mths @ Bdg)		(292)
RRF Spend 2019 forecast to go		(650)
NEF Spend 2019 forecast to go		(6)
DVF Spend 2019 forecast to go		(174)
less AA payments received FNY (def rev)		(874)
All other cash flow, net working capital		(1,830)
Raw Ending Balance *		21,447
Distribution of Raw Ending Balance:		
YE Forecasted Members Equity, RRF		12,500
YE Forecasted Members Equity, NEF		200
YE Forecasted Members Equity, DVF		6,750
PYE Members Equity, OPF		2,442
YTD NOR Performance to Bdg, OPF		555
ME Transfer to RRF, OPF		(1,000)
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY		21,447

(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	6,711,419	7,386,437	72,771	111,904	1.2%	1.7%	1.2%	1.1%
RR Fund	12,942,731	14,034,954	195,987	261,479	1.7%	2.0%	2.1%	1.7%
DEV Fund	5,438,172	7,245,488	78,011	155,452	1.6%	2.3%	2.1%	2.1%
NE Fund	224,273	343,071	3,078	6,527	1.5%	2.1%	1.6%	1.7%
Combined Totals	25,316,596	29,009,950	349,847	535,362	1.5%	2.0%	1.9%	1.7%

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> 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
Transfers IN (Out)	(1,200,000)	-	-	-	-	1,200,000	-	-	-	-	-
All other Activities	12,128	23,844	11,936	-	-	(1,187,683)	3	3	250	707,831	(431,687)
<i>current month</i> 11/30/2019	16,983,582	3,429,661	3,182,497	-	129,197	1,121,836	56,288	261,646	83,801	24,441	25,272,949

Replacement Reserve Fund

	Stifel	WFBkr	EatonCB	EatonMB	Total
10/31/2019	7,235,971	3,357,053	1,567,417	1,603,144	13,763,585
Transfers IN (Out)					-
All other Activities	(1,056)	23,694	5,955	5,981	34,575
11/30/2019	7,234,916	3,380,748	1,573,373	1,609,125	13,798,161

Development Fund

	Stifel
10/31/2019	7,064,388
Transfers IN (Out)	-
All other Activities	8,507
11/30/2019	7,072,895

New Equipment Fund

	Stifel
10/31/2019	377,544
Transfers IN (Out)	-
All other Activities	1,637
11/30/2019	379,181

Operating Fund

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
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
Transfers IN (Out)	(1,200,000)				1,200,000						-
All other Activities	3,040	149	-	-	(1,187,683)	3	(10)	13	250	707,831	(476,406)
11/30/2019	2,296,590	48,913	-	129,197	1,121,836	56,288	4,980	256,666	83,801	24,441	4,022,712

see next page for Maturities by Fund

		ALL FUNDS - Maturity Values by # of Months from 11/30/2019											TOTAL	
FUND	Investment Category Investment Description	Yield To Maturity	0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	0	
			1	2	3	6	12	24	36	48	60	72	72	
ALL FUNDS	cash/mm cash and money market funds	0.5%	1,563,547	-	-	-	-	-	-	-	-	-	1,563,547	6%
ALL FUNDS	UST US Treasuries	1.7%	4,150,000	-	2,500,000	4,300,000	4,950,000	500,000	-	-	-	-	16,400,000	67%
ALL FUNDS	CD Bank Certificates of Deposit	2.1%	-	-	-	133,166	250,000	750,000	-	-	-	-	1,133,166	5%
ALL FUNDS	Bonds-M Municipal Bonds	2.4%	-	-	-	-	315,000	560,000	590,000	585,000	125,000	-	2,175,000	9%
ALL FUNDS	Bonds-C Corporate Bonds	2.8%	-	-	-	281,000	781,000	434,000	590,000	807,000	334,000	-	3,227,000	13%
		1.8%	5,713,547	-	2,500,000	4,714,166	6,296,000	2,244,000	1,180,000	1,392,000	459,000	-	24,498,713	100%
	12.6 WghtAvg Maturity in Months		23%	0%	10%	19%	26%	9%	5%	6%	2%	0%	100%	
	Wght Avg Yield by Maturity Range	1.8%	1.3%	#DIV/0!	2.0%	1.7%	1.8%	2.0%	2.7%	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 November 30, 2019

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 11/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
RRF	cash/mm	cash and money market funds	0.5%	262,171	-	-	-	-	-	-	-	-	-	262,171	2%
RRF	UST	US Treasuries	1.6%	1,750,000	-	1,500,000	3,000,000	2,750,000	500,000	-	-	-	-	9,500,000	69%
RRF	CD	Bank Certificates of Deposit	2.1%	-	-	-	-	250,000	750,000	-	-	-	-	1,000,000	7%
RRF	Bonds-M	Municipal Bonds	2.0%	-	-	-	-	315,000	360,000	350,000	325,000	75,000	-	1,425,000	10%
RRF	Bonds-C	Corporate Bonds	2.7%	-	-	-	31,000	31,000	359,000	365,000	407,000	334,000	-	1,527,000	11%
			1.8%	2,012,171	-	1,500,000	3,031,000	3,346,000	1,969,000	715,000	732,000	409,000	-	13,714,171	100%
	14.4 WghtAvg Maturity in Months			15%	0%	11%	22%	24%	14%	5%	5%	3%	0%	100%	
	Wght Avg Yield by Maturity Range			1.8%	1.4%	0.0%	1.8%	1.6%	1.6%	1.9%	2.4%	2.7%	2.9%	0.0%	

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 11/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
DVF	cash/mm	cash and money market funds	0.5%	769,352	-	-	-	-	-	-	-	-	-	769,352	11%
DVF	UST	US Treasuries	1.9%	1,200,000	-	1,000,000	700,000	1,000,000	-	-	-	-	-	3,900,000	55%
DVF	CD	Bank Certificates of Deposit	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	200,000	240,000	260,000	50,000	-	750,000	11%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	250,000	750,000	75,000	225,000	400,000	-	-	1,700,000	24%
			2.1%	1,969,352	-	1,000,000	950,000	1,750,000	275,000	465,000	660,000	50,000	-	7,119,352	100%
	12.6 WghtAvg Maturity in Months			28%	0%	14%	13%	25%	4%	7%	9%	1%	0%	100%	
	Wght Avg Yield by Maturity Range			2.1%	1.3%	0.0%	2.3%	2.0%	2.1%	3.0%	3.0%	3.1%	3.0%	0.0%	

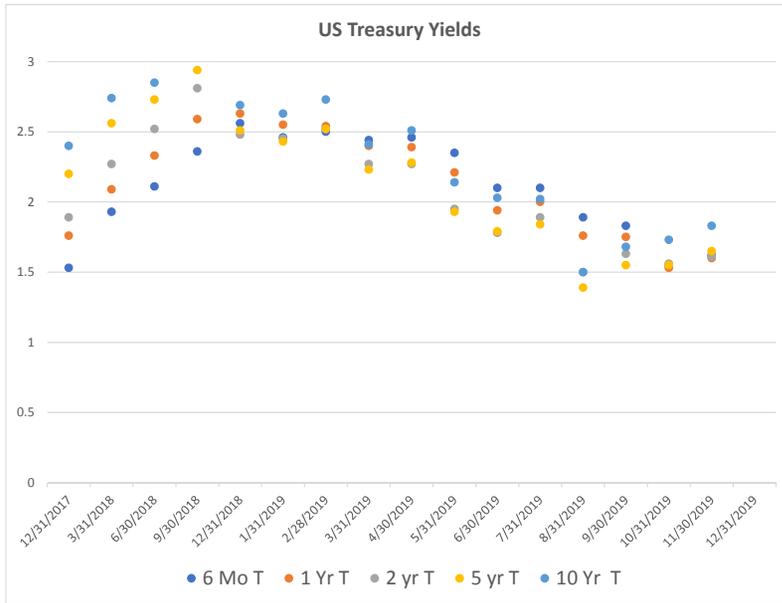
New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 11/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	182,369	-	-	-	-	-	-	-	-	-	182,369	48%
NEF	UST	US Treasuries	1.7%	-	-	-	-	200,000	-	-	-	-	-	200,000	52%
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%
			1.1%	182,369	-	-	-	200,000	-	-	-	-	-	382,369	100%
	6.8 WghtAvg Maturity in Months			48%	0%	0%	0%	52%	0%	0%	0%	0%	0%	100%	
	Wght Avg Yield by Maturity Range			1.1%	0.5%	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 11/30/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wgt avgs												
OPF	cash/mm	cash and money market funds	0.5%	349,655	-	-	-	-	-	-	-	-	-	349,655	11%
OPF	UST	US Treasuries	1.6%	1,200,000	-	-	600,000	1,000,000	-	-	-	-	-	2,800,000	85%
OPF	CD	Bank Certificates of Deposit	2.3%	-	-	-	133,166	-	-	-	-	-	-	133,166	4%
OPF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
OPF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.5%	1,549,655	-	-	733,166	1,000,000	-	-	-	-	-	3,282,821	100%
	5.5 WghtAvg Maturity in Months			47%	0%	0%	22%	30%	0%	0%	0%	0%	0%	100%	
	Wght Avg Yield by Maturity Range			1.5%	1.4%	0.0%	0.0%	1.6%	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%	5.98%	6.70%	6.65%		



Kiplinger's - as of 12/7/2019

GDP	2019 growth will be 2.3%; 1.8% in 2020 More »
JOBS	Job gains of about 150,000 per month in '20 More »
INTEREST RATES	10-year T-notes staying around 2% until trade war ends More »
INFLATION	2.1% in '19, up from 1.9% in '18 More »
BUSINESS SPENDING	Up just 2% in '19 amid uncertainty of trade war More »
ENERGY	Crude trading from \$50 to \$55 per barrel in December More »
HOUSING	3.5% price growth by year-end '19 More »
RETAIL SALES	Growing 4.3% in '19 (excluding gas and autos) More »
TRADE DEFICIT	Widening 7% in '19 More »

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			
	11/30/2018	12/31/2018	3/31/2019	6/30/2019	10/31/2019	11/30/2019	LTM	PYE	Last Mth
\$	3.56	3.29	3.27	3.72	\$4.04	\$3.87	\$ 0.31	\$ 0.58	(\$0.17)
(\$ source = average for month - regular							9%	18%	-4%

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

C P I

- FED BLS - Monthly - CPI-U - Oct 2019 - 1yr: 2.1%, **US City** (1.8% last month)
- FED BLS - Monthly - CPI-U - Oct 2019 - 1yr: 2.8%, **West** (2.8% last month)
- FED BLS - Bi-Monthly CPI-U - Oct 2019 - 1yr: 3.0%, **SF-Oak-Hay** (3.0% 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
November 2019**

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Sep 30, 2019	Oct 31, 2019	Nov 30, 2019	Nov 30, 2018	Dec 31, 2018
Total, ALL	253,323	262,816	296,630	337,627	314,822
subtotal Food and Beverage accounts (F&B)	98,500	94,092	100,421	115,515	119,438
subtotal Retail Merchandise accounts	154,823	168,724	196,209	222,112	195,383
subtotal The Lodge F&B accounts	63,624	61,084	65,769	66,609	64,590
Inventory Account					
11412 Inv Retail Trout Creek	11,422	11,240	11,275	14,523	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	15,690	15,546	16,545	14,264	13,510
11415 Inv Retail Bikeworks	19,818	18,234	18,234	20,982	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	210	329	257	283	155
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	33,260	35,288	57,878	63,332	60,043
11422 Inv Retail Cross Country	27,216	51,154	58,331	67,937	46,281
11423 Inv Retail Snowplay	0	0	0	26	370
11424 Inv Retail Golf Pro Shop	29,247	22,280	19,256	30,915	30,915
11425 Inv Retail Tennis	9,047	9,404	9,404	6,801	6,801
11426 Inv Retail Marina	859	435	215	514	514
11427 Inv Retail Equestrian	6,446	4,790	4,790	2,379	2,379
11428 Inv Retail Recreation	(4)	24	24	158	158
11429 Inv Retail Golf Special Order	1,613	(0)	(0)	-	-
11611 Inv DHS Food Meat	2,317	2,317	2,352	1,489	2,340
11612 Inv DHS Food Seafood	42	42	113	262	241
11613 Inv DHS Food Produce	0	0	25	60	290
11614 Inv DHS Food Dairy	171	394	319	670	983
11615 Inv DHS Food NABev	929	966	583	2,573	2,745
11616 Inv DHS Food Other	1,814	1,863	1,792	4,641	8,518
11617 Inv DHS Bev Beer	204	448	258	1,941	1,191
11618 Inv DHS Bev Liquor	7,510	7,529	7,584	8,023	8,346
11619 Inv DHS Bev Wine	1,455	1,455	1,455	1,037	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	652	359
11631 Inv ACAC Food Meat	1,441	1,437	1,848	1,498	1,239
11632 Inv ACAC Food Seafood	284	81	157	186	518
11633 Inv ACAC Food Produce	454	393	510	805	1,306
11634 Inv ACAC Food Dairy	447	609	557	555	667
11635 Inv ACAC Food NABev	660	578	854	841	672
11636 Inv ACAC Food Other	3,136	3,107	4,144	4,272	4,621
11637 Inv ACAC Bev Beer	747	1,012	1,299	1,177	1,232
11639 Inv ACAC Bev Wine	2,235	2,647	2,712	1,579	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Sep 30, 2019	Oct 31, 2019	Nov 30, 2019	Nov 30, 2018	Dec 31, 2018
11641 Inv Marina Food Meat	-	-	-	-	-
11642 Inv Marina Food Seafood	-	-	-	0	0
11643 Inv Marina Food Produce	-	-	-	(0)	(0)
11644 Inv Marina Food Dairy	12	0	0	(0)	(0)
11645 Inv Marina Food NABev	839	340	340	0	0
11646 Inv Marina Food Other	760	711	711	346	346
11647 Inv Marina Bev Beer	325	80	80	0	0
11648 Inv Marina Bev Liquor	940	770	770	608	524
11649 Inv Marina Bev Wine	23	23	23	328	328
11661 Inv Pizza Food Meat	878	878	878	1,482	2,057
11663 Inv Pizza Food Produce	0	0	0	747	642
11664 Inv Pizza Food Dairy	289	289	289	1,918	1,481
11665 Inv Pizza Food NABev	704	704	704	1,304	1,123
11666 Inv Pizza Food Other	2,741	2,741	2,702	4,572	4,169
11667 Inv Pizza Bev Beer	-	-	-	1,628	1,671
11669 Inv Pizza Bev Wine	856	856	856	2,912	2,984
11671 Inv SMRFaB Food Meat	202	0	0	185	185
11672 Inv SMRFaB Food Seafood	-	-	-	0	0
11673 Inv SMRFaB Food Produce	0	0	0	-	-
11674 Inv SMRFaB Food Dairy	140	0	0	100	100
11675 Inv SMRFaB Food NABev	145	(0)	(0)	98	93
11676 Inv SMRFaB Food Other	646	0	0	226	226
11677 Inv SMRFaB Bev Beer	163	0	0	(0)	(0)
11678 Inv SMRFaB Bev Liquor	252	(0)	(0)	-	-
11679 Inv SMRFaB Bev Wine	285	-	-	(0)	(0)
11681 Inv Lodge Food Meat	3,529	3,316	3,741	4,080	5,766
11682 Inv Lodge Food Seafood	884	1,299	1,421	1,005	3,004
11683 Inv Lodge Food Produce	1,165	847	1,785	1,397	1,895
11684 Inv Lodge Food Dairy	1,548	1,208	1,647	2,448	1,636
11685 Inv Lodge Food NABev	729	940	933	942	972
11686 Inv Lodge Food Other	5,840	6,299	6,707	6,945	6,124
11687 Inv Lodge Bev Beer	3,643	2,558	2,609	3,396	2,672
11688 Inv Lodge Bev Liquor	19,377	18,078	18,833	19,081	17,282
11689 Inv Lodge Bev Wine	26,909	26,539	28,093	27,315	25,239
11695 Inventory-Tennis Beverage	120	27	27	28	28
11696 Inventory-Tennis Food	-	-	-	-	-
11411 Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION

Capital Funds Summary

For the Eleven Months Ending November 30, 2019

	11-months YTD	12-months		12-months w/Actual FBCF		
	2019 YTD Actual	2019 Budget	YTD Actual vs Budget	2019 FORECAST	Forecast vs Budget	
REPLACEMENT RESERVE FUND (902)						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 10,400,649	\$ 9,900,000	\$ 500,649	\$ 10,400,649	\$ 500,649	5%
ASSESSMENT CONTRIBUTION	4,661,000	4,661,000	-	4,661,000	-	0%
<i>Operating Fund Balance Transfer In (BoD approved 10/2019)</i>	1,000,000	-	1,000,000	1,000,000	1,000,000	na
INTEREST INCOME	261,479	172,000	89,479	279,000	107,000	62%
SALVAGE RECEIPTS	45,143	30,000	15,143	30,000	-	0%
INCOME TAX EXPENSE	(12,837)	(14,000)	1,163	(25,000)	(11,000)	79%
BAD DEBT EXPENSE	(9,000)	(12,000)	3,000	(12,000)	-	0%
ALLOCATED OVERHEAD	(70,039)	(77,000)	6,961	(77,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(2,159,992)	(3,721,000)	1,561,008	(2,626,000)	F 1,095,000	-29%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(947,498)	(1,319,000)	371,502	(1,130,649)	188,351	-14%
Replacement Reserve Fund Balance	\$ 13,168,905	\$ 9,620,000	\$ 3,548,905	\$ 12,500,000	F \$ 2,880,000	30%
NEW EQUIPMENT FUND (905)						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 113,021	\$ 54,000	\$ 59,021	\$ 113,021	\$ 59,021	109%
ASSESSMENT CONTRIBUTION	194,000	194,000	-	194,000	-	0%
INTEREST INCOME	6,527	3,000	3,527	7,000	4,000	133%
INCOME TAX EXPENSE	-	-	-	-	-	na
EXPENDITURES FOR CAPITAL ADDITIONS C	(108,302)	(187,000)	78,698	(114,021)	72,979	-39%
NM&E Fund Balance	\$ 205,246	\$ 64,000	\$ 141,246	\$ 200,000	\$ 136,000	213%
DEVELOPMENT FUND (903) -						
2018 YEAR END 12/31/2018, Beginning Balance	\$ 5,304,788	\$ 4,950,000	\$ 354,788	\$ 5,304,788	\$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular	2,168,000	2,168,000	-	2,168,000	-	0%
<i>Operating Fund Balance Transfer - IN</i>	-	-	-	-	-	na
INTEREST INCOME	155,452	86,000	69,452	165,000	79,000	92%
INCOME TAX EXPENSE	(6,417)	(7,000)	583	(13,000)	(6,000)	86%
BAD DEBT EXPENSE	(4,000)	(5,000)	1,000	(5,000)	-	0%
ALLOCATED OVERHEAD	(110,961)	(120,000)	9,039	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(574,854)	(1,850,000)	1,275,146	(729,788)	D 1,120,212	-61%
MAJOR R&M, PROJECTS & LEASE EXPENSES M	(10,309)	(50,000)	39,691	(20,000)	30,000	-60%
Development Fund Balance	\$ 6,921,699	\$ 5,172,000	\$ 1,749,699	\$ 6,750,000	F \$ 1,578,000	31%
			DHSki Lodge replacement designed savings	\$ 4,000,000	< subject to review	
			All other DVF Projects designed savings	\$ 2,750,000	< subject to review	
Combined CAPITAL FUNDS ACTIVITY - Year to Date						
EXPENDITURES FOR CAPITAL ADDITIONS C	(2,843,149)	(5,758,000)	2,914,851	(3,469,809)	2,288,191	
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(957,807)	(1,369,000)	411,193	(1,150,649)	218,351	
YTD CAPITAL FUNDS TOTAL	(3,800,955)	(7,127,000)	3,326,045	(4,620,458)	2,506,542	

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 2,843,149
Less Capitalized/place in service to Property Fund - PP&E	-
CIP Balance (g/l # 904-16510)	\$ 2,861,296

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 Eleven Months Ending November 30, 2019

Replacement Reserve Fund				
Change		Budget	Actual	diff
500,649	2019 Beginning Fund Balance > Budget	9,900,000	10,400,649	500,649
		Budget	Forecast	diff
	Carryover Projects:			
(18,072)	2017 projects, capital	-	18,072	(18,072)
(50,019)	2018 projects, capital	-	50,019	(50,019)
(2,702)	2018 projects, expense	-	2,702	(2,702)
	2019 Projects:			
871,986	2019 projects, capital	3,721,000	2,849,014	871,986
33,867	2019 projects, expense	1,319,000	1,285,133	33,867
594,722	Projects to carry-over to 2020+, capital	594,722	-	594,722
301,062	Projects to carry-over to 2020+, expense	301,062	-	301,062
(303,618)	2019 projects, net, capital, accelerations	-	303,618	(303,618)
(143,875)	2019 projects, net, expense, accelerations	-	143,875	(143,875)
-	rounding/other			
-	Salvage Receipts Forecast adjustment, 2019	30,000	30,000	-
107,000	Interest Income Forecast adjustment, 2019	172,000	279,000	107,000
(11,000)	Income Tax Forecast adjustment, 2019	(14,000)	(25,000)	(11,000)
-	Bad Debt Exp Forecast adjustment, 2019	(12,000)	(12,000)	-
1,000,000	Transfer in from Operating Fund	-	1,000,000	1,000,000
2,879,999	Total, change schedule above			
		Budget	Forecast	diff
2,880,000	Variance of Ending Fund Balance 2019	9,620,000	12,500,000	2,880,000

(0) Reconciliation difference

Above recons fund balance flux.

