



Tahoe Donner Association

Finance Reports

December 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: January 24, 2019
Re: **December 2019 – Operating Fund Financial Results**



Keynotes

1. A NOR gain of \$2,000 was favorable \$294,000 or 101% to Budget. YTD NOR loss of \$4,846,000 is favorable \$850,000 or 15% 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 \$2.3 million is \$870,000 over the policy peg balance of 10% of revenue budget.
3. December 2019 includes \$235,000 severance cost charge for termination of General Manager contract.
4. Winter 18/19 snowfall/snowpack is 4th highest on record and approximately 200% of average for this region; materially impacting Q1 and Summer.
5. **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.
6. Summer Season (May-Oct) has record revenues Budget of \$6.7 million and was achieved due to known golf conditions (due to winter snow extremes) impact on business. Despite these golf headwinds, the Summer achieved Budgeted NOR results loss of \$3.6 million, favorable \$14k.
7. 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 gain of \$2,000 which was favorable to budget by \$292,000/101%. Month's operating revenues of \$2,027,000 were \$443,000/28% favorable to budget and total expenses of \$2,024,000 were \$148,000/8% unfavorable to budget. Compared to last year same month, revenues are up \$62,000/3% and NORBO is unfavorable \$262,000/105%. Results were favorable due to good snow conditions, particularly the 2nd half of the month.

Year to Date – Operating Fund

Twelve months in, the NOR loss of (\$4,846,000) is favorable \$850,000 or 15% to budget. These results are driven primarily by excellent winter skiing conditions, with record snowfall for month of February for the region. Compared to all twelve months of last year, revenue is up \$1.3 million and NORBO

is up \$391,000. 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. Q4 Oct Nov Dec performed \$315,000 favorable to Budget due to good skiing conditions for December.

Refer to Key Metrics (F-2) for summary information related to month performance and see Variance to Budget Report (F-4) for more detailed variance report. Consolidated Operating Fund P&L (F-15) provides details by line item. Section F07 provides by amenity/departments financial performance. All monthly financials and other key financial reports can be reference at www.tahoedonner.com. **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 – Operating Fund

	for the month of December 2019			For the twelve months ending December 2019		
	Value	Variance to Budget		Value	Variance to Budget	
1 Operating Revenue	\$ 2,026,681	\$ 442,681	28%	\$ 14,695,518	\$ 480,518	3%
2 Operating Costs	\$ (2,024,217)	\$ (148,217)	-8%	\$ (19,541,933)	\$ 369,067	2%
3 Net Operating Result	\$ 2,464	\$ 294,464	101%	\$ (4,846,415)	\$ 849,585	15%
	<i>3.1 Flow-thru %</i>		67%			177%
4 Operating Expenses	\$ (535,598)	\$ (21,709)	-4%	\$ (5,250,288)	\$ (2,288)	0%
5 Payroll Direct	\$ (1,102,304)	\$ (166,400)	-18%	\$ (10,279,263)	\$ (46,263)	0%
6 Payroll Direct % of Rev	-54%	0.047	8%	-70%	0.020	3%
7 Non-Exempt FTEs	196	8.4	4%	166	8.0	5%
8 F&B COGS % of F&B Rev	-32.5%	(0.041)	-14%	-29.2%	(0.008)	-3%
9 Downhill Ski NOR	479,804	413,533	624%	1,221,106	927,006	315%
10 OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,291,923	\$ 870,423	61%

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. **December** weather allowed for the timely opening of Downhill Ski on December 13th, and favorable driving conditions throughout the Christmas holiday.

Financial Notables of Operating Units

Downhill Ski. YTD NORBO of \$1,704,000 is favorable \$927k/119% to budget and favorable \$1M/161% 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. For 19/20 season, skiing opened on 12/13 with favorable conditions that were a combination of natural and man-made snow.

Cross Country Ski. YTD NORBO of \$418,000 is favorable \$220k/111% to budget and favorable \$220k/111% 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 \$34,000 is unfavorable \$46k to budget and favorable \$6k/19% to prior year. YTD cogs of 29% compares to budget 28% and prior year 29%. Results versus budget driven primarily by increased payroll cost and weather impacts of ~\$10,000 (snow removal primarily) and extreme weather in key month of February (off \$30k net in Feb) and the unexpected closure due to building repairs at the end of May.

Pizza. YTD NORBO loss of (\$45,000) is unfavorable \$12k to budget and favorable \$29k to prior year. YTD cogs of 29% compares to budget 28% and prior year 30%. Results versus budget driven primarily by the severe weather impacting customer volume (unable to see restaurant from Northwoods), with May closure benefiting financial results ~\$5,000+. Closed 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 (\$68,000) is favorable \$15k to budget and favorable \$41k to prior year. YTD cogs of 34% compares to budget 32% and prior year 36%. The Café benefited from the favorable cross country ski conditions and skier volumes. Summer performed ok, however, not meeting the banquet business expectations set in Budget. This is primarily attributed to turnover in event sales position. However, the addition of nightly dinner service beginning December 20th, aided in surpassing budget as well as PY results.

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 12/31/2019, \$820,000/3506 versus prior year \$530,000/2586 passes. Revenue up \$289,000/54% and passes sold up 920/35%. 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.

- 12/31/2019- 2020/2021- sold 1016 revenues of \$344,000, (vs py pace; volume down 5%, revenue up 14%)
- 12/31/2019 -- 2019/2020 – sold 4,663 revenues of \$1,186,000, (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 12/31/xx:	as of 11/30/xx:
12/31/19 - 2019 31 or 0.5% of units	11/30/19 - 2019 31 or 0.5% of units
11/28/18 - 2018 26 or 0.4% of units	11/28/18 - 2018 31 or 0.4% of units
12/31/17 - 2017 24 or 0.4% of units	11/30/17 - 2017 28 or 0.4% of units
12/31/16 - 2016 31 or 0.5% of units	11/30/16 - 2016 39 or 0.6% of units

as of 10/31/xx:	as of 09/30/xx:
10/31/19 - 2019 38 or 0.6% of units	09/30/19 - 2019 45 or 0.7% of units
10/31/18 - 2018 31 or 0.5% of units	09/30/18 - 2018 38 or 0.6% of units
10/31/17 - 2017 31 or 0.5% of units	09/30/17 - 2017 37 or 0.6% of units
10/31/16 - 2016 44 or 0.7% of units	09/30/16 - 2016 48 or 0.7% of units

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

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

d) Personnel Metrics

Personnel Report December 2020

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 December		2019 December	
	Status	1/7/2019	12/7/2019	1/7/2020	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
Exempt	101	40	41	39	-1	-3%	-2	-5%	0	0	1	0
NonExempt	102	45	41	40	-5	-11%	-1	-2%	1	0	0	0
NonExempt	103	357	162	345	-12	-3%	183	113%	29	25	3	88
NonExempt	104	18	13	13	-5	-28%	0	0%	0	0	0	0
Totals	Total	460	257	437	-23	-5%	180	70%	30	25	4	88
Totals (FTYR)	101 + 102	85	82	79	-6	-7%	-3	-4%	1	0	1	0

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

- Seasonal Employment – all operating departments/amenities were adequately staffed this winter 18/19 and summer 2019. Bus drivers, lift operators, and custodians are the three most challenging areas to fill adequately.
- Full Time Year Round Employment – coming out of this heavy winter, we are noting an increase in FTYR personnel turnover. The reasons vary, with 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	144,809	101,231	70%	23,296	16%	9,354	6%	40%	13,942	10%	60%	\$ 237,242	94,517	65%	93%	6,714	5%	7%
Jan-Apr17	39,828	26,448	66%	7,890	20%	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%
May- Oct17	85,267	57,792	68%	16,639	20%	-			-			\$ 119,410	50,477	59%	87%	7,315	9%	13%
May- Oct18	78,605	54,763	70%	13,585	17%	5,314	7%	39%	8,271	11%	61%	\$ 138,030	50,416	64%	92%	4,347	6%	8%
May- Oct19	78,296	59,013	75%	14,628	19%	7,426	9%	51%	7,202	9%	49%	\$ 165,897	54,340	69%	92%	4,673	6%	8%
Nov17	9,977	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%
Dec17	12,726	8,768	69%	2,270	18%							\$ 17,958	8,327	65%	95%	441	3%	5%
Dec18	13,553	9,379	69%	2,364	17%	1,043	8%	44%	1,321	10%	56%	\$ 23,888	8,661	64%	92%	718	5%	8%
Dec19	10,499	8,274	79%	1,658	16%	766	7%	46%	892	8%	54%	\$ 20,911	7,886	75%	95%	388	4%	5%
YTD Dec17	147,798	100,404	68%	25,904	18%							\$ 202,506	91,399	62%	91%	9,005	6%	9%
YTD Dec18	144,809	101,231	70%	23,296	16%	9,354	6%	40%	13,942	10%	60%	\$ 237,242	94,517	65%	93%	6,714	5%	7%
YTD Dec19	136,715	101,042	74%	22,153	16%	11,141	8%	50%	12,097	9%	55%	\$ 275,045	94,452	69%	93%	6,590	5%	7%
2019/day 365	375	277		61		31			33			\$ 754	259			18		