Development Fund				
Change		Budget	Actual	diff
354,788	2019 Beginning Fund Balance > Budget	4,950,000	5,304,788	354,788
		Budget	Forecast	diff
34,670	Association, New Accessibility ImprovementSS	50,000	15,330	34,670
30,000	Association, Member Surveys	50,000	20,000	30,000
10,000	Alder Creek Adventure Center, Master Plan	10,000	-	10,000
96,450	Cross Country Ski, Snowmaking	100,000	3,550	96,450
10,000	Northwoods Clubhouse, Master Plan	10,000	-	10,000
200,000	Downhill Ski - Daylodge/SkierServices/Lifts, soft cc	200,000	-	200,000
595,650	Downhill Ski - Snowmaking phase 2	600,000	4,350	595,650
14,000	Downhill Ski - regrading mile run, soft costs	50,000	36,000	14,000
10,000	Beach Club Marina, Master Plan	10,000	-	10,000
71,809	The Lodge, covered walkway in parking lot	75,000	3,191	71,809
63,027	Trails, new trail(s) per trails master plan	67,000	3,973	63,027
7,311	Trails, new trailhead project	33,000	25,689	7,311
10,000	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)
99,600	Snowplay, snowmaking	100,000	400	99,600
10,000	Association, Feasability Studies	10,000	-	10,000
-	Direct Payroll Charge	191,000	191,000	-
45,499	Land Acquisition, Other Projects, Contingency	59,000	13,501	45,499
	<i>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</i>			
(7,304)	DHSki Eagle Rock Shrouding and Charlift Relocati	-	7,304	(7,304)
(4,500)	Alder Creek Adv Center, Building (PUD deposit mi	-	4,500	(4,500)
(25,000)	Equine Campus - Asphalt Parking/Walkways (permi	-	25,000	(25,000)
			Timing between years	
			Board Approved in prior years	
-	Bad Debt Expense Forc vs Budget, 2019	(5,000)	(5,000)	-
-	Allocated Overhead Expense Forc vs Budget, 2019	(120,000)	(120,000)	-
79,000	Interest Income Forecast adjustment, 2019	86,000	165,000	79,000
(6,000)	Income Tax Forecast adjustment, 2019	(7,000)	(13,000)	(6,000)
-	other recon / rounding item			
1,578,000	Total, change schedule above			
		Budget	Forecast	diff
1,578,000	Variance of Ending Fund Balance 2019	5,172,000	6,750,000	1,578,000

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 Eleven Months Ending November 30, 2019
201911

	11-months YTD	12-months	12-months		
	2019 YTD Actual	2019 Budget (B)	2019 FORECAST	Forecast vs Budget	
DEVELOPMENT FUND (903) -					
w/Actual FBCF					
2018 YEAR END 12/31/2018, Beginning Balance	\$ 5,304,788	\$ 4,950,000	\$ 5,304,788	\$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular	2,168,000	2,168,000	2,168,000	-	0%
Operating Fund Balance Transfer - IN	-	-	-	-	na
INTEREST INCOME	155,452	86,000	165,000	79,000	92%
INCOME TAX EXPENSE	(6,417)	(7,000)	(13,000)	(6,000)	86%
BAD DEBT EXPENSE	(4,000)	(5,000)	(5,000)	-	0%
ALLOCATED OVERHEAD	(110,961)	(120,000)	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C (574,854)	(1,850,000)	(729,788)	1,120,212	-61%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E (10,309)	(50,000)	(20,000)	30,000	-60%
Development Fund Balance	\$ 6,921,699	\$ 5,172,000	\$ 6,750,000 (F)	\$ 1,578,000	31%

							YEAR 2019 SPEND			
		Project YR	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #				
Total, all below			585,163	1,900,000	749,788					
Association, New Accessibility ImprovementSS	2019	C	15,230	50,000	15,330	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	-					
Cross Country Ski, Snowmaking	2019	C	3,550	100,000	3,550	931-110-271				
Northwoods Clubhouse, Master Plan	2019	C	-	10,000	-					
Downhill Ski - Daylodge/SkierServices/Lifts, soft costs	2019	C	-	200,000	-					
Downhill Ski - Snowmaking phase 2	2019	C	4,350	600,000	4,350	931-210-272				
Downhill Ski - regrading mile run, soft costs	2019	C	36,000	50,000	36,000	931-210-275				
Beach Club Marina, Master Plan	2019	C	-	10,000	-					
The Lodge, covered walkway in parking lot	2019	C	2,010	75,000	3,191 (S)	931-128-280				
Trails, new trail(s) per trails master plan	2019	C	3,973	67,000	3,973	931-051-276				
Trails, new trailhead project	2019	C	25,689	33,000	25,689	931-051-290				
Trout Creek Recreation Facility, Master Plan	2019	C	-	10,000	-	831-132-323				
Trout Creek Recreation Facility, Remodel 2019 DF portion	2019	C	274,808	275,000	396,000 (T)	931-132-256				
Snowplay, snowmaking	2019	C	400	100,000	400	931-216-273				
Association, Feasibility Studies	2019	C	-	10,000	-					
Direct Payroll Charge	2019	C	175,087	191,000	191,000	931-165-267				
Land Acquisition, Other Projects, Contingency	2019	C	-	59,000	13,501	F-rounding				
Carry-Over Projects (not budgeted to carry-over) and Added Projects:										
DHSki Eagle Rock Shrouding and Charlift Relocation	2018	C	7,304	-	7,304	831-211-311				
Alder Creek Adv Center, Building (PUD deposit misapplied)	2012	C	4,500	-	4,500	231-110-554				
Equine Campus - Asphalt Parking/Walkways (permit reqm)	2017	C	21,953	-	25,000	731-080-311				
							-			

B) - Budget as approved in fall and published in Budget Report
(T) more in 2019 due to not spent in 2018
(S) project scope WIP
F) - Forecast Spend and YE Balance Projection are current estimates.

0	NEF Fund TL, Capital	240,800	161,322	114,021	47,301	108,302	140,213	5,719	21,197
1	2019 NMEF-CAP	240,800	137,600	98,534	39,066	92,816	92,816	5,719	12,962
0	2019 NMEF-ADD	-	23,200	14,965	8,235	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	IT	C	12	30,000	30,000	4,148	25,852	10,398	10,398	(6,250)	-
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	IT	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	51,164	2,836	51,164	51,164	-	-
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	26,215	4,785	26,215	26,215	-	-
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
951 145 265	2019 NMEF-CAP	Rolling Canoe Racks	Day Camps	C	12	3,000	3,000	2,998	2	2,998	2,998	-	2
951 090 291	2019 NMEF-ADD	Tennis Center Pickelball Machine & Acc	Tennis	C	12	-	2,300	2,164	136	2,164	2,164	-	136
951 025 292	2019 NMEF-ADD	Risk - iPad Air Tablets - Summer Operati	IT	C	12	-	3,500	2,914	586	2,914	2,914	-	586
951 015 294	2019 NMEF-ADD	Laminator	Communications	C	12	-	2,700	2,537	163	2,537	2,537	-	163
951 132 301	2019 NMEF-ADD	Strength Equipment Additional Equip	Trout Creek	C	12	-	14,700	7,350	7,350	7,350	7,350	-	7,350
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	1,800	4,169	(2,369)	-	-	4,169	-

**RRF Expenditures - SubSchedule
 Replacement Reserve Fund**

Replacement Reserve		415,564	141,469	557,032	2,159,992	947,498	3,107,490	2,623,699	1,132,950	3,756,649	147	77	224
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	-	94,518	12,566	107,084	1	1	2
010	Administration	1,476	18,713	20,190	17,554	159,928	177,481	19,159	173,414	192,573	3	4	7
010	Northwoods	-	-	-	217,204	18,884	236,088	217,204	16,284	233,488	3	2	5
025	IT	10,841	14,123	24,964	171,602	194,679	366,282	237,728	213,571	451,299	27	17	44
050	Forestry	5,922	60,950	66,872	93,667	250,113	343,780	117,624	276,906	394,530	5	5	10
051	Trails	10,311	-	10,311	46,556	8,347	54,903	122,631	33,852	156,483	8	5	13
060	Marina	(206)	-	(206)	21,951	22,922	44,873	21,950	27,168	49,118	10	7	17
080	Equestrian Center	-	-	-	6,359	-	6,359	6,359	-	6,359	2	-	2
090	Tennis Complex	-	-	-	27,268	10,711	37,979	27,267	10,711	37,978	3	3	6
100	Campground	-	-	-	-	2,322	2,322	-	2,322	2,322	-	1	1
110	Cross Country	20,582	44,661	65,243	76,890	62,775	139,665	112,594	62,775	175,369	11	6	17
125	Golf Complex	-	-	-	-	12,596	12,596	-	12,596	12,596	-	1	1
125	Golf Course	175	-	175	251,651	34,414	286,065	251,652	34,415	286,066	13	3	16
128	The Lodge	3,092	3,022	6,114	64,422	66,697	131,119	94,070	65,516	159,586	8	3	11
130	No.Woods Pool-Bldg.	-	-	-	5,226	-	5,226	5,226	-	5,226	1	-	1
130	Northwoods Pool	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek OTHER	-	-	-	-	-	-	-	-	-	-	-	-
130	Trout Creek POOLSPA	-	-	-	42,483	2,891	45,375	50,815	2,891	53,706	6	1	7
132	Trout Creek BLDG	273,217	-	273,217	880,951	3,410	884,361	770,138	81,073	851,211	3	2	5
132	Trout Creek FITNESSEQ	-	-	-	38,580	-	38,580	78,000	-	78,000	1	-	1
140	Recreation	-	-	-	29,314	-	29,314	29,314	-	29,314	3	-	3
145	Day Camps	-	-	-	-	-	-	-	-	-	-	-	-
150	Pizza	798	-	798	12,755	-	12,755	12,756	-	12,756	5	-	5
151	Bikeworks	-	-	-	21,185	-	21,185	21,185	-	21,185	2	-	2
155	Alder Creek Caf�	-	-	-	564	-	564	564	-	564	2	-	2
160	General Maintenance	-	-	-	1,330	12,214	13,544	1,330	12,214	13,544	1	4	5
160	Maintenance	-	-	-	8,037	29,540	37,577	22,136	29,540	51,676	5	4	9
160	Vehicle Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
160	Vehicle/Fleet	-	-	-	-	-	-	-	-	-	-	-	-
165	Facilities Administration	-	-	-	-	-	-	-	-	-	-	-	-
170	Summer F&B	-	-	-	-	-	-	-	-	-	-	-	-
210	Chalet House	-	-	-	-	24,528	24,528	-	24,528	24,528	-	3	3
210	Ski Area - Lift Maintenance	-	-	-	17,211	-	17,211	48,759	-	48,759	5	-	5
210	Ski Area - Vehicle Maintenance	89,355	-	89,355	96,491	4,760	101,251	123,504	4,760	128,264	3	1	4
210	Ski Area Rentl-Rtl	-	-	-	-	-	-	83,138	-	83,138	8	-	8
210	Ski Area-Mtn Ops	-	-	-	12,542	23,965	36,507	47,959	35,847	83,807	6	4	10
210	Ski-Ops	-	-	-	-	-	-	-	-	-	-	-	-
210	Winter Food-Beverage	-	-	-	-	-	-	-	-	-	-	-	-
216	Snowplay	-	-	-	-	-	-	6,120	-	6,120	2	-	2
999	Various	-	-	-	-	-	-	-	-	-	-	-	-

201911	Replacement Reserve TL	A-Active	5,040,000	3,852,193	3,756,649	95,544	557,032	3,107,490	5,099,622	649,160	895,784	5,000
	Capital	C-Completed	3,721,000	2,700,037	2,626,000	74,037	415,564	2,159,992	3,929,095	466,011	594,722	5,000
	Expense	Blank-deferred or Cancelled	1,319,000	1,152,156	1,130,649	21,508	141,469	947,498	1,170,527	183,149	301,062	-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
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of Projects

by Project Yr/Fund Type

20							-	-	-	-	-	-	-	-	-	-	
0		2016 RR-CAP					-	-	-	-	-	-	-	-	-	-	carry-over projects
3		2017 RR-CAP					-	13,929	18,072	(4,143)	7,062	18,072	108,693	-	-	-	carry-over projects
13		2018 RR-CAP					-	50,297	50,019	278	-	50,018	1,717,551	-	-	-	carry-over projects
4		2018 RR-EXP					-	2,702	2,702	-	2,702	6,483	194,271	(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	2,324,392	2,254,291	70,101	321,930	1,837,683	1,848,632	416,612	594,722	5,000	Budget 2018 projects
108		2019 RR-EXP					1,319,000	1,072,548	984,071	88,477	95,458	797,139	832,381	186,930	301,062	-	Budget 2018 projects
12		2019 RR-ACC-CAP					-	311,419	303,618	7,801	86,571	254,219	254,219	49,399	-	-	2018 projects added in 2018
10		2019 RR-ACC-EXP					-	76,906	143,875	(66,969)	43,309	143,875	143,875	-	-	-	2018 projects added in 2018

by Location

See last page for Breakout by Location by Capital and Expense

362							-	-	-	-	-	-	-	-	-	-	
15		Administration					880,499	206,306	192,573	13,733	20,190	177,481	227,681	15,093	176,163	-	
2		Alder Creek Caf�					7,121	564	564	-	-	564	564	-	-	-	
2		Bikeworks					26,187	21,185	21,185	-	-	21,185	21,185	-	-	-	
4		Campground					28,549	2,885	2,322	563	-	2,322	2,322	-	-	25,663	
5		Chalet House					24,891	24,891	24,528	363	-	24,528	24,528	-	-	-	
19		Cross Country					113,583	191,586	175,369	16,217	65,243	139,665	184,476	35,705	4,102	-	
0		Day Camps					-	-	-	-	-	-	-	-	-	-	
4		Equestrian Center					17,660	4,611	6,359	(1,748)	-	6,359	6,359	-	-	8,587	
0		Facilities Administration					-	-	-	-	-	-	-	-	-	-	
10		Forestry					382,264	385,146	394,530	(9,384)	66,872	343,780	546,200	50,750	-	-	
2		General					1,849	1,849	107,084	(105,235)	-	-	-	107,084	-	-	
6		General Maintenance					30,382	27,267	13,544	13,723	-	13,544	13,544	-	-	3,116	
20		Golf Course					736,358	322,894	286,066	36,827	175	286,065	329,999	-	-	71,513	
1		Golf Complex					13,675	13,675	12,596	1,079	-	12,596	12,596	-	-	-	
13		Maintenance					101,435	49,117	51,676	(2,559)	-	37,577	37,577	14,099	23,325	-	
20		Marina					109,542	62,029	49,118	12,911	(206)	44,873	44,873	4,246	61,808	-	
34		IT					480,841	497,222	451,299	45,923	24,964	366,282	366,282	85,016	33,167	-	
3		No.Woods Pool-Bldg					59,134	5,438	5,226	212	-	5,226	5,226	-	-	53,696	
8		Northwoods					46,470	246,172	233,488	12,684	-	236,088	249,815	(2,600)	7,154	5,000	
0		Northwoods Pool					-	-	-	-	-	-	-	-	-	-	
10		Pizza					38,430	20,252	12,756	7,496	798	12,755	13,640	-	-	28,799	
3		Recreation					29,100	29,100	29,314	(214)	-	29,314	29,314	-	-	-	
13		Ski Area-Mtn Ops					114,667	111,041	83,807	27,234	-	36,507	115,160	47,300	10,159	-	
8		Ski Area Rentl-Rtl					84,428	84,428	83,138	1,290	-	-	-	83,138	-	-	
8		Ski Area - Lift Maintenance					92,531	45,437	48,759	(3,322)	-	17,211	1,484,240	31,548	50,788	-	
4		Ski Area - Vehicle Maintenance					43,806	148,806	128,264	20,543	89,355	101,251	101,251	27,012	-	-	
0		Ski-Ops					-	-	-	-	-	-	-	-	-	-	
3		Snowplay					31,303	6,120	6,120	-	-	-	-	-	-	6,121	25,183
8		Tennis Complex					48,882	42,023	37,978	4,045	-	37,979	37,979	-	-	9,461	
23		The Lodge					85,425	108,887	159,586	(50,700)	6,114	131,119	196,233	28,466	48,361	-	
24		Trails					348,456	183,518	156,483	27,035	10,311	54,903	79,288	101,580	119,439	-	
54		Trout Creek BLDG					869,002	852,442	851,211	1,230	273,217	884,361	885,336	(33,150)	21,071	-	
15		Trout Creek POOLSPA					193,530	79,301	53,706	25,595	-	45,375	45,375	8,332	114,229	-	
1		Trout Creek FITNESSQ					-	78,000	78,000	-	-	38,580	38,580	39,420	-	-	
0		Trout Creek OTHER					-	-	-	-	-	-	-	-	-	-	
0		Various					-	-	-	-	-	-	-	-	-	-	
0		Vehicle Maintenance					-	-	-	-	-	-	-	-	-	-	
0		Vehicle/Fleet					-	-	-	-	-	-	-	-	-	-	
0		Winter Food-Beverage					-	-	-	-	-	-	-	-	-	-	

2018 & prior Carryovers in 2019 RR Expenditures Total - - 0,000 carry-over variance
 2019 RR Expenditures Total, per 2019 Budget Report 5,040,000

Project #	Category	Component	Location	Type	2019 Plan	PROJECT	2019 BUDG	2019 REVIS	2019 FOREC	/2019 Revised	2019 MONTH	2019 YTD	Act	ITD	Actual	2019 SPEND	2020+ SPEND	Carryover\$\$	Reset in Study
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Replacement Reserve Fund 12,500,000

SPEND FOR MONTH 12/19/19 12/19/2019

Replacement Reserve TL	A-Active	5,040,000	3,852,193	3,756,649	95,544	557,032	3,107,490	5,099,622	649,160	895,784	5,000
Capital	C-Completed	3,721,000	2,700,037	2,626,000	74,037	415,564	2,159,992	3,929,095	466,011	594,722	5,000
Expense	Blank-deferred or Cancelled	1,319,000	1,152,156	1,130,649	21,508	141,469	947,498	1,170,527	183,149	301,062	-

Project #	Category	Component	Location	Type	Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes	
821 128 314	2018 RR-CAP	White Tent 40x80	The Lodge	C	12	A	-	7,532	7,532	-	-	7,532	62,968	-	-			
821 051 207	2018 RR-CAP	Trail TC Trailhead Remodel	Trails	C	12	A	-	4,095	4,095	-	-	4,095	22,485	-	-			
821 110 024	2018 RR-CAP	Wayfinding Signage Winter	Cross Country	C	12	A	-	62	62	-	-	62	13,608	-	-			
821 110 023	2018 RR-CAP	Signage Exterior Trail Maps	Cross Country	C	12	A	-	521	521	-	-	521	4,572	-	-			
821 210 182	2018 RR-CAP	Trail Map Signage 4	Ski Area-Mtn Ops	C	12	A	-	1,081	1,081	-	-	1,081	3,594	-	-			
821 150 364	2018 RR-CAP	Prep snk and refurbish - Ice Machine Roc	Pizza	C	12	A	-	3,087	3,087	-	-	3,087	3,972	-	-			
821 150 131	2018 RR-CAP	Service Station Cabinets -2	Pizza	C	12	A	-	2,533	2,533	-	-	2,533	2,533	-	-			
821 211 310	2018 RR-CAP	Snowbird Chairlift	Ski Area - Lift Maintenance	C	12	A	-	1,653	1,653	-	-	1,653	1,427,118	-	-			
821 110 019	2018 RR-CAP	Trail Improvements - 2018	Cross Country	C	12	A	-	4,000	4,000	-	-	4,000	22,066	-	-			
821 050 038	2018 RR-CAP	Chipper Brush Bandit 250 xp 2008	Forestry	C	12	A	-	180	180	-	-	180	51,373	-	-			
821 215 167	2018 RR-CAP	Rental Equipment	Ski Area-Mtn Ops	C	12	A	-	5,451	5,451	-	-	5,451	81,591	-	-			
821 132 353	2018 RR-CAP	Light Pole Replacement	Trout Creek BLDG	C	12	A	-	1,101	1,101	-	-	1,101	2,075	-	-			
821 125 063	2018 RR-CAP	Irrig. Pump Well no. 6	Golf Course	C	12	A	-	19,000	18,722	278	-	18,722	19,594	-	-		late invoice in '19, total project \$2075	
721 125 265	2017 RR-CAP	Driving Range Netting	Golf Course	C	12	A	-	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	A	-	2,041	6,184	(4,143)	-	6,184	47,748	-	-		Finishing project, \$49,959 Project B TL ITD \$44k	
721 051 154	2017 RR-CAP	Trail 31A-32A Remodel S Euer vally tra	Trails	C	12	A	-	7,062	7,062	-	-	7,062	13,057	-	-			
921 010 001	2019 RR-CAP	CASp Improvements Year 1	Administration	C	12	A	509,930	-	-	-	-	-	-	-	-	-	separated projects (4-mwch.golf,lodge,marina) \$300k	
921 010 270	2019 RR-CAP	NWCH Exterior Restrooms CASp Impro	Northwoods	C	12	A	-	206,856	206,856	-	-	206,856	206,856	-	-	5,000	B19 part of lump 500k in Admin (\$5k is rough ms est	
921 010 002	2019 RR-CAP	Holiday Decorations	Administration	C	12	A	3,082	3,082	3,082	-	1,476	1,476	1,476	1,606	-	-		
921 010 003	2019 RR-CAP	Radio Equipment -5-	Administration	C	12	A	3,536	3,536	-	3,536	-	-	-	-	-	-		
921 010 282	2019 RR-ACC-CAP	Radio Repeater Equipment	Administration	C	06	A	12,750	12,900	12,900	(150)	-	12,900	12,900	-	-	-	DP-Accel	
921 010 004	2019 RR-CAP	Managerial Desk Replacement	Administration	C	12	A	5,027	3,177	3,177	-	-	3,177	3,177	-	-	-		
921 010 005	2019 RR-CAP	NW & NW Monument Sign Landscape	Administration	C	99	A	7,459	-	-	-	-	-	-	-	7,459	-		
921 010 012	2019 RR-CAP	Association Signage - General	Administration	C	12	A	2,035	3,035	-	3,035	-	-	-	-	-	-	DP - Increased Defer	
921 010 013	2019 RR-CAP	No. 141 - Ford 15 - Explorer Sport - 7KC	Administration	C	99	A	67,474	-	-	-	-	-	-	-	-	67,474		
921 155 014	2019 RR-CAP	China / Glassware	Alder Creek Cafe	C	12	A	5,087	457	457	-	-	457	457	-	-	-		
921 155 015	2019 RR-CAP	Smallwares / Flatware	Alder Creek Cafe	C	12	A	2,035	107	107	-	-	107	107	-	-	-		
921 141 016	2019 RR-CAP	Bike Rentals	Bikeworks	C	12	A	21,989	18,761	18,761	-	-	18,761	18,761	-	-	-		
921 141 017	2019 RR-CAP	Bikes - Day Camps	Bikeworks	C	12	A	4,198	2,424	2,424	-	-	2,424	2,424	-	-	-		
921 100 019	2019 RR-CAP	Tables-Picnic - Supplemental	Campground	C	99	A	5,087	-	-	-	-	-	-	-	5,087	-		
921 010 023	2019 RR-CAP	Building - Roof & Decking Repairs	Chalet House	C	12	A	15,107	-	-	-	-	-	-	-	-	-	budget was C in error, see E reclass	
921 010 024	2019 RR-CAP	Building - Siding Repairs	Chalet House	C	12	A	5,087	-	-	-	-	-	-	-	-	-	budget was C in error, see E reclass	
921 110 027	2019 RR-CAP	Trail maintenance 2019 only	Cross Country	C	12	A	28,786	28,312	28,312	-	19,767	28,312	28,312	-	-	-		
921 110 030	2019 RR-CAP	Umbrellas / Stands	Cross Country	C	99	A	2,052	-	-	-	-	-	-	-	2,052	-		
921 110 031	2019 RR-CAP	Wayfinding Signage - Winter - Suppleme	Cross Country	C	12	A	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	A	20,243	20,243	20,243	-	622	1,382	1,382	18,860	-	-		
921 110 033	2019 RR-CAP	Biathlon Equipment	Cross Country	C	12	A	9,224	9,148	9,148	-	-	-	9,148	9,148	-	-	Accelerated & paid in 2018	
921 110 034	2019 RR-CAP	Groomer Tracks no3	Cross Country	C	12	A	15,313	15,313	15,313	-	-	11,339	11,339	3,974	-	-		
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	A	17,750	17,750	17,750	-	-	16,578	16,578	1,172	-	-		
921 110 269	2019 RR-ACC-CAP	Building-Rental Room-Exterior Doors	Cross Country	C	06	A	9,429	9,429	9,429	-	192	9,429	9,429	-	-	-	DP-Accel	
921 080 036	2019 RR-CAP	English Tack	Equestrian Center	C	99	A	4,538	-	-	-	-	-	-	-	4,538	-	deferred to 2020	
921 080 037	2019 RR-CAP	Horses	Equestrian Center	C	12	A	5,817	1,356	1,356	-	-	1,356	-	-	-	-		
921 080 038	2019 RR-CAP	Paddock Sets - 4 -	Equestrian Center	C	12	A	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	A	11,961	11,961	11,961	-	-	-	-	11,961	-	-		
921 050 041	2019 RR-CAP	Gate: Crabtree Access - 2	Forestry	C	12	A	11,844	11,844	11,844	-	5,922	5,922	5,922	5,922	-	-		
921 050 042	2019 RR-CAP	Gate: Lower Carpenter Valley	Forestry	C	12	A	6,074	6,074	6,074	-	-	-	6,074	-	-	-		
921 050 047	2019 RR-CAP	No. 089 - Ford 03 - F550 Chip Truck - 7/	Forestry	C	12	A	77,137	77,137	87,565	(10,428)	-	87,565	87,565	-	-	-	DP-Increase	
921 005 053	2019 RR-CAP	Signage-Boat & Trailer - Spaces	General Maintenance	C	12	A	2,036	2,036	1,330	706	-	1,330	1,330	-	-	-		
921 125 057	2019 RR-CAP	Tee Markers	Golf Course	C	99	A	5,555	-	-	-	-	-	-	-	5,555	-	deferred	
921 125 058	2019 RR-CAP	Broyhill Greens Keeper	Golf Course	C	12	A	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	A	11,438	11,438	11,281	157	-	11,281	11,281	-	-	-		
921 125 060	2019 RR-CAP	Mower Walk Bhdn Grns -1b-	Golf Course	C	12	A	11,438	11,438	11,281	157	-	11,281	11,281	-	-	-		
921 125 061	2019 RR-CAP	Mower Walk Bhdn Grns -1c-	Golf Course	C	12	A	11,438	11,438	11,281	157	-	11,281	11,281	-	-	-		
921 125 062	2019 RR-CAP	Rollers Greens Turfs -3-	Golf Course	C	12	A	18,063	18,063	17,914	149	-	17,914	17,914	-	-	-		
921 125 063	2019 RR-CAP	Sand - Seed Buckets	Golf Course	C	99	A	10,413	-	-	-	-	-	-	-	10,413	-	deferred	
921 125 064	2019 RR-CAP	Toro Workman hd-xd	Golf Course	C	12	A	30,605	30,605	26,215	4,390	-	26,215	26,215	-	-	-		
921 125 065	2019 RR-CAP	Irrigation Heads	Golf Course	C	12	A	21,126	21,126	21,065	61	-	21,065	21,065	-	-	-		

Replacement Reserve Fund

12,500,000

SPEND FOR MONTH

12/19/19

12/19/2019

Replacement Reserve TL
Capital
Expense

A-Active 5,040,000
C-Completed 3,721,000
Blank-deferred or Cancelled 1,319,000

3,852,193
2,700,037
1,152,156

3,756,649
2,626,000
1,130,649

95,544
74,037
21,508

557,032
415,564
141,469

3,107,490
2,159,992
947,498

5,099,622
3,929,095
1,170,527

649,160
466,011
183,149

895,784
594,722
301,062

5,000
5,000
-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
921 125 066	2019 RR-CAP	Fairways/Rough Remodel - Agency and	Golf Course	C	12	A	500,207	56,000	47,119	8,881	175	47,119	47,119	-	-	-	forecast is delayed to 2020, 2019 planning only
921 125 300	2019 RR-ACC-CAP	Golf Greens Replacement	Golf Course	C	12	A	-	69,540	69,566	(26)	-	69,566	69,566	-	-	-	YE CIP, down payment in 2019 for 2020 project
921 125 069	2019 RR-CAP	Bridges Year 2	Golf Course	C	12	A	21,258	21,258	3,294	17,964	-	3,294	3,294	-	-	-	
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	A	-	8,890	4,215	4,675	-	4,215	4,215	-	-	-	B19 part of lump 500k in Admin
921 025 071	2019 RR-CAP	Desktop Printers -10-	IT	C	12	A	3,216	3,216	3,216	-	-	2,607	2,607	609	-	-	at B
921 025 075	2019 RR-CAP	POS Hardware	IT	C	12	A	4,337	4,337	4,195	141	87	4,195	4,195	-	-	-	Done
921 025 076	2019 RR-CAP	POS Terminal	IT	C	12	A	11,331	11,331	11,257	74	104	11,257	11,257	-	-	-	Done
921 025 077	2019 RR-CAP	POS(1) Aloha	IT	C	12	A	2,259	2,259	1,582	678	-	1,082	1,082	500	-	-	to go 500 in Dec
921 025 078	2019 RR-CAP	RTP Systems(2) Hardware and Software	IT	C	12	A	8,098	8,098	8,098	-	974	974	974	7,124	-	-	at B
921 025 079	2019 RR-CAP	Server- Hardware - B	IT	C	12	A	6,036	6,036	5,913	122	422	5,913	5,913	-	-	-	done
921 025 082	2019 RR-CAP	UPS Units- Network	IT	C	12	A	6,470	6,470	6,470	-	-	1,862	1,862	4,608	-	-	at B
921 025 083	2019 RR-CAP	UPS Units- Workstation	IT	C	12	A	3,444	3,444	3,444	-	-	2,361	2,361	1,082	-	-	at B
921 025 085	2019 RR-CAP	Workstations- Communics.	IT	C	12	A	9,596	9,596	9,746	(150)	1,482	9,746	9,746	-	-	-	done
921 025 086	2019 RR-CAP	Workstations- Managers (A)	IT	C	12	A	25,307	25,307	25,307	-	220	15,430	15,430	9,877	-	-	at B
921 025 087	2019 RR-CAP	ACAC -TIVO TV controllers (9)	IT	C	99		2,025	2,025	2,025	-	-	-	-	2,025	2,025	-	defer to 2020
921 025 088	2019 RR-CAP	AV Systems Amenities - Meadow Room IT	IT	C	12	A	10,629	10,629	10,629	-	-	10,079	10,079	550	-	-	at B
921 025 089	2019 RR-CAP	Digital Signage - TV's	IT	C	12	A	20,424	20,424	20,424	-	-	16,931	16,931	3,493	-	-	at b
921 025 090	2019 RR-CAP	VOIP-Physical Phones	IT	C	12	A	36,443	36,443	36,443	-	7,552	26,711	26,711	9,731	-	-	at B
921 025 091	2019 RR-CAP	Weather Station - Marina	IT	C	99		2,100	2,100	2,100	-	-	-	-	2,100	2,100	-	defer to 2020
921 025 092	2019 RR-CAP	Workstations- Laptop (B)	IT	C	12	A	3,387	3,387	2,945	442	-	2,945	2,945	-	-	-	done at \$ now
921 025 093	2019 RR-CAP	Network Wiring - Amenity Fiber	IT	C	12	A	10,123	10,123	10,123	-	-	22	22	10,101	-	-	to use from TC REMODEL (was a change order item)
921 025 096	2019 RR-CAP	Annual Conference Room Improvements	IT	C	12	A	5,002	5,002	4,993	9	-	4,993	4,993	-	-	-	done
923 025 103	2019 RR-CAP	Loyalty Software	IT	C	99		12,510	12,510	12,510	-	-	-	-	12,510	12,510	-	defer to 2020
921 025 107	2019 RR-CAP	Marketing Webcam	IT	C	12	A	4,112	4,112	-	4,112	-	1,115	1,115	(1,115)	-	-	done. Move to Expense-015, as under \$2k
921 025 108	2019 RR-CAP	Ntwrk Softwr- OS	IT	C	12	A	2,596	2,596	2,596	-	-	1,023	1,023	1,572	-	-	at B
921 025 109	2019 RR-CAP	POS Equip- Barcode Scanners	IT	C	12	A	3,084	3,084	2,873	211	-	2,873	2,873	-	-	-	at B
921 025 111	2019 RR-CAP	POS Terminals- Hardware	IT	C	12	A	18,523	18,523	19,511	(987)	-	19,511	19,511	-	-	-	Done
921 025 113	2019 RR-CAP	Security Video Systems	IT	C	12	A	24,056	24,056	9,047	15,009	-	9,047	9,047	-	-	-	Done
921 025 116	2019 RR-CAP	Security Video Systems	IT	C	12	A	6,087	6,087	6,022	65	-	6,022	6,022	-	-	-	Done
	2019 RR-CAP	Zendesk - Member Services	IT	C	12	A	11,743	-	-	-	-	-	-	-	-	-	reclass to E, see E section
921 025 118	2019 RR-CAP	Cell Phones - Supplemental	IT	C	12	A	3,847	3,847	3,966	(119)	-	3,966	3,966	-	-	-	done
921 025 284	2019 RR-ACC-CAP	Table Safe EMV Units (10) Lodge	IT	C	12	A	-	10,000	9,796	204	-	9,796	9,796	-	-	-	done
921 025 295	2019 RR-ACC-CAP	Laptop	IT	C	12	A	-	2,500	2,500	-	-	1,142	1,142	1,358	-	-	at B
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	A	7,971	7,971	6,235	1,736	-	6,235	6,235	-	-	-	
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	A	11,190	11,190	1,802	9,388	-	1,802	1,802	-	-	-	to move to Expense in Dec19
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	A	2,025	2,025	2,054	(29)	-	2,054	2,054	-	-	-	need to research, probable coding reclass required
921 060 133	2019 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	A	2,610	2,610	2,254	356	-	2,254	2,254	-	-	-	
921 060 134	2019 RR-CAP	Sailboat-Getaway Rig	Marina	C	12	A	2,227	2,227	2,210	17	-	2,210	2,210	-	-	-	
921 060 135	2019 RR-CAP	Sailboat-Wave Rigs (2)	Marina	C	12	A	2,733	2,733	2,864	(131)	-	2,864	2,864	-	-	-	
921 060 136	2019 RR-CAP	Windsurfer Rigs	Marina	C	12	A	2,030	2,030	1,918	112	-	1,918	1,918	-	-	-	
921 060 138	2019 RR-CAP	Inflatables - WIBIT	Marina	C	12	A	2,024	2,024	1,514	510	-	1,514	1,514	-	-	-	
921 060 139	2019 RR-CAP	Tool Inventory - Marina	Marina	C	12	A	2,050	2,050	1,721	329	(206)	1,721	1,721	-	-	-	
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	A	45,605	540	540	-	-	540	540	-	45,065	-	Defer to 2020
921 060 146	2019 RR-CAP	Furniture- Beach - Tables & Chairs	Marina	C	99	A	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	A	-	13,415	6,117	7,298	-	6,117	6,117	-	-	-	B19 part of lump 500k in Admin
921 130 147	2019 RR-CAP	NWDS Furniture- Pool Deck - Chaise	No.Woods Pool-Bldg	C	99		35,798	-	-	-	-	-	-	-	-	35,798	Defer to 2020
921 130 148	2019 RR-CAP	NWDS Furniture- Pool Deck - Tables &	No.Woods Pool-Bldg	C	99		17,898	-	-	-	-	-	-	-	-	17,898	Defer to 2020
921 130 149	2019 RR-CAP	Pool Cover - Winter	No.Woods Pool-Bldg	C	12	A	5,438	5,438	5,226	212	-	5,226	5,226	-	-	-	
921 005 153	2019 RR-CAP	Furniture Banq-Meet- Chairs	Northwoods	C	12	A	6,074	6,074	6,003	71	-	6,003	6,003	-	-	-	
921 005 154	2019 RR-CAP	Air Compressor - Sprinkler System	Northwoods	C	12	A	2,046	2,046	4,345	(2,299)	-	4,345	4,345	-	-	-	DP - Increase