YTD - Trout Creek Visits Mix

- 74% 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*

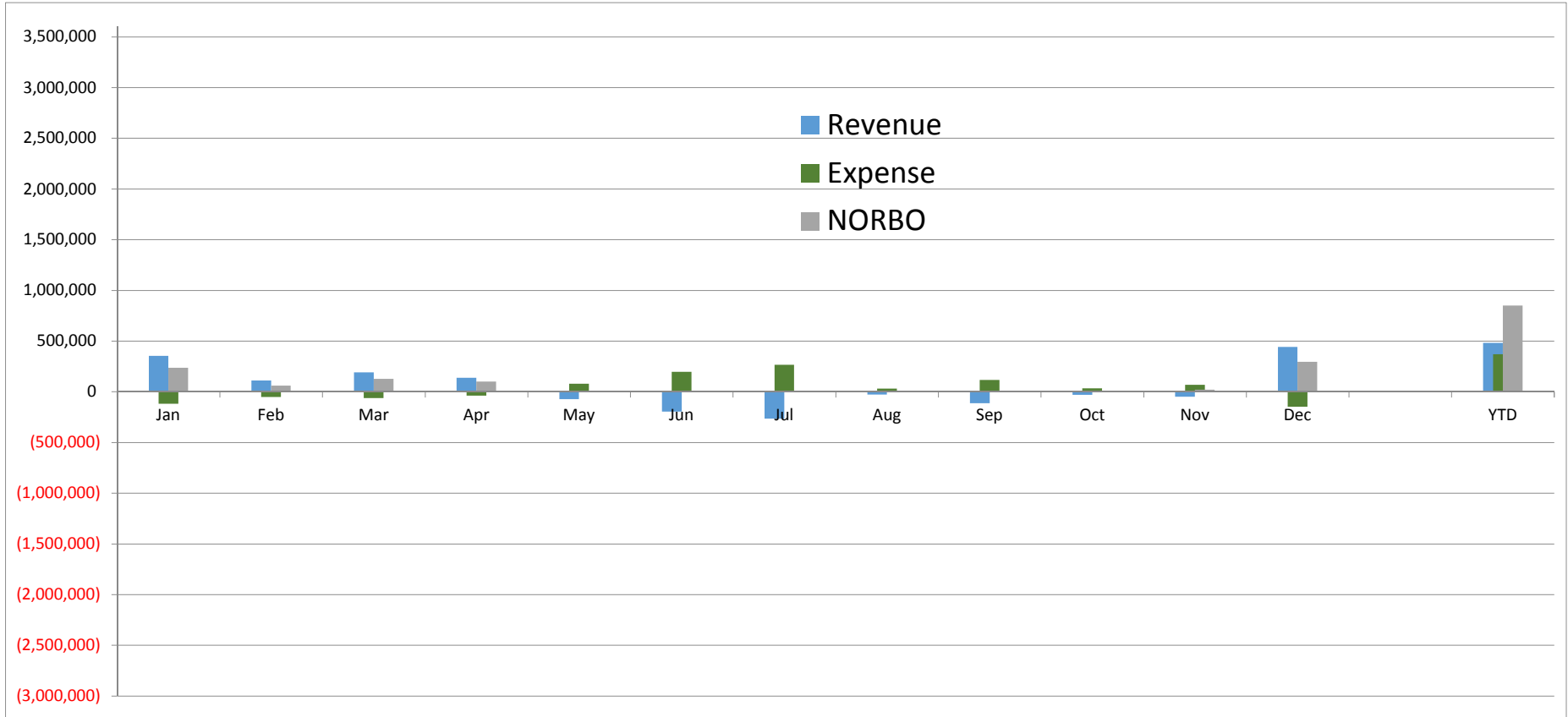
	YTD
Member	87%
Guest w/member	8%
Guest on Guest Card	1%
Employee	1%
Other	3%

Tahoe Donner Association

Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the twelve months ending December 2019