Replacement Reserve Fund

12,500,000

SPEND FOR

12/19/19

12/19/2019

201911

Replacement Reserve TL
Capital
Expense

A-Active 5,040,000
C-Completed 3,721,000
Blank-deferred or Cancelled 1,319,000

3,852,193 3,756,649 2,626,000 1,130,649

95,544 557,032 3,107,490 5,099,622 649,160 895,784 5,000
74,037 415,564 2,159,992 3,929,095 466,011 594,722 5,000

21,508 141,469 947,498 1,170,527 183,149 301,062 -

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
923 005 155	2019 RR-CAP	Design costs - NWCH - 1-Office	Northwoods	C	12		14,265	14,265	-	14,265	-	-	-	-	-	-	
921 150 156	2019 RR-CAP	Flooring Kitchen	Pizza	C	99		20,346	-	-	-	-	-	-	-	-	20,346	Deferred
921 150 157	2019 RR-CAP	Cold Box Sandwich Prp - Large and Small	Pizza	C	99		3,087	-	-	-	-	-	-	-	-	3,087	
921 150 158	2019 RR-CAP	Cold Box Sandwich Prp - Medium	Pizza	C	99		2,025	-	-	-	-	-	-	-	-	2,025	
921 150 159	2019 RR-CAP	Ice Cream-Freezer	Pizza	C	99		1,316	-	-	-	-	-	-	-	-	1,316	
921 150 160	2019 RR-CAP	Smallwares / Flatware	Pizza	C	12	A	2,039	2,039	1,844	195	-	1,844	1,844	-	-	-	or is this China and Glassware? ACC
921 150 161	2019 RR-CAP	Tableware	Pizza	C	12	A	7,592	7,592	1,494	6,098	798	1,494	1,494	-	-	-	
921 150 162	2019 RR-CAP	Warming Cabinet	Pizza	C	99		2,025	-	-	-	-	-	-	-	-	2,025	
921 010 297	2019 RR-ACC-CAP	POTH Outdoor Lounge Furniture & Cush	Pizza	C	12	A	-	5,000	3,797	1,203	-	3,797	3,797	-	-	-	Accelerated to 2019 due to condition of the old stuff
921 110 299	2019 RR-ACC-CAP	Cross Country Outdoor Lounge Furniture	Cross Country	C	12	A	-	5,000	4,763	237	-	4,763	4,763	-	-	-	Accelerated to 2019 due to condition of the old stuff
921 051 288	2019 RR-ACC-CAP	Whoop it up Remodel	Trails	C	12	A	-	-	4,018	(4,018)	-	4,018	4,018	-	-	-	Accelerated to 2019 due to deterioration and popularity
921 140 163	2019 RR-CAP	Event Sound & Communication System	Recreation	C	12	A	6,061	6,061	6,102	(41)	-	6,102	6,102	-	-	-	
921 140 164	2019 RR-CAP	EZ Up - Logo'd Event Equipment - incl E	Recreation	C	12	A	21,003	21,003	20,750	253	-	20,750	20,750	-	-	-	
921 140 165	2019 RR-CAP	Umbrellas/Stands - Bocce courts	Recreation	C	12	A	2,037	2,037	2,462	(425)	-	2,462	2,462	-	-	-	
921 211 167	2019 RR-CAP	Eagle Rock Chair Pads	Ski Area - Lift Maintenance	C	12		16,277	16,277	16,277	-	-	-	-	-	16,277	-	
921 211 168	2019 RR-CAP	Eagle Rock Grips (10)	Ski Area - Lift Maintenance	C	12		15,271	15,271	15,271	-	-	-	-	-	15,271	-	
921 211 169	2019 RR-CAP	Eagle Rock Sheaves	Ski Area - Lift Maintenance	C	12	A	10,195	10,195	9,374	821	-	9,374	9,374	-	-	-	
921 211 171	2019 RR-CAP	Rhino Utility Vehicle 2008	Ski Area - Lift Maintenance	C	99		18,221	-	-	-	-	-	-	-	-	18,221	
921 210 173	2019 RR-CAP	Groomer - Tiller no 2	Ski Area - Vehicle Maintenance	C	12	A	16,197	16,197	16,197	-	2,976	2,976	2,976	-	-	13,220	
921 210 174	2019 RR-CAP	Groomer Tracks no 1	Ski Area - Vehicle Maintenance	C	12	A	12,307	12,307	12,307	-	-	7,136	7,136	-	-	5,171	
921 210 310	2019 RR-ACC-CAP	Bus replacement (for 1 totalled)	Ski Area - Vehicle Maintenance	C	12	A	-	105,000	95,000	10,000	86,379	86,379	86,379	-	-	8,621	DP, BOD approved Oct'19
921 215 175	2019 RR-CAP	AD Skis and Bindings - A (Starting 2019)	Ski Area Rentl-Rtl	C	12		16,096	16,096	14,695	1,401	-	-	-	-	14,695	-	
921 215 176	2019 RR-CAP	Child Skis & Bindings - A (Starting 2019)	Ski Area Rentl-Rtl	C	12		9,786	9,786	15,771	(5,985)	-	-	-	-	15,771	-	DP
921 215 177	2019 RR-CAP	Demo Skis - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		10,244	10,244	6,686	3,558	-	-	-	-	6,686	-	
921 215 178	2019 RR-CAP	Poles - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		4,122	4,122	3,149	973	-	-	-	-	3,149	-	
921 215 179	2019 RR-CAP	Ski Boots - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		12,926	12,926	11,602	1,324	-	-	-	-	11,602	-	
921 215 180	2019 RR-CAP	Snowboard Bindings - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		16,584	16,584	16,477	107	-	-	-	-	16,477	-	
921 215 181	2019 RR-CAP	Snowboard Boots - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		5,220	5,220	5,350	(130)	-	-	-	-	5,350	-	
921 215 182	2019 RR-CAP	Snowboards - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12		9,451	9,451	9,408	43	-	-	-	-	9,408	-	
923 210 183	2019 RR-CAP	DSL Asphalt Repairs	Ski Area-Mtn Ops	C	12		10,085	10,085	10,085	-	-	-	-	-	10,085	-	
921 210 190	2019 RR-CAP	Trail maintenance 2019 only	Ski Area-Mtn Ops	C	12	A	39,915	39,915	6,010	33,905	-	6,010	6,010	-	-	-	
921 210 192	2019 RR-CAP	Ski Area Signage - Supplemental	Ski Area-Mtn Ops	C	12		5,087	5,087	5,087	-	-	-	-	-	5,087	-	
921 210 193	2019 RR-CAP	Ski School Learning Equipment	Ski Area-Mtn Ops	C	12		20,246	20,246	20,246	-	-	-	-	-	20,246	-	
921 216 194	2019 RR-CAP	Snowplay Fencing	Snowplay	C	12		2,648	2,648	2,648	-	-	-	-	-	2,648	-	
921 216 196	2019 RR-CAP	Snowplay Fire Pits - 4 -	Snowplay	C	12		3,473	3,473	3,473	-	-	-	-	-	3,473	-	
921 090 199	2019 RR-CAP	Furn Lounge	Tennis Complex	C	12	A	9,111	9,111	5,539	3,572	-	5,539	5,539	-	-	-	
921 090 200	2019 RR-CAP	Furn Patio Umbrella	Tennis Complex	C	99		3,044	-	-	-	-	-	-	-	-	3,044	
921 090 201	2019 RR-CAP	Outdoor Patio and Deck Furniture Repair	Tennis Complex	C	12	A	3,037	3,037	2,998	39	-	2,998	2,998	-	-	-	
921 090 203	2019 RR-CAP	Court Resurf. 10-11	Tennis Complex	C	12	A	18,930	18,930	18,730	200	-	18,730	18,730	-	-	-	
921 128 204	2019 RR-CAP	Appliance - Ice Maker - Manitowoc	The Lodge	C	99		3,454	-	-	-	-	-	-	-	3,454	-	deferred to 2020
921 128 205	2019 RR-CAP	Appliance - Kegerator - Banquets	The Lodge	C	99		3,242	-	-	-	-	-	-	-	3,242	-	
921 128 206	2019 RR-CAP	Appliance - Remote Condenser - Refri	The Lodge	C	99		4,792	-	-	-	-	-	-	-	4,792	-	
see notes	2019 RR-CAP	Appliance - Drop-In - Cold - Bar	The Lodge	C	12		4,079	4,079	4,079	-	-	-	-	-	4,079	-	Accelerated in 2018
921 128 208	2019 RR-CAP	Art and Accessories - Lodge and Banquet	The Lodge	C	12	A	5,649	5,649	3,232	2,417	443	3,232	3,232	-	-	-	
921 128 209	2019 RR-CAP	Bar - Mahogany	The Lodge	C	12	A	5,099	3,890	3,890	-	3,890	3,890	3,890	-	-	-	
923 128 211	2019 RR-CAP	Deck - Pavers - Grotto and Walkway	The Lodge	C	99		11,167	-	-	-	-	-	-	-	-	11,167	
921 128 213	2019 RR-CAP	Furniture - Bar - Bar Stools	The Lodge	C	99		4,186	-	-	-	-	-	-	-	4,186	-	Defer to 2020
923 128 214	2019 RR-CAP	Landscaping Supplemental	The Lodge	C	99		5,087	-	-	-	-	-	-	-	5,087	-	
921 128 216	2019 RR-CAP	Furniture - Deck - Umbrellas	The Lodge	C	99		2,061	-	-	-	-	-	-	-	2,061	-	
921 128 218	2019 RR-CAP	Banquet Service - trays and plate covers	The Lodge	C	99		2,200	-	-	-	-	-	-	-	2,200	-	
921 128 219	2019 RR-CAP	China and Glassware	The Lodge	C	12	A	7,405	7,405	8,247	(842)	(1,240)	8,247	8,247	-	-	-	
921 128 220	2019 RR-CAP	Menu Covers	The Lodge	C	12	A	2,528	2,528	1,940	588	-	1,940	1,940	-	-	-	
921 128 274	2019 RR-CAP	The Lodge - CASp Improvements	The Lodge	C	12	A	-	63,000	63,000	-	-	37,432	37,432	25,568	-	-	B19 part of lump 500k in Admin
921 128 266	2019 RR-ACC-CAP	Wine Rack - The Pub	The Lodge	C	06	A	-	2,500	2,150	350	-	2,150	2,150	-	-	-	DP
921 051 222	2019 RR-CAP	Trails Master Plan - Consultant	Trails	C	12		45,553	45,553	33,853	11,700	-	-	-	33,853	-	-	
921 051 223	2019 RR-CAP	Picnic Tables-Bnchs - Supplemental	Trails	C	99		2,547	-	-	-	-	-	-	-	2,547	-	Defer to 2020
921 051 224	2019 RR-CAP	Trail - Nature Loop Bridge	Trails	C	99		48,530	-	-	-	-	-	-	-	48,530	-	
921 051 225	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross	Trails	C	12	A	35,430	35,430	35,430	-	-	8,511	8,511	26,919	-	-	

Replacement Reserve Fund

12,500,000

SPEND FOR MONTH

12/19/19

12/19/2019

201911

Replacement Reserve TL

Capital

Expense

A-Active

C-Completed

Blank-deferred or Cancelled

5,040,000	3,852,193	3,756,649	95,544	557,032	3,107,490	5,099,622	649,160	895,784	5,000
3,721,000	2,700,037	2,626,000	74,037	415,564	2,159,992	3,929,095	466,011	594,722	5,000
1,319,000	1,152,156	1,130,649	21,508	141,469	947,498	1,170,527	183,149	301,062	-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
923 051 226	2019 RR-CAP	Trail - Glacier Way Trailhead Remodel (Trails		C	99		15,303	-	-	-	-	-	-	-	15,303		Deferred
921 051 227	2019 RR-CAP	Trail - Nature Loop Construction	Trails	C	12	A	76,465	11,170	11,170	-	3,249	11,170	11,170	-	-		mostly deferred to 2020
923 051 228	2019 RR-CAP	Trail - Trout Creek Trailhead Remodel - (Trails		C	99		20,404	-	-	-	-	-	-	-	20,404		Deferred
923 051 233	2019 RR-CAP	Trail 46 Remodel Schussing Crossing - S Trails		C	99		5,101	-	-	-	-	-	-	-	5,101		Deferred
923 051 235	2019 RR-CAP	Trail 7-12 Remodel - Alder Creek - Soft Trails		C	12		15,303	15,303	15,303	-	-	-	-	15,303	-		
921 051 230	2019 RR-CAP	Trail 25-26 Repair - Const	Trails	C	12		-	-	-	-	-	-	-	-	-		needs to be reclassified to E project #, error coding
921 051 231	2019 RR-CAP	Trail 27-28 Repair - Teton Way - Const	Trails	C	12		-	-	-	-	-	-	-	-	-		needs to be reclassified to E project #, error coding
921 051 289	2019 RR-ACC-CAP	McGlashan / Berggarten Road Trail 11	Trails	C	12	A	-	11,700	11,700	-	-	11,700	11,700	-	-		DP
921 132 241	2019 RR-CAP	TCRC Expansion Project	Trout Creek BLDG	C	12	A	-	760,347	760,347	-	273,217	871,160	871,160	(110,813)	-		to reclass \$111k to DVF, per DP on Project cost split
	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- Matellex	Trout Creek BLDG	C	12		6,571	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Carpet Trout Crk - Kids Club, Office, Br	Trout Creek BLDG	C	12		5,082	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Furniture - Lounge	Trout Creek BLDG	C	12		10,574	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Office Furniture	Trout Creek BLDG	C	12		4,049	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside HVAC	Trout Creek BLDG	C	12		10,123	-	-	-	-	-	-	-	-		
	2019 RR-CAP	HVAC	Trout Creek BLDG	C	12		9,508	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Landscaping-Lawns-Ir - Phase 1	Trout Creek BLDG	C	12		17,715	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside FF&E	Trout Creek BLDG	C	12		41,504	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	12		12,148	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Counters	Trout Creek BLDG	C	12		10,123	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Mirrors	Trout Creek BLDG	C	12		6,580	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Plumbing & Fixtur	Trout Creek BLDG	C	12		40,492	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	12		6,074	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Alarm Detection Control Panel - Trout C	Trout Creek BLDG	C	12		2,627	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	12		2,035	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	12		7,651	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Signage	Trout Creek BLDG	C	12		2,025	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Building Siding (new)	Trout Creek BLDG	C	12		76,304	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Structural Remodel	Trout Creek BLDG	C	12		32,393	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Concrete Capping Entryway/ADA	Trout Creek BLDG	C	12		12,779	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Tile	Trout Creek BLDG	C	12		80,984	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Building - Int Trim	Trout Creek BLDG	C	12		15,184	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Window Screens	Trout Creek BLDG	C	12		2,278	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Building Windows - (new)	Trout Creek BLDG	C	12		45,553	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	12		35,736	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Gymside Windows	Trout Creek BLDG	C	12		15,315	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	12		15,315	-	-	-	-	-	-	-	-		
	2019 RR-CAP	Playground Furniture & Umbrellas	Trout Creek BLDG	C	12	A	9,920	9,920	8,690	1,230	-	8,690	8,690	-	-		
921 132 239	2019 RR-CAP	Strength Equipment	Trout Creek FITNESSEQ	C	12	A	-	78,000	78,000	-	-	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	A	2,952	2,952	2,221	731	-	2,221	2,221	-	-		
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	A	27,332	27,332	20,553	6,779	-	20,553	20,553	-	-		
921 132 247	2019 RR-CAP	Furniture - Patio - Rec - Chaise	Trout Creek POOLSPA	C	99		45,553	-	-	-	-	-	-	-	45,553		deferred to 2020
921 132 248	2019 RR-CAP	Furniture - Patio - Rec - Tables & Chairs	Trout Creek POOLSPA	C	99		15,184	-	-	-	-	-	-	-	15,184		deferred to 2020
921 132 249	2019 RR-CAP	Dolphin 2x2 Pool Sweeper	Trout Creek POOLSPA	C	12	A	5,519	5,519	5,839	(320)	-	5,839	5,839	-	-		

Replacement Reserve Fund

12,500,000

SPEND FOR

12/19/19

12/19/2019

201911

Replacement Reserve TL

Capital

Expense

A-Active

C-Completed

Blank-deferred or Cancelled

5,040,000	3,852,193	3,756,649	95,544	557,032	3,107,490	5,099,622	649,160	895,784	5,000
3,721,000	2,700,037	2,626,000	74,037	415,564	2,159,992	3,929,095	466,011	594,722	5,000
1,319,000	1,152,156	1,130,649	21,508	141,469	947,498	1,170,527	183,149	301,062	-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
921 132 250	2019 RR-CAP	Filter Sand - L- K-Spa	Trout Creek POOLSPA	C	99		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	99		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	A	29,589	29,589	13,870	15,719	-	13,870	13,870	-	-	-	
921 132 254	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements I	Trout Creek POOLSPA	C	99		8,125	-	-	-	-	-	-	-	-	8,125	
921 132 255	2019 RR-CAP	Pool Cover- Rec Pool	Trout Creek POOLSPA	C	99		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	A	-	-	-	-	-	2,600	16,327	(2,600)	-	-	needs to be reclassified to 2019 Project C
723 128 260	2018 RR-EXP	Engng Svcs and Constn Docrs - Covrd W	The Lodge	E	12	A	-	-	-	-	-	1,181	10,858	(1,181)	-	-	needs to be reclassified to 2019 Project C
823 050 039	2018 RR-EXP	Common Area Tree Damage	Forestry	E	12	A	-	2,702	2,702	-	2,702	2,702	153,929	-	-	-	
923 025 117	2019 RR-EXP	Zendesk - Member Services	IT	E	12	A	-	11,743	11,743	-	4,436	11,776	11,776	(33)	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	A	33,908	33,908	32,623	1,285	6,468	32,623	32,623	-	-	-	
923 010 007	2019 RR-EXP	Mail Machine - Lease	Administration	E	12	A	4,117	4,117	4,117	-	1,079	4,443	4,443	(326)	-	-	
923 165 268	2019 RR-EXP	Reserve Payroll Allocation	Administration	E	12	A	136,650	136,650	136,650	-	11,167	122,837	122,837	13,813	-	-	
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	A	6,050	6,050	24	6,026	-	24	24	-	-	-	? 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	A	2,885	2,885	2,322	563	-	2,322	2,322	-	-	-	
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	A	4,697	4,697	4,015	682	-	4,015	4,015	-	-	-	
923 110 025	2019 RR-EXP	Asphalt - ACAC Stripe	Cross Country	E	12	A	2,045	2,045	2,045	-	-	-	2,045	-	-	-	
923 110 026	2019 RR-EXP	Fencing - repair	Cross Country	E	12	A	10,969	10,969	2,012	8,957	1,652	2,012	2,012	-	-	-	
923 110 028	2019 RR-EXP	Forest Service Special Use Permit	Cross Country	E	12	A	2,096	10,341	13,063	(2,722)	2,722	13,063	13,063	-	-	-	incld 3yrs back billing
923 110 029	2019 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	99		2,050	-	-	-	-	-	-	-	-	2,050	
923 110 304	2019 RR-ACC-EXP	Alder Creek Adventure Center - Boiler 1	Cross Country	E	12	A	-	4,100	4,072	28	-	4,072	4,072	-	-	-	
923 110 305	2019 RR-ACC-EXP	ACAC - Boiler 1 & 2 Repairs and Replac	Cross Country	E	12	A	-	1,300	1,296	4	-	1,296	1,296	-	-	-	
923 110 309	2019 RR-ACC-EXP	ACAC - Culvert Repair	Cross Country	E	12	A	-	50,000	40,287	9,713	40,287	40,287	40,287	-	-	-	
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	A	10,286	10,286	10,286	-	6,386	10,286	10,286	-	-	-	
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	A	84,893	84,893	84,893	-	-	84,893	84,893	-	-	-	
923 050 045	2019 RR-EXP	Mastication - Small Equipment	Forestry	E	12	A	26,793	26,793	26,793	-	-	-	-	-	26,793	-	
923 050 046	2019 RR-EXP	Year 3 - Forestry Storm Damage	Forestry	E	12	A	153,276	153,276	152,232	1,044	51,862	152,232	152,232	-	-	-	
923 005 048	2019 RR-EXP	Boat Strg. Stripe	General Maintenance	E	12	A	2,970	2,970	1,910	1,060	-	1,910	1,910	-	-	-	
923 005 049	2019 RR-EXP	Misc. Pav. Crack Repairs	General Maintenance	E	12	A	12,516	12,516	2,444	10,072	-	2,444	2,444	-	-	-	
923 005 050	2019 RR-EXP	Postal Sites Seal - 4 locations	General Maintenance	E	12	A	4,657	4,657	3,160	1,497	-	3,160	3,160	-	-	-	
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	A	5,089	5,089	4,700	389	-	4,700	4,700	-	-	-	
923 120 054	2019 RR-EXP	GC Pking Seal-Stripe	Golf Complex	E	12	A	13,675	13,675	12,596	1,079	-	12,596	12,596	-	-	-	
923 125 055	2019 RR-EXP	Asphalt Cart Path Repair	Golf Course	E	12	A	11,565	11,565	11,495	70	-	11,495	11,495	-	-	-	
923 125 056	2019 RR-EXP	Sod Repair	Golf Course	E	12	A	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	A	2,064	2,064	2,064	-	-	2,064	2,064	-	-	-	
923 025 072	2019 RR-EXP	Fiber Optic Leases	IT	E	12	A	43,414	43,414	43,099	315	3,910	39,099	39,099	4,000	-	-	
923 025 073	2019 RR-EXP	Gasboy - Maintenance Software License	IT	E	99		1,685	1,685	-	1,685	-	-	-	-	-	1,685	cancel
923 025 074	2019 RR-EXP	Golf Module- 4 tees	IT	E	12	A	6,298	6,298	6,000	298	-	6,000	6,000	-	-	-	done
923 025 080	2019 RR-EXP	Service Microsoft 365 license	IT	E	12	A	33,912	33,912	33,912	-	-	29,637	29,637	4,275	-	-	at B
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	A	19,269	19,269	33,771	(14,502)	2,576	31,171	31,171	2,600	-	-	new solution with cost savings in place, Dec'19
923 025 084	2019 RR-EXP	VICOMAP - Website	IT	E	12	A	1,600	1,600	-	1,600	-	-	-	-	-	-	cancel
923 025 094	2019 RR-EXP	Security Cameras Repairs	IT	E	12	A	5,087	5,087	4,408	678	-	4,408	4,408	-	-	-	done
923 025 095	2019 RR-EXP	Adobe-Macromedia Software	IT	E	12	A	7,673	7,673	7,673	-	900	5,958	5,958	1,714	-	-	at B
923 025 097	2019 RR-EXP	Arc GIS - Forestry - Software	IT	E	12	A	1,100	1,100	-	1,100	-	-	-	-	-	-	cancel
923 025 098	2019 RR-EXP	ConnectWise Automate Software	IT	E	12	A	7,213	7,213	6,518	696	593	6,518	6,518	-	-	-	Done
923 025 099	2019 RR-EXP	Digital Board Portal	IT	E	12	A	4,082	8,000	8,000	-	-	8,000	8,000	-	-	-	
923 025 100	2019 RR-EXP	E-Store	IT	E	12	A	27,332	27,332	20,000	7,332	1,613	13,665	13,665	6,335	-	-	
923 025 101	2019 RR-EXP	Gold Mine Software	IT	E	12	A	1,537	1,537	-	1,537	-	-	-	-	-	-	cancel

201911

Replacement Reserve TL

Capital Expense

A-Active
C-Completed

5,040,000
3,721,000
1,319,000

3,852,193
2,700,037
1,152,156

3,756,649
2,626,000
1,130,649

95,544
74,037
21,508

557,032
415,564
141,469

3,107,490
2,159,992
947,498

5,099,622
3,929,095
1,170,527

649,160
466,011
183,149

895,784
594,722
301,062

5,000
5,000
-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
923 025 102	2019 RR-EXP	Goldmine - Lama - Maintenance	IT	E	12	A	13,223	13,223	12,992	231	-	12,992	12,992	-	-		
923 025 104	2019 RR-EXP	LPMS - Risk - Case Mngmt	IT	E	12	A	6,937	6,937	6,780	157	-	6,780	6,780	-	-		
923 025 105	2019 RR-EXP	Maintenance Work Order-M+ Software	IT	E	12	A	2,070	2,070	1,631	439	-	1,631	1,631	-	-		
923 025 106	2019 RR-EXP	Marketing Interactive Web Features	IT	E	12	A	3,150	3,150	1,140	2,010	95	1,140	1,140	-	-		
923 025 110	2019 RR-EXP	POS Licenses	IT	E	12	A	8,351	8,351	-	8,351	-	-	-	-	-		Done
923 025 112	2019 RR-EXP	Reserve Fund Software	IT	E	12	A	3,040	3,040	3,105	(65)	-	3,105	3,105	-	-		not needed, cancelled
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	99	A	14,548	14,548	-	14,548	-	-	-	-	14,548		not annual, defer to 2020
923 025 115	2019 RR-EXP	Trails User Smartphone App	IT	E	12	A	7,500	7,500	7,800	(300)	-	7,800	7,800	-	-		done
923 025 287	2019 RR-ACC-EXP	Marketing/Trails - Phone App - Summer	IT	E	12	A	5,000	5,000	5,000	-	-	5,000	5,000	-	-		done
923 025 119	2019 RR-EXP	IT Wiring Upgrades - Amenities Non Fib	IT	E	99	A	5,037	-	-	-	-	-	-	-	-		
923 160 120	2019 RR-EXP	Maint.Yd. Asphalt Repairs	Maintenance	E	99	A	5,087	-	-	-	-	-	-	-	-		5,087
923 160 121	2019 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	12	A	7,695	7,695	7,420	275	-	7,420	7,420	-	-		
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Rep	Maintenance	E	12	A	3,961	3,961	3,790	171	-	3,790	3,790	-	-		
923 060 130	2019 RR-EXP	Marina Asphalt Repairs	Marina	E	12	A	5,087	5,087	3,440	1,647	-	3,440	3,440	-	-		
923 060 131	2019 RR-EXP	Marina Pkg-Stripe	Marina	E	12	A	1,524	1,524	880	644	-	880	880	-	-		
923 060 137	2019 RR-EXP	Dock Repairs	Marina	E	12	A	6,188	6,188	5,933	255	-	5,933	5,933	-	-		
923 060 140	2019 RR-EXP	Fencing- Repairs	Marina	E	12	A	2,026	2,026	1,400	626	-	1,400	1,400	-	-		
923 060 141	2019 RR-EXP	Landscaping-Lawns-Irrigation - Repairs	Marina	E	12	A	8,138	8,138	6,861	1,277	-	6,861	6,861	-	-		
923 060 144	2019 RR-EXP	Stormwater - Containment- Repair	Marina	E	12	A	4,246	4,246	4,246	-	-	-	-	4,246	-		
923 060 143	2019 RR-EXP	State Land Commission Lease	Marina	E	12	A	-	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	A	-	-	-	-	-	-	-	-	-		budget was C in error
923 005 150	2019 RR-EXP	NWDS Asphalt Repairs	Northwoods	E	12	A	5,087	5,087	4,440	647	-	4,440	4,440	-	-		
923 005 151	2019 RR-EXP	NWDS Prking Seal-Stripe	Northwoods	E	12	A	11,844	11,844	11,844	-	-	11,844	11,844	-	-		
923 005 152	2019 RR-EXP	Deck-Pavers Repair	Northwoods	E	99	A	7,154	-	-	-	-	-	-	-	7,154		
923 211 166	2019 RR-EXP	Eagle Rock - Haul Rope Splice	Ski Area - Lift Maintenance	E	99	A	12,208	-	-	-	-	-	-	-	-	12,208	
923 211 170	2019 RR-EXP	Tower Painting - Eagle Rock	Ski Area - Lift Maintenance	E	99	A	20,359	-	-	-	-	-	-	-	-	20,359	
923 210 172	2019 RR-EXP	Building/Fence Stain - Top Shop	Ski Area - Vehicle Maintenance	E	12	A	15,303	15,303	4,760	10,543	-	4,760	4,760	-	-		
923 210 184	2019 RR-EXP	DSL Lower 500 Dr Seal (35%)	Ski Area-Mtn Ops	E	12	A	1,711	1,711	1,711	-	-	-	-	1,711	-		
923 210 185	2019 RR-EXP	DSL Prking Seal-Stripe	Ski Area-Mtn Ops	E	12	A	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	A	4,733	4,733	4,733	-	-	-	-	4,733	-		
923 210 187	2019 RR-EXP	DSL-Fire Lane Seal	Ski Area-Mtn Ops	E	12	A	5,438	5,438	5,438	-	-	-	-	5,438	-		
923 210 188	2019 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	99	A	3,038	-	-	-	-	-	-	-	3,038		
923 210 189	2019 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	99	A	2,059	-	-	-	-	-	-	-	2,059		deferred to 2020
923 210 191	2019 RR-EXP	Stormwater - Containment- Clean out Lot	Ski Area-Mtn Ops	E	99	A	5,061	-	-	-	-	-	-	-	5,061		
923 216 195	2019 RR-EXP	Snowplay ADA Ramp, Stairs, Walkway	Snowplay	E	99	A	25,183	-	-	-	-	-	-	-	25,183		deferred to 2020
923 090 197	2019 RR-EXP	Tennis Access Rd. - Parking - Seal -Strip	Tennis Complex	E	12	A	6,309	4,798	4,798	-	-	4,798	4,798	-	-		
923 090 198	2019 RR-EXP	Display Case-Counter Repairs	Tennis Complex	E	12	A	2,035	1,213	1,213	-	-	1,213	1,213	-	-		
923 090 202	2019 RR-EXP	Court Crack Repairs	Tennis Complex	E	99	A	6,417	-	-	-	-	-	-	-	6,417		deferred to 2020
923 090 285	2019 RR-ACC-EXP	Tennis Center Perimeter Fence Repairs	Tennis Complex	E	12	A	4,935	4,700	4,700	235	-	4,700	4,700	-	-		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	A	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	A	2,039	-	-	-	-	-	-	-	2,039		deferred to 2020
923 128 210	2019 RR-EXP	Concrete Repairs	The Lodge	E	12	A	10,087	10,087	311	9,776	-	311	311	-	-		
923 128 212	2019 RR-EXP	Deck - Pavers - Repairs	The Lodge	E	99	A	8,078	-	-	-	-	-	-	-	8,078		deferred to 2020
923 128 215	2019 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	99	A	2,055	-	-	-	-	-	-	-	2,055		
923 128 217	2019 RR-EXP	Paint - Exterior Deck, Railing & West El	The Lodge	E	12	A	2,216	2,216	2,215	1	-	2,215	2,215	-	-		
923 128 283	2019 RR-ACC-EXP	Golf Pro Shop Closet Remediation	The Lodge	E	12	A	-	62,990	62,990	(62,990)	3,022	62,990	62,990	-	-		to net to zero, insurance claim item
923 160 296	2019 RR-ACC-EXP	Replacement of Tires for Loaders and Sk	Maintenance	E	12	A	-	14,130	14,130	(14,130)	-	14,130	14,130	-	-		Accelerated due to wear on tires
923 160 293	2019 RR-ACC-EXP	Maintenance Yard Fence Repairs	Maintenance	E	12	A	4,200	4,200	4,200	-	-	4,200	4,200	-	-		
923 051 222	2019 RR-EXP	Trails Master Plan - Consultant	Trails	E	12	A	-	-	-	-	-	-	-	-	-		needs to be reclassified to C project, as Budgeted
923 051 221	2019 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	99	A	2,050	-	-	-	-	-	-	-	2,050		
923 051 229	2019 RR-EXP	Trail 23-24 Repair - Glacier Way - Cons	Trails	E	12	A	3,061	-	-	-	-	-	-	-	-		
923 051 230	2019 RR-EXP	Trail 25-26 Repair - Const	Trails	E	12	A	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	A	2,040	2,040	1,805	235	-	1,805	1,805	-	-		
923 051 232	2019 RR-EXP	Trail 42-43 repair - E. Perimeter near Mt	Trails	E	12	A	3,569	3,569	1,926	1,643	-	1,926	1,926	-	-		
923 051 234	2019 RR-EXP	Trail 6-7 Repair - Hansel to Campground	Trails	E	99	A	25,505	-	-	-	-	-	-	-	25,505		deferred
923 051 236	2019 RR-EXP	Trail 7-8 Repair - Alder Creek Trail - So	Trails	E	12	A	25,505	25,505	25,505	-	-	-	-	25,505	-		
923 051 237	2019 RR-EXP	Trail Repair/Improvement	Trails	E	12	A	20,050	20,050	2,234	17,816	-	2,234	2,234	-	-		
923 132 241	2019 RR-EXP	TCRC Expansion Project	Trout Creek BLDG	E	12	A	-	77,663	77,663	-	-	-	-	77,663	-		

Replacement Reserve Fund

12,500,000

SPEND FOR MONTH

12/19/19

12/19/2019

Replacement Reserve TL	A-Active	5,040,000	3,852,193	3,756,649	95,544	557,032	3,107,490	5,099,622	649,160	895,784	5,000
Capital	C-Completed	3,721,000	2,700,037	2,626,000	74,037	415,564	2,159,992	3,929,095	466,011	594,722	5,000
Expense	Blank-deferred or Cancelled	1,319,000	1,152,156	1,130,649	21,508	141,469	947,498	1,170,527	183,149	301,062	-

Project #	Category	Component	Location	Type	2019 Planned Month	PROJECT STATUS	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	\$ to SPEND in 2020 for Active but not Complete Projects	Notes
	2019 RR-EXP	Asphalt Repairs	Trout Creek BLDG	E	12		11,092			-	-	-	-	-	-		
	2019 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	12		10,218			-	-	-	-	-	-		
	2019 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	12		8,098			-	-	-	-	-	-		
	2019 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	12		17,855			-	-	-	-	-	-		
	2019 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	12		10,123			-	-	-	-	-	-		
	2019 RR-EXP	Restrooms - Gymside Paint	Trout Creek BLDG	E	12		10,123			-	-	-	-	-	-		
	2019 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	12		10,152			-	-	-	-	-	-		
	2019 RR-EXP	Trout Creek Seal-Stripe	Trout Creek BLDG	E	99		19,016	-	-	-	-	-	-	-	-	19,016	Defer to 2020
923 132 238	2019 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	99		2,055	-	-	-	-	-	-	-	-	2,055	
923 132 243	2019 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	12	A	5,577	5,577	2,891	2,686	-	2,891	2,891	-	-		
923 010 023	2019 RR-EXP	Building - Roof & Decking Repairs	Chalet House	E	12	A		15,107	15,385	(278)	-	15,385	15,385	-	-		budget was C in error
923 010 024	2019 RR-EXP	Building - Siding Repairs	Chalet House	E	12	A		5,087	5,128	(42)	-	5,128	5,128	-	-		budget was C in error
	2019 RR-CAP	Contingency, capex	General	C	12		(38)	(38)	96,819	(96,857)	-	(1,802)	-	98,621	-		rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	A	1,887	1,887	10,265	(8,378)	-	1,802	-	8,463	-		rounding in Forecast