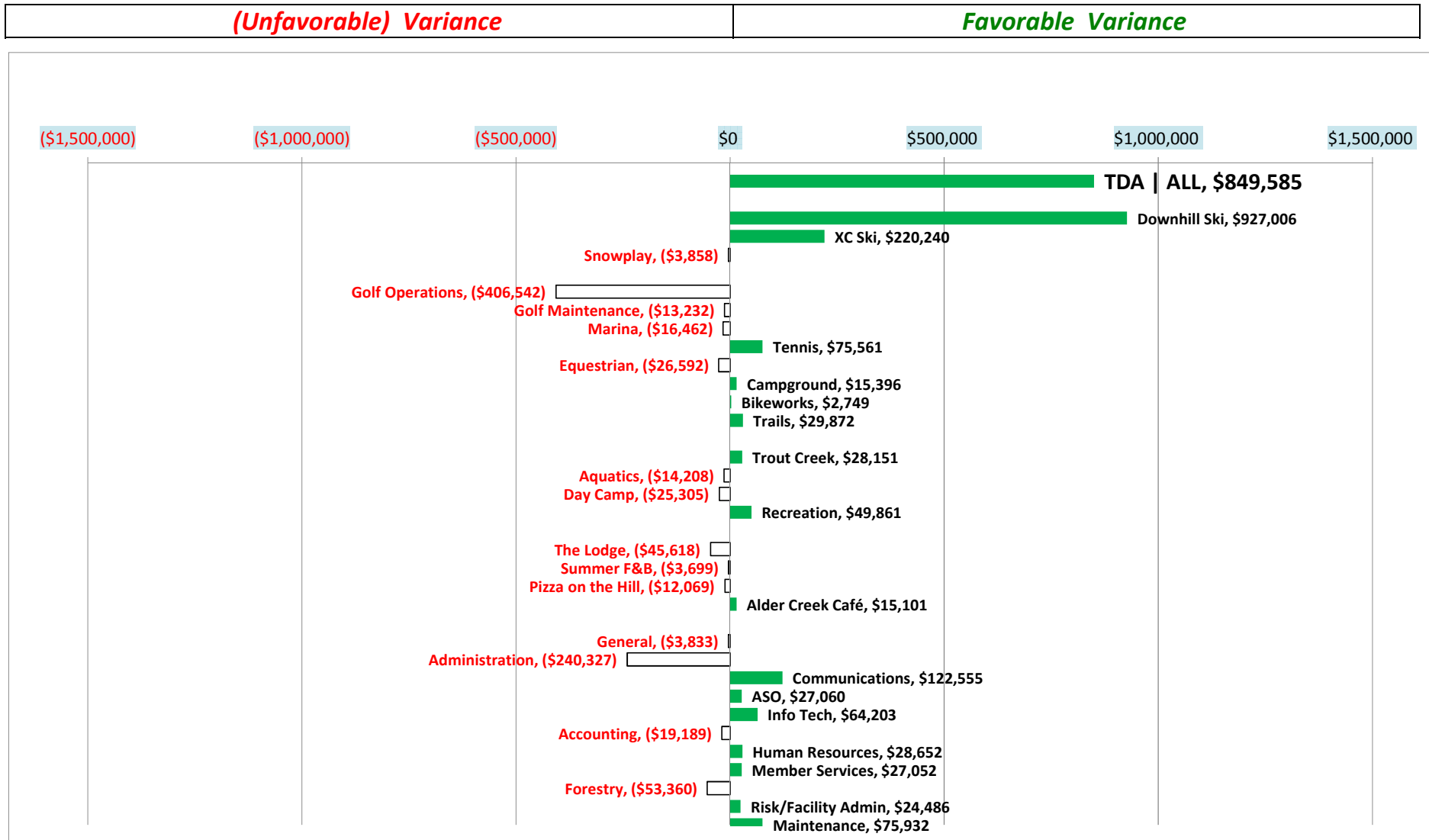
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	(29,269)	(114,607)	(30,976)	(49,130)	442,681	480,518
Expense	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,462	31,423	117,099	32,341	67,897	(148,217)	369,067
NORBO	235,817	59,514	126,877	99,445	6,964	932	795	2,153	2,492	1,365	18,767	294,464	849,585