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

November 2019

Year-to-Date November 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 %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
65,000	65,000	60,000	0	0%	5,000	8%	36053	Revenue								
								ALLOCATED RECREATION FEE	1,061,450	1,038,000	998,610	23,450	2%	62,840	6%	1,110,000
0	0	0	0	0%	0	0%	(350...	Golf Passes	90,351	135,000	133,031	-44,649	-33%	-42,680	-32%	135,000
-409	0	0	-409	0%	-409	0%	3502...	Golf Passes - Packs	50,354	85,000	91,694	-34,646	-41%	-41,340	-45%	85,000
0	0	0	0	0%	0	0%	35035	Golf Green Fees - Member	112,457	229,000	208,705	-116,543	-51%	-96,248	-46%	229,000
0	0	0	0	0%	0	0%	35025	Golf Green Fees - Guest	169,357	238,000	182,021	-68,643	-29%	-12,664	-7%	238,000
0	0	0	0	0%	0	0%	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	620,279	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
2,655	4,100	5,800	-1,445	-35%	-3,145	-54%	35570	Ski Passes - Public	219,280	120,900	165,901	98,380	81%	53,379	32%	156,000
3,225	5,200	8,200	-1,975	-38%	-4,975	-61%	35575	Ski Passes - P.O.	213,900	175,100	209,748	38,860	22%	4,212	2%	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
45	100	0	-55	-55%	45	0%	35594	Snowplay Member	1,519	3,600	750	-2,081	-58%	769	103%	5,100
856	1,300	0	-444	-34%	856	0%	35596	Snowplay Guest	59,265	47,400	33,572	11,865	25%	25,694	77%	67,400
925	3,400	0	-2,475	-73%	925	0%	35595	Snowplay Public	90,607	122,000	80,956	-31,393	-26%	9,652	12%	173,600
1,718	600	38	1,118	186%	1,680	4421%	35610	P.O. Daily Trail Fee	46,245	33,300	19,670	12,945	39%	26,575	135%	45,000
4,202	1,500	118	2,702	180%	4,084	3461%	35615	Public Daily Trail Fee	207,597	201,900	128,576	5,697	3%	79,021	61%	244,000
1,786	100	90	1,686	1686%	1,696	1884%	35620	Guest Daily Trail Fee	74,786	27,900	14,714	46,886	168%	60,072	408%	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
0	0	0	0	0%	0	0%	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
1,320	2,100	2,676	-780	-37%	-1,356	-51%	36054	Daily Usage Fee - Member	44,310	49,650	39,848	-5,340	-11%	4,462	11%	53,950
8,235	10,700	12,504	-2,465	-23%	-4,269	-34%	36055	Daily Usage Fee - Guest	460,165	467,950	404,076	-7,785	-2%	56,089	14%	494,650
0	0	0	0	0%	0	0%	38013	Campground Revenue	95,467	69,300	85,642	26,167	38%	9,825	11%	69,300
24,558	29,100	29,426	-4,542	-16%	-4,868	-17%		Total Direct Access & Use	3,665,355	3,601,700	2,912,871	63,655	2%	752,484	26%	4,135,800
78,694	140,854	161,579	-62,160	-44%	-82,885	-51%	3310...	Food	2,638,950	3,048,455	2,711,646	-409,505	-13%	-72,696	-3%	3,354,400
-6,194	-17,050	-14,031	10,856	64%	7,837	56%		Food Discounts	-206,124	-281,050	-234,514	74,926	27%	28,390	12%	-297,800
-2,448	-4,050	-4,325	1,602	40%	1,877	43%	33152	EE Discounts	-79,619	-93,300	-13,681	-9,710	-1%	-970	-1%	-103,600
-760	-1,600	-835	840	52%	75	9%	33154	Guest Relations aka Manager	-20,638	-29,600	-22,083	8,962	30%	1,445	7%	-31,800
0	-100	-326	100	100%	326	100%	33156	InterDept Discounts	-5,594	-1,950	-6,935	-3,644	-187%	1,342	19%	-2,000
-2,987	-11,300	-8,545	8,313	74%	5,558	65%	3316...	Marketing Discounts	-100,274	-156,200	-126,847	55,926	36%	26,573	21%	-160,400
2,237	3,700	3,604	-1,463	-40%	-1,367	-38%	33180	Food NA Beverage	149,660	179,900	150,231	-30,240	-17%	-571	0%	201,900
74,737	127,504	151,152	-52,767	-41%	-76,416	-51%		Food subtotal	2,582,486	2,947,305	2,627,364	-364,819	-12%	-44,878	-2%	3,258,500
7,107	11,893	12,542	-4,786	-40%	-5,435	-43%	3322...	Beer	309,539	342,892	330,025	-33,353	-10%	-20,486	-6%	376,000
-490	0	-327	-490	0%	-162	-50%	3322...	Beer Discounts	-8,724	0	-7,143	-8,724	0%	-1,581	-22%	0
9,123	11,770	14,790	-2,647	-22%	-5,667	-38%	33242	Liquor	356,646	266,430	319,567	90,216	34%	37,079	12%	292,100
-391	0	-587	-391	0%	197	33%	3324...	Liquor Discounts	-7,294	0	-10,550	-7,294	0%	3,256	31%	0
12,612	25,623	23,520	-13,011	-51%	-10,908	-46%	33262	Wine	375,386	463,733	375,036	-88,347	-19%	350	0%	505,100
-365	0	-795	-365	0%	430	54%	3326...	Wine Discounts	-7,454	0	-13,161	-7,454	0%	5,707	43%	0
680	0	1,837	680	0%	-1,157	-63%	33268	Corkage Fees	22,283	0	18,922	22,283	0%	3,360	18%	0
-160	0	-1,320	-160	0%	1,160	88%	33269	Corkage Fee Discounts	-11,753	0	-7,827	-11,753	0%	-3,927	-50%	0
28,117	49,286	49,660	-21,169	-43%	-21,542	-43%		Beverage subtotal	1,028,628	1,073,055	1,004,870	-44,427	-4%	23,758	2%	1,173,200
675	4,010	1,482	-3,335	-83%	-807	-54%	3328...	Misc other F&B	218,669	155,240	208,003	63,429	41%	10,666	5%	162,100
0	-100	100	100%	0%	0	0%	33299	InterDept Food Sales	-4,398	100	-3,992	-4,498	-4498%	-405	-10%	0
675	3,910	1,482	-3,235	-83%	-807	-54%		Other F&B subtotal	214,271	155,340	204,011	58,931	38%	10,260	5%	162,100
103,529	180,700	202,294	-77,171	-43%	-98,765	-49%		Total Food and Beverage	3,825,385	4,175,700	3,836,245	-350,315	-8%	-10,860	0%	4,593,800
103,529	157,700	202,294	-54,171	-34%	-98,765	-49%		F&B Revenue by Segment:	3,298,977	3,070,700	3,409,974	228,277	7%	-110,997	-3%	3,350,000
51,705	79,100	153,646	-27,395	-35%	-101,941	-66%	33910	F&B-Dining Room	1,351,189	1,138,200	1,536,931	212,989	19%	-185,742	-12%	1,262,000
31,639	50,100	9,936	-18,461	-37%	21,704	218%	33920	F&B-Pub	696,556	720,300	646,082	-23,744	-3%	50,474	8%	793,000
7,592	16,600	17,199	-9,008	-54%	-9,608	-56%	33930	F&B-Banquets	715,636	685,500	665,553	30,136	4%	50,083	8%	730,000
0	0	0	0	0%	0	0%	33940	F&B-Lunch	44,879	86,000	122,352	-41,121	-48%	-77,473	-63%	86,000
0	0	0	0	0%	0	0%	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
12,593	11,900	21,513	693	6%	-8,920	-41%	33990	Cafeteria	338,221	256,700	261,024	81,521	32%	77,196	30%	295,000
0	0	0	0	0%	0	0%	33989	Employee Housing	0	19,000	0	-19,000	-100%	0	0%	19,000
-841	0	-1,985	-841	0%	1,145	58%	33163	Mkt Discounts, Happy Hour Fo	-23,398	0	-27,844	-23,398	0%	4,445	16%	0
-396	0	-66	-396	0%	-329	-495%	33226	Mkt Discounts, Happy Hour Bev	-6,103	0	-3,438	-6,103	0%	-2,666	-78%	0
-31	0	-113	-31	0%	82	73%	33246	Mkt Discounts, Happy Hour Bev	-868	0	-3,889	-868	0%	3,021	78%	0
-98	0	-602	-98	0%	505	84%	33266	Mkt Discounts, Happy Hour Be	-3,261	0	-8,071	-3,261	0%	4,810	60%	0
-524	0	-782	-524	0%	258	33%</										

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

November 2019

Year-to-Date November 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	Variance	Var	
			\$	%	\$	%						\$	%	\$	%	
-1,364	0	-2,767	-1,364	0%	1,403	51%		Mkt Discounts, Happy Hour	-33,631	0	-43,241	-33,631	0%	9,611	22%	0
100	0	325	100	0%	-225	-69%	36015	Sales - Firewood	5,670	5,000	4,023	670	13%	1,647	41%	5,000
0	0	0	0	0%	0	0%	36016	Sales - Timber	0	0	18,178	0	0%	-18,178	-100%	0
0	0	16,417	0	0%	-16,417	-100%	36017	Sales - Chips	11,088	0	16,417	11,088	0%	-5,329	-32%	0
9,082	9,600	7,336	-518	-5%	1,746	24%	36030	Sales - Retail	566,829	532,700	519,061	34,129	6%	47,768	9%	605,400
-304	-400	-285	96	24%	-19	-7%	38015	Employee Discounts	-23,242	-11,600	-12,948	-11,642	-100%	-10,295	-80%	-12,900
0	0	0	0	0%	0	0%	38017	Homeowner Discounts	-4,738	-4,000	-4,704	-738	-18%	-34	-1%	-4,000
-987	-1,500	-726	513	34%	-261	-36%	38020	Discounts - Retail	-48,155	-56,700	-65,860	8,545	15%	17,705	27%	-62,000
-50	0	0	-50	0%	-50	0%	38025	Promotion Discounts	-1,294	-2,000	-2,521	706	35%	1,227	49%	-2,000
7,841	7,700	23,067	141	2%	-15,227	-66%		Total Retail Product Reve	506,159	463,400	471,647	42,759	9%	34,512	7%	529,500
0	0	0	0	0%	0	0%	(350...	Golf Cart Rentals	82,015	161,000	187,906	-78,985	-49%	-105,891	-56%	161,000
0	0	0	0	0%	0	0%	35018	Golf Club Set Rentals	7,521	0	11,440	7,521	0%	-3,919	-34%	0
0	0	0	0	0%	0	0%	35020	Golf - Driving Range	36,490	53,000	51,528	-16,511	-31%	-15,039	-29%	53,000
1,144	100	0	1,044	1044%	1,144	0%	(355...	Lessons - Group	302,861	305,300	184,125	-2,439	-1%	118,735	64%	370,800
390	200	38	190	95%	353	940%	(355...	Lessons - Private	395,662	271,800	285,602	123,862	46%	110,060	39%	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	181,873	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
6,768	2,300	732	4,468	194%	6,037	825%	3604...	Rentals	924,033	943,700	689,347	-19,667	-2%	234,686	34%	1,145,000
0	0	0	0	0%	0	0%	36042	Rentals, Storage	48,150	12,000	33,198	36,150	301%	14,952	45%	12,000
0	0	0	0	0%	0	0%	36043	Rentals, Bikes	43,698	44,000	42,751	-302	-1%	947	2%	44,000
220	1,200	2,421	-980	-82%	-2,201	-91%	3604...	Child Care	1,147	12,300	14,790	-11,153	-91%	-13,643	-92%	14,000
4,668	7,700	7,378	-3,032	-39%	-2,710	-37%	36050	Aerobics	72,946	78,500	81,294	-5,554	-7%	-8,347	-10%	87,000
594	400	770	194	49%	-176	-23%	36056	Fitness/Training	6,760	4,500	8,240	2,260	50%	-1,480	-18%	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
1,006	1,200	1,203	-194	-16%	-197	-16%	36051	Massage	11,801	16,300	16,033	-4,499	-28%	-4,232	-26%	18,000
140	100	0	40	40%	140	0%	36057	Towels/Lockers	2,020	1,000	780	1,020	102%	1,240	159%	1,000
0	0	0	0	0%	0	0%	36060	Lessons - Public	2,791	2,300	1,592	491	21%	1,199	75%	2,300
0	0	0	0	0%	0	0%	36070	Lessons - P.O.	64,263	48,500	49,292	15,763	33%	14,971	30%	48,500
0	0	0	0	0%	0	0%	36080	Lessons - Guest	39,284	38,000	56,123	1,264	3%	-16,859	-30%	38,000
0	0	0	0	0%	0	0%	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
14,930	13,200	12,541	1,730	13%	2,389	19%		Total Lessons & Rental R	2,732,854	2,599,600	2,290,112	133,254	5%	442,742	19%	3,029,800
4,020	3,300	1,960	720	22%	2,060	105%	32010	Aso - Fees	48,175	76,600	63,831	-28,425	-37%	-15,656	-25%	79,000
1,235	2,000	1,615	-765	-38%	-380	-24%	32020	Inspection Fees	22,090	29,000	27,860	-6,911	-24%	-5,771	-21%	30,000
838	500	2,335	338	68%	-1,498	-64%	32030	Fines	11,287	5,500	10,180	5,787	105%	1,107	11%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
4,359	3,010	4,318	1,349	45%	41	1%	34010	Interest	111,904	45,510	72,771	66,394	146%	39,133	54%	49,120
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
3,024	2,200	2,589	824	37%	435	17%	34020	Late Charges	33,379	31,800	29,926	1,579	5%	3,453	12%	34,000
-270	-200	0	-70	-35%	-270	0%	34030	Lien Fees	12,960	9,200	8,695	3,760	41%	4,265	49%	9,000
0	-500	0	500	100%	0	0%	34040	Delinquency Fees	40,694	42,200	41,151	-1,506	-4%	-456	-1%	42,000
21,465	16,900	17,380	4,565	27%	4,085	24%	34050	Transfer Fees	142,470	136,400	152,005	6,070	4%	-9,535	-6%	148,000
0	0	10	0	0%	-10	-100%	34060	NSF Charges	60	0	50	60	0%	10	20%	0
0	0	0	0	0%	0	0%	34075	Sponsorships	19,875	5,000	19,720	14,875	298%	155	1%	5,000
18,016	14,700	11,464	3,316	23%	6,552	57%	34080	Communications Ad Revenue	209,359	192,000	185,186	17,359	9%	24,173	13%	210,000
1,739	2,500	2,438	-761	-30%	-699	-29%	37018	Lease Revenue	25,146	27,500	34,450	-2,354	-9%	-9,304	-27%	30,000
1,148	1,890	2,080	-742	-39%	-932	-45%	37020	Other Revenue	76,851	96,890	71,429	-20,039	-21%	5,422	8%	104,980
1,000	0	661	1,000	0%	339	51%	38005	Employee Housing Revenue	86,796	55,000	94,499	31,796	58%	-7,703	-8%	69,000
20,438	0	0	20,438	0%	20,438	0%	37030	Forestry Grant Revenue	20,438	0	64,969	20,438	0%	-44,532	-69%	0
77,012	46,300	46,850	30,712	66%	30,162	64%		Total Other Revenue	877,634	752,600	878,723	125,034	17%	-1,089	0%	816,100
292,870	342,000	374,178	-49,130	-14%	-81,309	-22%		GROSS REVENUE (GREV)	12,668,836	12,631,000	11,388,208	37,836	0%	1,280,629	11%	14,215,000
COST OF GOODS SOLD (COGS)																
0	0	0	0	0%	0	0%	4310...	Food	0	0	-1,042	0	0%	1,042	100%	0
-9,667	-13,760	-17,516	4,093	30%	7,850	45%	43110	Meat	-244,648	-290,440	-246,572	45,792	16%	1,925	1%	-321,400
-5,639	-10,060	-13,771	4,421	44%	8,132	59%	43120	Seafood	-145,952	-190,970	-141,906	45,018	24%	-4,046	-3%	-205,270
-6,185	-6,730	-12,943	545	8%	6,758	52%	43130	Produce	-171,963	-140,890	-179,791	-31,073	-22%	7,828	4%	-154,280
-3,061	-5,410	-5,711	2,349	43%	2,649	46%	43140	Dairy	-84,965	-130,370	-96,183	45,405	35%	11,218	12%	-143,250
-2,121	-1,610	-1,987	-511	-32%	-133	-7%	43150	NA Beverage	-45,276	-61,020	-51,542	15,744	26%	6,265	12%	-68,010
-6,609	-9,085	-16,806	2,476	27%	10,197	61%	43160	Food Other	-237,708	-203,522	-256,267	-34,186	-17%	18,558	7%	-226,891
435	3,920	4,725	-3,485	-89%	-4,290	-91%	43190	Mktg Discounts credit	51,960	70,850	67,329	-18,890	-27%	-15,370	-23%	76,200
2,195	2,725	2,730	-531	-19%	-536	-20%	43192	EE Meals credit	31,570	38,642	36,173	-7,072	-18%	-4,603	-13%	41,951
-30,652	-40,010	-61,280	9,358	23%	30,628	50%		Food Cogs	-846,983	-907,720	-869,802	60,737	7%	22,819	3%	-1,000,950

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2019
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November 2019							Year-to-Date November 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	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
-2,422	-2,890	-3,950	468	16%	1,529	39%	43270 Beer	-77,491	-83,970	-80,612	6,479	8%	3,120	4%	-92,070
-1,601	-2,410	-2,028	809	34%	427	21%	43280 Liquor	-60,218	-54,970	-63,904	-5,248	-10%	3,686	6%	-60,190
-4,293	-7,690	-7,308	3,397	44%	3,015	41%	43290 Wine	-121,333	-139,630	-115,648	18,297	13%	-5,685	-5%	-151,980
-8,315	-12,990	-13,286	4,675	36%	4,971	37%	Beverage Cogs	-259,043	-278,570	-260,164	19,527	7%	1,121	0%	-304,240
-4,190	-4,550	-2,514	360	8%	-1,677	-67%	Retail Product Cogs	-289,025	-275,510	-258,678	-13,515	-5%	-30,347	-12%	-307,810
-43,157	-57,550	-77,080	14,393	25%	33,922	44%	Total COGS	-1,395,051	-1,461,800	-1,388,644	66,749	5%	-6,407	0%	-1,613,000
-14.7%	-16.8%	-20.6%	02.1%	12.4%	05.9%	28.5%	Total Cogs / GREV %	-11.0%	-11.6%	-12.2%	00.6%	04.9%	01.2%	09.7%	-11.3%
-53.4%	-59.1%	-10.9%	05.6%	09.6%	-42.5%	-390.5%	Retail Product Cogs / Retail R	-57.1%	-59.5%	-54.8%	02.4%	04.0%	-02.3%	-04.1%	-58.1%
-45.6%	-47.4%	-10.4%	01.8%	03.7%	-35.2%	-337.2%	Retail Product Cogs / Retail R	-49.5%	-51.2%	-46.4%	01.7%	03.3%	-03.1%	-06.8%	-50.4%
-37.6%	-29.3%	-36.9%	-08.3%	-28.3%	-00.8%	-02.1%	F&B Cogs / F&B Rev %	-28.9%	-28.4%	-29.5%	-00.5%	-01.8%	00.5%	01.8%	-28.4%
-37.9%	-27.7%	-37.1%	-10.2%	-36.8%	-00.8%	-02.1%	Food %, preDiscounts	-30.4%	-28.1%	-30.4%	-02.3%	-08.0%	00.0%	00.1%	-28.1%
-41.0%	-31.4%	-40.5%	-09.6%	-30.7%	-00.5%	-01.2%	Food %, postDiscounts	-32.8%	-30.8%	-33.1%	-02.0%	-06.5%	00.3%	00.9%	-30.7%
-94.8%	-43.5%	-55.1%	-51.3%	-117.8%	-39.7%	-71.9%	Food NA Beverage %	-30.3%	-33.9%	-34.3%	03.7%	10.8%	04.1%	11.8%	-33.7%
-29.6%	-26.4%	-26.8%	-03.2%	-12.2%	-02.8%	-10.5%	COGS % Beverage, incld CF,n	-25.2%	-26.0%	-25.9%	00.8%	03.0%	00.7%	02.7%	-25.9%
-36.6%	-24.3%	-32.3%	-12.3%	-50.6%	-04.3%	-13.2%	COGS % Beer,net	-25.8%	-24.5%	-25.0%	-01.3%	-05.2%	-00.8%	-03.2%	-24.5%
-18.3%	-20.5%	-14.3%	02.1%	10.5%	-04.1%	-28.4%	COGS % Liquor,net	-17.2%	-20.6%	-20.7%	03.4%	16.5%	03.4%	16.6%	-20.6%
-35.1%	-30.0%	-32.2%	-05.0%	-16.8%	-02.9%	-09.0%	COGS % Wine,net	-33.0%	-30.1%	-32.0%	-02.9%	-09.5%	-01.0%	-03.2%	-30.1%
249,712	284,450	297,099	-34,738	-12%	-47,386	-16%	Gross Margin (GREV-COG)	11,273,786	11,169,200	9,999,564	104,586	1%	1,274,222	13%	12,602,000
PAYROLL															
SALARIES & WAGES															
-273,463	-318,463	-293,669	45,000	14%	20,205	7%	5110... Salaries - Exempt - Regular & Ot	-3,463,212	-3,599,289	-3,386,465	136,077	4%	-76,747	-2%	-3,918,000
-547	0	-406	-547	0%	-141	-35%	51106 Salaries - Exempt - Commissions	-41,160	-23,000	-32,617	-18,160	-79%	-8,543	-26%	-23,000
-132,221	-169,216	-158,576	36,995	22%	26,355	17%	5122... Wages - FTRRegular	-1,693,099	-1,932,698	-1,737,611	239,599	12%	44,512	3%	-2,107,637
-137,256	-173,844	-175,887	36,588	21%	38,631	22%	5124... Wages - Seasonal & PartTime	-3,658,972	-3,724,425	-3,416,052	65,453	2%	-242,920	-7%	-4,163,463
0	-1,000	-1,146	1,000	100%	1,146	100%	5122... Wages-FTR-Commissions	-900	-28,000	-41,181	27,101	97%	40,282	98%	-30,000
-3,095	-6,600	-6,619	3,505	53%	3,524	53%	51246 Wages-Seasonal-Commissions	-83,692	-79,600	-89,178	-4,092	-5%	5,486	6%	-89,900
-131,717	-11,917	-67,777	-119,800	-1005%	-63,940	-94%	5110... Incentive Program, Exempt	-347,247	-131,084	-301,073	-216,163	-165%	-46,174	-15%	-143,000
-28,763	-2,500	-15,805	-26,263	-1051%	-12,958	-82%	51227 Incentive Program, FTR, NonEx	-96,821	-27,520	-92,288	-69,321	-252%	-4,533	-5%	-30,000
-2,554	0	-958	-2,554	0%	-1,596	-167%	51247 Incentive Program, Seasonal, N	-69,173	-10,000	-43,168	-59,173	-592%	-26,005	-60%	-10,000
27,218	23,500	90,375	3,718	16%	-63,158	-70%	51299 Capitalized Payroll Direct S&W	277,317	258,500	350,075	18,817	7%	-72,758	-21%	282,000
-682,399	-660,040	-630,466	-22,359	-3%	-51,933	-8%	Total Salaries & Wages, DIRECT	-9,176,959	-9,297,096	-8,789,559	120,137	1%	-387,400	-4%	-10,233,000
-378,510	-306,880	-271,476	-71,630	-23%	-107,034	-39%	Salaries sub-total	-3,574,301	-3,494,873	-3,370,079	-79,428	-2%	-204,222	-6%	-3,802,000
-303,889	-353,160	-358,990	49,271	14%	55,101	15%	Wage sub-total	-5,602,658	-5,802,223	-5,419,480	199,565	3%	-183,178	-3%	-6,431,000
-160,985	-172,716	-175,527	11,731	7%	14,542	8%	Wage-FTR subsubtotal	-1,790,820	-1,988,198	-1,871,081	197,378	10%	80,261	4%	-2,167,637
-142,905	-180,444	-183,464	37,539	21%	40,559	22%	Wage-Seasonal subsub	-3,811,838	-3,814,025	-3,548,399	2,187	0%	-263,439	-7%	-4,263,363
-233.0%	-193.0%	-168.5%	-40.0%	-20.7%	-64.5%	-38.3%	PayrollDirect %ofRevenue	-72.4%	-73.6%	-77.2%	01.2%	01.6%	04.7%	06.1%	-72.0%
15,796	-1,300	3,311	17,096	1315%	12,485	377%	51108 PTO net\$ accrual, in Salaries	27,602	-16,700	-12,198	44,302	265%	39,800	326%	-17,909
7,430	-1,000	8,179	8,430	843%	-749	-9%	51228 PTO net\$ accrual, in Wages FTR	-3,548	-11,000	-6,255	7,452	68%	2,707	43%	-12,000
23,226	-2,300	11,490	25,526	1110%	11,736	102%	PTO net accrual, in PD Total	24,055	-27,700	-18,452	51,755	187%	42,507	230%	-29,909
-343.9	0.0	-634.5	-343.9	0.0	290.6	0.5	Wage Overtime Hours	-14385.0	0.0	-12926.5	-14385.0	0.0	-1458.6	-0.1	0.0
-14202.2	-17952.5	-18766.2	3750.4	0.2	4564.1	0.2	Wage Total Hours	-311503.5	-326747.7	-316193.0	15244.2	0.0	4689.5	0.0	-362184.4
21.92	19.62	19.57	2.30	0.12	2.36	0.12	Wage ROP avg	17.97	17.72	17.12	0.25	0.01	0.85	0.05	17.72
-7134.3	-7800.3	-6950.1	666.0	0.1	-184.2	0.0	EXEMPT Hours	-82234.1	-90539.2	-81097.5	8305.1	0.1	-1136.6	0.0	-98337.8
PAYROLL BURDEN															
-52,658	-66,980	-59,414	14,322	21%	6,756	11%	5130... Payroll Taxes	-897,077	-1,029,870	-912,300	132,793	13%	15,223	2%	-1,149,000
-23,006	-32,220	-28,737	9,214	29%	5,732	20%	5130... Workers Compensation	-426,603	-503,100	-472,371	76,497	15%	45,767	10%	-569,000
-73,751	-77,715	-77,100	3,964	5%	3,350	4%	5130... Group Insurance	-802,082	-860,637	-731,467	58,555	7%	-70,615	-10%	-937,000
-16,256	-16,942	-15,804	686	4%	-452	-3%	5130... Retirement Plan	-148,064	-187,810	-149,236	39,746	21%	1,173	1%	-205,000
4,253	3,584	15,828	669	19%	-11,575	-73%	51499 Capitalized Payroll Burden	42,811	39,424	56,622	3,387	9%	-13,811	-24%	43,000
-161,417	-190,273	-165,227	28,856	15%	3,810	2%	PAYROLL BURDEN Total	-2,231,015	-2,541,993	-2,208,752	310,978	12%	-22,263	-1%	-2,817,000
-87,455	-90,659	-87,438	3,204	4%	-17	0%	(513... subtotal, Burden-Salary	-941,658	-1,034,913	-932,664	93,255	9%	-8,993	-1%	-1,130,000
-57,573	-69,368	-62,903	11,795	17%	5,330	8%	(514... subtotal, Burden-Wage-FTR	-630,991	-779,374	-619,797	148,383	19%	-11,194	-2%	-853,700
-20,642	-33,830	-30,714	13,188	39%	10,072	33%	(514... subtotal, Burden-Wage-Seasona	-701,178	-767,130	-712,913	65,952	9%	11,735	2%	-876,300
23.7%	28.8%	26.2%	-05.2%	-17.9%	-02.6%	-09.7%	Burden % - on all Payroll	24.3%	27.3%	25.1%	-03.0%	-11.1%	-00.8%	-03.3%	27.5%
23.1%	29.5%	32.2%	-06.4%	-21.8%	-09.1%	-28.3%	Burden % - Salary	26.3%	29.6%	27.7%	-03.3%	-11.0%	-01.3%	-04.8%	29.7%
35.8%	40.2%	35.8%	-04.4%	-11.0%	-00.1%	-00.2%	Burden % - Wage-FTR	35.2%	39.2%	33.1%	-04.0%	-10.1%	02.1%	06.4%	39.4%
14.4%	18.7%	16.7%	-04.3%	-23.0%	-02.3%	-13.7%	Burden % - Wage-Season	18.4%	20.1%	20.1%	-01.7%	-08.5%	-01.7%	-08.4%	20.6%
25.7%	29.2%	26.1%	-03.5%	-11.9%	-00.3%	-01.3%	Burden % - Wage-FTR&S	23.8%	26.7%	24.6%	-02.9%	-10.8%	-00.8%	-03.3%	26.9%
-843,816	-850,313	-795,694	6,497	1%	-48,123	-6%	PAYROLL TOTAL (Direct&Burde	-11,407,974	-11,839,089	-10,998,311	431,115	4%	-409,663	-4%	-13,050,000
23.7%	28.8%	26.2%	-5.2%	-17.9%	-2.6%	-9.7%	Burden % TL	24.3%	27.3%	25.1%	-3.0%	-11.1%	-0.8%	-3.3%	27.5%
7.7%	10.1%	9.4%	-2.4%	-24.0%	-1.7%	-18.1%	Payroll Taxes %	9.8%	11.1%	10.4%	-1.3%	-11.8%	-0.6%	-5.8%	11.2%

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

November 2019

Year-to-Date November 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		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
3.4%	4.9%	4.6%	-1.5%	-30.9%	-1.2%	-26.0%		Workers Comp %	4.6%	5.4%	5.4%	-0.8%	-14.1%	-0.7%	-13.5%	5.6%
10.8%	11.8%	12.2%	-1.0%	-8.2%	-1.4%	-11.6%		Group Insurance %	8.7%	9.3%	8.3%	-0.5%	-5.6%	0.4%	5.0%	9.2%
2.4%	2.6%	2.5%	-0.2%	-7.2%	-0.1%	-5.0%		Retirement %	1.6%	1.7%	1.7%	-0.4%	-20.1%	-0.1%	-5.0%	2.0%
-0.6%	-0.5%	-2.5%	-0.1%	-14.8%	1.9%	75.2%		Capz PB %	-0.5%	-0.4%	-0.6%	0.0%	-10.0%	0.2%	27.6%	-0.4%
OPERATING EXPENSES (OE)																
-2,277	-2,725	-2,854	448	16%	577	20%	50530	Employee Meals	-36,382	-40,642	-40,259	4,260	10%	3,877	10%	-44,301
-8,788	-17,500	-8,327	8,712	50%	-461	-6%	50605	Employee Housing expenses	-127,319	-119,900	-118,936	-7,419	-6%	-8,383	-7%	-137,400
0	0	-18	0	0%	18	100%	50610	Educational Reimbursement	-240	0	-18	-240	0%	-222	-1244%	0
-549	-1,100	-931	551	50%	382	41%	50615	Employee Recruiting	-11,000	-9,100	-12,997	-1,900	-21%	1,997	15%	-10,100
-1,727	-4,175	-3,224	2,448	59%	1,497	46%	50620	Employee Dev/Training	-33,442	-54,275	-41,411	20,833	38%	7,969	19%	-56,900
-3,355	-3,990	-4,868	635	16%	1,513	31%	50625	Employee Relations	-50,914	-43,215	-40,674	-7,699	-18%	-10,239	-25%	-61,750
-3,266	-2,600	-5,694	-666	-26%	2,427	43%	50626	PreEmployment Testing	-13,036	-18,800	-22,849	5,764	31%	9,813	43%	-22,400
-370	-400	-370	30	7%	0	0%	50627	EAP Services	-4,072	-6,000	-6,348	1,928	32%	2,277	36%	-6,600
-2,183	-1,700	-2,038	-483	-28%	-146	-7%	50628	Benefit Administration Services	-32,186	-26,200	-30,554	-5,986	-23%	-1,632	-5%	-33,200
-5,593	-7,700	-226	2,107	27%	-5,367	-2378%	50630	Uniforms	-26,685	-35,450	-23,114	8,765	25%	-3,571	-15%	-47,050
0	-1,250	-270	1,250	100%	270	100%	51080	Seminars & Conferences	-12,378	-29,820	-5,602	17,442	58%	-6,777	-121%	-30,520
-1,761	-1,840	-734	79	4%	-1,027	-140%	51095	Travel/Meeting Expense	-17,847	-30,790	-12,454	12,943	42%	-5,393	-43%	-32,090
-29,869	-44,980	-29,554	15,111	34%	-315	-1%		Total Staff Expense	-365,501	-414,192	-355,217	48,691	12%	-10,284	-3%	-482,311
-10,064	-11,960	-6,777	1,896	16%	-3,286	-48%	51090	Telephone	-101,775	-132,600	-119,876	30,825	23%	18,101	15%	-144,760
-1,851	-2,185	-1,929	334	15%	78	4%	55003	Cable/Sat TV Service	-20,543	-23,705	-20,777	3,162	13%	234	1%	-25,900
-6,613	-5,900	-5,016	-713	-12%	-1,597	-32%	55005	Disposal Fees	-19,455	-97,875	-100,929	-21,580	-22%	-18,525	-18%	-105,200
-21,132	-19,530	-21,168	-1,602	-8%	36	0%	5501...	Electricity	-281,236	-265,110	-270,076	-16,126	-6%	-11,160	-4%	-299,410
-5,180	-4,400	-3,673	-780	-18%	-1,507	-41%	55020	Natural Gas - Pools	-70,918	-61,100	-54,019	-9,818	-16%	-16,899	-31%	-70,000
-5,777	-5,820	-4,969	43	1%	-808	-16%	55025	Natural Gas - Buildings	-78,628	-73,360	-61,592	-5,268	-7%	-17,036	-28%	-83,750
-7,130	-8,400	-8,402	1,270	15%	1,272	15%		Fuel & Oil	-182,117	-146,550	-132,647	-35,567	-24%	-49,470	-37%	-158,740
0	-330	-221	330	100%	221	100%	55027	Propane (LPG)	-6,024	-6,250	-6,867	226	4%	842	12%	-6,750
-7,470	-7,740	-7,343	270	3%	-127	-2%	55030	Sewer Fees	-81,409	-83,780	-79,704	2,371	3%	-1,705	-2%	-91,570
-3,052	-3,000	-3,406	-52	-2%	355	10%	5503...	Water - Building/Facility	-41,246	-40,240	-40,038	-1,006	-3%	-1,208	-3%	-43,090
-516	-3,570	-2,304	3,054	86%	1,788	78%	55040	Water - Grounds	-67,179	-68,200	-84,762	1,021	1%	17,582	21%	-97,170
-68,785	-72,835	-65,209	4,050	6%	-3,576	-5%		TOTAL UTILITIES	-1,050,530	-998,770	-971,286	-51,760	-5%	-79,244	-8%	-1,126,340
SUPPLIES & MAINTENANCE EXPENSE																
-1,652	-430	-768	-1,222	-284%	-884	-115%	56010	Security Exp	-13,760	-10,310	-12,302	-3,450	-33%	-1,458	-12%	-12,250
-140	-250	-12	110	44%	-128	-1073%	52505	Hazardous Waste Clean Up	-5,420	-1,250	-132	-4,170	-334%	-5,288	-4009%	-1,500
-7,528	-9,600	-12,395	2,072	22%	4,867	39%	56520	Linen Service	-117,750	-117,040	-125,879	-710	-1%	8,129	6%	-128,159
-4,994	-6,545	-7,766	2,771	24%	2,771	36%	56530	Janitorial Services & Supplies	-84,037	-87,095	-92,734	3,058	4%	8,697	9%	-94,050
-457	-740	-1,054	283	38%	597	57%	56535	Pest Control	-9,607	-9,995	-9,678	388	4%	71	1%	-10,575
-1,612	-5,691	-8,118	4,080	72%	6,506	80%	52020	Contract Fees	-23,205	-66,181	-74,225	42,976	65%	51,020	69%	-70,852
0	0	-285	0	0%	285	100%	52021	Contract Labor	0	0	-3,799	0	0%	3,799	100%	0
0	0	0	0	0%	0	0%	52022	Veterinary Services	-6,306	-5,800	-10,857	-506	-9%	4,551	42%	-5,800
0	0	0	0	0%	0	0%	52023	Equine Care Services	-8,596	-8,300	-8,601	-296	-4%	5	0%	-9,300
-2,626	-2,300	-2,400	-326	-14%	-226	-9%	52024	Offsite Pasturing	-17,060	-14,800	-14,136	-2,260	-15%	-2,924	-21%	-17,100
-6,133	-2,620	-4,970	-3,513	-134%	-1,164	-23%	53705	Equipment Rental	-19,677	-19,220	-23,360	-457	-2%	3,683	16%	-20,650
0	0	639	0	0%	-639	-100%	57035	Rental Property Expense	88	0	0	88	0%	88	0%	0
0	0	0	0	0%	0	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
-172	0	0	-172	0%	-172	0%	56505	Feed Hay Grain	-17,765	-13,500	-13,440	-4,265	-32%	-4,325	-32%	-13,500
-295	-400	-229	105	26%	-66	-29%	51560	Mbr Srv - Retail COGS	-5,121	-7,500	-7,118	2,379	32%	1,998	28%	-8,400
-240	-600	-511	360	60%	271	53%	56503	Printed Forms/Ticket Stock	-7,424	-15,170	-9,587	7,746	51%	2,163	23%	-19,860
0	-400	0	400	100%	0	0%	51037	Computer Software	-2,126	-4,750	-3,646	2,624	55%	1,520	42%	-5,300
0	-100	0	100	100%	0	0%	51038	Computer Hardware	-150	-2,100	-761	1,950	93%	611	80%	-2,200
-1,188	-2,295	-136	1,107	48%	-1,052	-771%	51050	Furniture and Office Equip	-9,171	-10,570	-7,970	1,399	13%	-1,201	-15%	-13,115
-977	-2,915	-2,954	1,938	66%	1,977	67%	51060	Office Supplies	-18,075	-25,475	-20,272	7,400	29%	2,196	11%	-28,510
-2,256	-2,255	-2,314	-1	0%	57	2%	51061	Toner Cartridges	-24,767	-24,905	-17,959	138	1%	-6,808	-38%	-27,360
-220	-1,350	-1,199	1,130	84%	979	82%	53530	Signs	-7,029	-8,250	-8,564	1,221	15%	1,535	18%	-12,290
-4,180	-5,940	-4,693	1,760	30%	514	11%		Operating Supplies	-60,595	-66,540	-73,422	5,945	9%	12,828	17%	-71,770
-1,418	-4,000	-5,075	2,582	65%	3,657	72%	56502	Paper Products - Restaurant	-66,291	-74,020	-75,655	7,729	10%	9,364	12%	-83,520
0	-100	0	100	100%	0	0%	56504	Candle & TableTop Supplies	-1,544	-1,600	-1,886	56	4%	342	18%	-2,000
-1,030	-2,500	-2,464	1,434	58%	1,434	58%	56511	Cleaning Supplies - Restaurant	-23,099	-31,250	-31,199	8,152	26%	8,101	26%	-34,550
-1,369	-1,370	-2,482	1	0%	1,113	45%	56540	Small Tools & Equipment	-21,882	-29,140	-29,061	7,258	25%	7,178	25%	-34,930
-1,770	-3,175	-975	1,406	44%	-795	-82%	56545	Safety Equipment	-17,503	-22,675	-10,910	5,172	23%	-6,594	-60%	-28,100
-1,034	0	-271	-1,034	0%	-763	-282%	56550	Spoilage	-15,104	0	-6,020	-15,104	0%	-9,084	-151%	0
0	-200	-265	200	100%	265	100%	51025	Entertainment	-132	-7,050	-553	6,918	98%	421	76%	-7,850
0	0	0	0	0%	0	0%	55530	Recreation Programs	-19,653	-24,200	-23,614	4,547	19%	3,961	17%	-24,200
-2,439	-6,725	-4,751	4,286	64%	2,312	49%	55532	Special Programs	-44,269	-48,905	-52,730	4,636	9%	8,461	16%	-56,070
0	0	0	0	0%	0	0%	55536	Opening event expense- Lodge	-43	0	0	-43	0%	-43	0%	0
0	-100	-120	100	100%	120	100%	55537	Catering Rentals	-10,826	-7,400	-10,557	-3,426	-46%	-268	-3%	-7,400
0	0	0	0	0%	0	0%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-2,417	-1,500	-1,730	-917	-61%	-687	-40%	-1,500
Repairs & Maintenance																

Tahoe Donner Association
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 Operating Fund Consolidated

November 2019

Year-to-Date November 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	
			\$	%	\$	%						\$	%	\$	%	
-86	0	0	-86	0%	-86	0%	54200	R&M Building (non-posting)	-485	0	0	-485	0%	-485	0%	0
-3,164	-3,300	-2,265	136	4%	-899	-40%	54210	General/PM	-51,033	-41,400	-51,135	-9,633	-23%	101	0%	-46,500
-7	-120	-47	113	94%	41	86%	54220	Plumbing	-2,264	-2,650	-2,886	-2,264	-85%	3,372	41%	-3,520
0	-725	-1,877	725	100%	1,877	100%	54240	Lighting and Electrical	-2,611	-3,610	-3,233	999	28%	622	19%	-4,080
0	-50	0	50	100%	0	0%	54250	HVAC	-1,076	-650	-444	-426	-66%	-632	-142%	-800
0	-1,150	0	1,150	100%	0	0%	54252	Carpentry	-86	-2,600	0	2,514	97%	-86	0%	-3,000
-592	-650	-571	58	9%	-21	-4%	54254	Elevators	-7,643	-6,550	-7,569	-1,093	-17%	-74	-1%	-7,200
-1,333	-4,150	-106	2,817	68%	-1,227	-115%	54256	Fire Suppression	-14,131	-11,700	-10,087	-2,431	-21%	-4,044	-40%	-12,000
-22	0	0	-22	0%	-22	0%	54274	Painting	-69	-900	-218	831	92%	149	68%	-900
-1,314	-2,047	-1,656	733	36%	342	21%	54290	Other Building	-7,328	-16,967	-11,199	9,639	57%	3,872	35%	-19,730
-6,517	-12,192	-6,523	5,675	47%	6	0%		R&M Building	-89,377	-87,027	-92,172	-2,350	-3%	2,795	3%	-97,730
0	0	0	0	0%	0	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	-200	-337	200	100%	337	100%	54350	Ski Trails	-208	-800	-1,209	592	74%	1,001	83%	-1,000
-14,666	-16,015	-15,527	1,349	8%	862	6%	54380	Snow Removal	-153,883	-112,075	-105,611	-41,808	-37%	-48,272	-46%	-134,100
0	0	-129	0	0%	129	100%	54390	Other Grounds Maint	-35,343	-36,700	-45,369	1,357	4%	10,027	22%	-37,700
-14,666	-16,215	-15,993	1,549	10%	1,327	8%		R&M Grounds (nonGolf)	-190,752	-152,075	-154,330	-38,677	-25%	-36,422	-24%	-175,300
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,217	0	-195	-1,217	0%	-1,022	-523%	0
-1,318	-500	-571	-818	-164%	-747	-131%	54412	Ski Lifts, Fixed Grip	-8,877	-8,800	-10,438	-77	-1%	1,561	15%	-9,300
-1,641	-100	-221	-1,541	-1541%	-1,420	-643%	54416	Ski Lifts, Surface	-3,338	-2,300	-779	-1,038	-45%	-2,559	-328%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
-705	0	-209	-705	0%	-496	-237%	54419	Snowmaking	-3,158	-4,900	-2,724	1,742	36%	-434	-16%	-5,400
-734	-5,500	-4,547	4,766	87%	3,813	84%	54421	Snowcats	-52,778	-83,500	-48,390	30,722	37%	-4,388	-9%	-92,000
-351	-2,000	-1,660	1,649	82%	1,309	79%	54426	Snowmobiles	-1,467	-11,250	-10,470	9,783	87%	9,003	86%	-12,600
0	-500	-1	500	100%	1	100%	54434	Golf Maint Eq	-11,422	-13,800	-10,278	2,378	17%	-1,144	-11%	-14,000
0	0	-204	0	0%	204	100%	54438	Golf Carts Fleet	-2,626	-2,000	-2,715	-626	-31%	89	3%	-2,000
-1,093	-5,200	-7,792	4,107	79%	6,699	86%	54443	Rolling, Heavy	-59,945	-36,700	-38,687	-23,245	-63%	-21,258	-55%	-40,400
-6,628	-9,596	-12,969	2,968	31%	6,341	49%	54448	Rolling, Car/Truck/Bus/Van	-65,988	-64,500	-85,786	-1,488	-2%	19,798	23%	-67,840
-75	-1,300	-884	1,225	94%	809	92%	54452	F&B Kitchen Equip	-20,009	-13,700	-13,715	-6,309	-46%	-6,294	-46%	-16,200
0	-175	-108	175	100%	108	100%	54454	F&B Glass/Silver/China	-195	-1,925	-490	1,730	90%	295	60%	-2,100
0	-200	0	200	100%	0	0%	54461	Bicycles	-1,022	-1,200	-1,866	178	15%	844	45%	-1,400
-653	-300	-377	-353	-118%	-275	-73%	54463	Fitness Equipment	-1,176	-2,600	-2,561	1,424	55%	1,385	54%	-3,000
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	-530	-1,230	-16	700	57%	-515	-3300%	-1,580
-4,744	-5,738	-4,694	994	17%	-50	-1%	54481	Computer Software Maint	-53,186	-63,891	-47,011	10,705	17%	-6,175	-13%	-69,730
-132	-810	-811	678	84%	679	84%	54483	Computer Hardware Maint	-1,912	-6,570	-4,358	4,658	71%	2,446	56%	-7,250
-620	-500	-15	-120	-24%	-605	-4033%	54499	Other Operating Equip R&M	-6,352	-7,900	-5,974	1,548	20%	-377	-6%	-8,600
-18,694	-32,469	-35,066	13,775	42%	16,372	47%		R&M Equipment	-295,198	-326,766	-286,596	31,568	10%	-8,602	-3%	-356,300
0	0	463	0	0%	-463	-100%	54510	Seed & Sod	-9,600	-7,500	-4,900	-2,100	-28%	-4,700	-96%	-7,500
0	0	2,900	0	0%	-2,900	-100%	54520	Fertilizer	-10,519	-16,500	-16,054	5,981	36%	5,535	34%	-16,500
0	0	4,210	0	0%	-4,210	-100%	54530	Top Dressing	-9,963	-9,000	-7,525	-963	-11%	-2,437	-32%	-9,000
500	0	0	500	0%	500	0%	54540	Sand, Gravel, Rock	-5,003	-3,000	-5,995	-2,003	-67%	992	17%	-3,000
3,000	0	138	3,000	0%	2,862	2070%	54560	Pesticides	-3,485	-9,300	-9,757	5,815	63%	6,272	64%	-9,300
-2,409	0	1,086	-2,409	0%	-3,494	-322%	54570	Irrigation and Drainage	-6,711	-3,000	-1,846	-3,711	-124%	-4,866	-264%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-500	-105	500	100%	105	100%	-800
1,091	0	8,798	1,091	0%	-7,706	-88%		R&M Golf Course	-45,282	-48,800	-46,182	3,518	7%	900	2%	-48,800
-1,099	-1,800	-2,476	701	39%	1,377	56%	54710	chemicals	-43,318	-26,800	-25,356	-16,518	-62%	-17,962	-71%	-28,000
0	-150	-14	150	100%	14	100%	54720	equipment	0	-1,650	-14	1,650	100%	14	100%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
-1,099	-1,950	-2,490	851	44%	1,391	56%		R&M Pool Spa	-43,318	-28,450	-25,456	-14,868	-52%	-17,862	-70%	-29,800
-21,835	-300	-61,110	-21,535	-7178%	39,275	64%	(575...	Forestry Management	-377,998	-262,360	-332,555	-115,638	-44%	-45,442	-14%	-262,560
-370	0	-370	0	0%	-370	0%	57528	Trails Maintenance	-1,514	-1,600	-2,499	86	5%	985	39%	-1,600
-22,205	-300	-61,110	-21,905	-7302%	38,904	64%		R&M Forestry/Trails	-379,511	-263,960	-335,054	-115,551	-44%	-44,457	-13%	-264,160
9,074	20,310	30,795	-11,236	-55%	-21,721	-71%	59010	Contra - Inter-Dept. Charges	204,851	173,610	197,933	31,241	18%	6,918	3%	187,910
-53,016	-42,816	-81,589	-10,200	-24%	28,573	35%		R&M subtotal	-838,587	-733,468	-741,858	-105,119	-14%	-96,730	-13%	-784,180
-96,744	-105,417	-147,155	8,673	8%	50,411	34%		TOTAL SUPPLIES & MAIN	-1,581,836	-1,576,959	-1,599,328	-4,877	0%	17,492	1%	-1,713,841
ADMINISTRATIVE & OTHER EXPENSE																
0	0	0	0	0%	0	0%	52010	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
0	-1,825	0	1,825	100%	0	0%	52015	Consulting Expense	-9,342	-54,275	-4,857	44,933	83%	-4,485	-92%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	-169	-9,166	-4,492	8,997	98%	4,323	96%	-10,000
-20,549	-8,750	74,229	-11,799	-135%	-94,778	-128%	52030	Legal Services	-84,827	-96,250	-108,129	11,423	12%	23,301	22%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
-230	-1,300	-859	1,070	82%	629	73%	51070	Public Relations	-6,955	-11,300	-24,320	4,345	38%	17,366	71%	-11,950
-50	0	-1,131	-50	0%	1,081	96%	55520	Promotion Expense	1,419	-4,500	-10,739	5,919	132%	12,158	113%	-6,500
-7,912	-13,200	-8,165	5,288	40%	254	3%	55540	Resort Advertising	-60,350	-108,580	-67,981	48,230	44%	7,631	11%	-119,130
0	-600	0	600	100%	0	0%	55545	Brochure Distribution	0	-5,400	-3,000	5,400	100%	3,000	100%	-7,000

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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	Variance	Var	
			\$	%	\$	%						\$	%	\$	%	
-246	-300	-330	54	18%	84	25%	55560	Sales specific	-2,881	-3,400	-2,771	519	15%	-110	-4%	-3,700
-363	-600	-277	237	39%	-86	-31%	51520	Charitable Contributions	-9,140	-12,200	-11,698	3,060	25%	2,559	22%	-12,400
-728	0	-1,675	-728	0%	947	57%	51530	Community Relations	-21,505	-20,000	-14,621	-1,505	-8%	-6,884	-47%	-20,000
-603	-900	-976	297	33%	373	38%	55538	Reservation Services	-10,403	-10,500	-10,164	97	1%	-239	-2%	-11,200
-435	-3,920	-4,725	3,485	89%	4,290	91%	55525	Marketing Discounts CoGS	-51,960	-70,850	-67,269	18,890	27%	15,310	23%	-76,200
-1,853	-1,700	-1,355	-153	-9%	-498	-37%	51020	Dues & Subscriptions	-26,030	-24,545	-23,807	-1,485	-6%	-2,222	-9%	-27,840
-11,014	-12,265	-12,135	1,251	10%	1,120	9%	51035	Licenses, Permits, Fees	-142,980	-107,604	-122,066	-35,376	-33%	-20,913	-17%	-119,050
-67	-505	-186	438	87%	119	64%	51096	Mileage Reimbursement	-5,082	-7,295	-5,291	2,213	30%	210	4%	-8,010
-2,000	-2,900	-1,837	900	31%	-163	-9%	51515	Board Expense	-45,092	-33,100	-66,790	-11,992	-36%	21,697	32%	-36,000
0	0	-8,943	0	0%	8,943	100%	51516	Annual Meeting Expense	-38,058	-41,000	-47,955	2,942	7%	9,897	21%	-41,000
-2,296	-2,200	-2,106	-96	-4%	-190	-9%	51063	Postage - TDNews	-29,137	-26,250	-33,042	-2,887	-11%	3,905	12%	-30,450
0	0	0	0	0%	0	0%	51064	Postage - Value Line	-18	0	0	-18	0%	-18	0%	0
-731	-1,195	-757	464	39%	26	3%	51065	Postage - General	-10,422	-14,280	-9,389	3,858	27%	-1,033	-11%	-15,450
-4,386	-9,000	-4,138	4,614	51%	-248	-6%	51510	Assessment Billing	-10,041	-10,400	-9,699	359	3%	-342	-4%	-10,400
-673	-774	-897	101	13%	224	25%	51535	Digital Content	-12,673	-8,514	-15,805	-4,159	-49%	3,132	20%	-9,288
-6,213	-6,200	-6,196	-13	0%	-17	0%	51545	Printing - TD News	-70,465	-73,200	-69,127	2,735	4%	-1,338	-2%	-84,400
-2,893	-8,000	-3,504	5,107	64%	610	17%	51546	Printing - Brochures	-25,541	-26,400	-18,945	859	3%	-6,595	-35%	-28,400
-159	0	-11	-159	0%	-148	-1368%	51547	Printing - Other	-2,611	-100	-4,760	-2,511	-2511%	2,148	45%	-100
0	-400	0	400	100%	0	0%	56601	Claims Expense	-80,083	-4,600	-5,772	-75,483	-1641%	-74,312	-1288%	-5,000
0	0	0	0	0%	0	0%	52210	Bad Debt Expense	-12,000	-12,000	-12,000	0	0%	0	0%	-14,000
0	-833	-39,184	833	100%	39,184	100%	52215	Collection Expense	-221	-9,166	-40,089	8,945	98%	39,868	99%	-10,000
-4,522	-9,110	-8,451	4,588	50%	3,929	46%	52220	Credit Card Expense	-286,373	-270,900	-240,017	-15,473	-6%	-46,355	-19%	-307,140
1,255	0	1,759	1,255	0%	-504	-29%	52225	Over/Short	374	0	2,423	374	0%	-2,049	-85%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	2,537	1,100	3,507	1,437	131%	-969	-28%	1,200
0	-2,345	0	2,345	100%	0	0%	59999	Contingency	0	-27,565	0	27,565	100%	0	0%	-30,000
-65,600	-60,600	-50,500	-5,000	-8%	-15,100	-30%	52025	Insurance Expense	-534,400	-529,400	-429,500	-5,000	-1%	-104,900	-24%	-590,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	57030	Taxes - Property	-216,844	-225,300	-211,068	8,456	4%	-5,776	-3%	-246,000
-3,750	-3,750	-3,750	0	0%	0	0%	5702...	Taxes - Income	-41,250	-41,250	-41,250	0	0%	0	0%	-45,000
-155,732	-174,905	-105,697	19,173	11%	-50,035	-47%		TOTAL ADMINISTRATIVE & O	-1,897,823	-1,925,190	-1,757,935	27,367	1%	-139,889	-8%	-2,122,508
-351,129	-398,137	-347,615	47,008	12%	-3,515	-1%		TOTAL OPERATING EXPENSES	-4,895,690	-4,915,111	-4,683,765	19,421	0%	-211,925	-5%	-5,445,000
-1,194,946	-1,248,450	-1,143,308	53,504	4%	-51,637	-5%		TOTAL PAYROLL AND OPERAT	-16,303,665	-16,754,200	-15,682,077	450,535	3%	-621,588	-4%	-18,495,000
-945,233	-964,000	-846,209	18,767	2%	-99,024	-12%		NORBO (before AO)	-5,029,879	-5,585,000	-5,682,513	555,121	10%	652,634	11%	-5,893,000
17,000	17,000	0	0	0%	17,000	0%	59025	ALLOCATED OVERHEAD (AO)	181,000	181,000	0	0	0%	181,000	0%	197,000
-928,233	-947,000	-846,209	18,767	2%	-82,024	-10%		NOR (after AO)	-4,848,879	-5,404,000	-5,682,513	555,121	10%	833,634	15%	-5,696,000
-1,221,103	-1,289,000	-1,220,388	67,897	5%	-715	0%		T O C post AO	-17,517,715	-18,035,000	-17,070,721	517,285	3%	-446,995	-3%	-19,911,000
-1,238,103	-1,306,000	-1,220,388	67,897	5%	-17,715	-1%		T O C pre AO	-17,698,715	-18,216,000	-17,070,721	517,285	3%	-627,995	-4%	-20,108,000
-24.0%	-26.5%	-30.7%	02.5%	09.6%	06.7%	21.8%		REV to TOC (CRR%)	-72.3%	-70.0%	-66.7%	-02.3%	-03.3%	-05.6%	-08.4%	-71.4%
947,000	947,000	912,000	0	0%	35,000	4%		Assessment Revenue, Operati	5,404,000	5,404,000	5,775,000	0	0%	-371,000	-6%	5,696,000
18,767	0	65,791	18,767	0%	-47,024	-71%		NOR AFTER Assessment Reve	555,121	0	92,487	555,121	0%	462,634	500%	0