Tahoe Donner Association

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

Year to Date December 2019



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

Year to Date December 2019

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

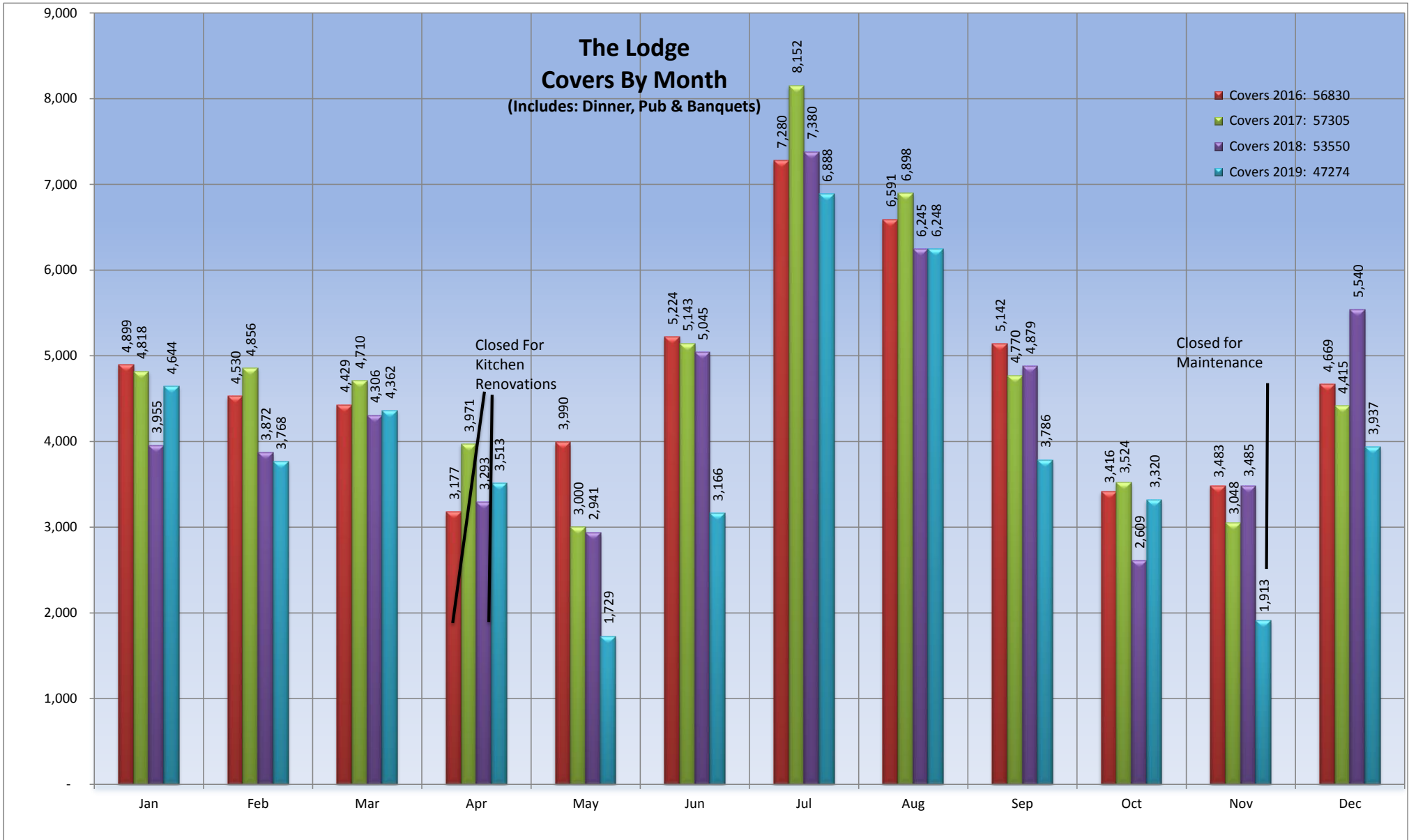
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 235,817	\$ 59,514	\$ 126,877	\$ 99,445	\$ 6,964	\$ 932	\$ 795	\$ 2,153	\$ 2,492	\$ 1,365	\$ 18,767	\$ 294,464	\$ 849,585
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	4,652	13,142	6,266	40,395	413,533	927,006
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	7,387	6,011	8,124	16,083	86,749	220,240
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	1,118	1,151	(2,682)	8,239	(403)	(3,858)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	(57,015)	(52,018)	(28,717)	(1,390)	(2,447)	(406,542)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	(1,149)	(4,236)	(8,512)	(5,495)	(2,797)	(13,232)
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	(2,735)	(2,671)	10,064	818	(17,240)	(16,462)
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	4,723	1,358	4,669	(1,264)	71,939	75,561
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	617	(18,914)	(2,168)	(1,020)	234	(26,592)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	3,156	4,761	162	247	100	15,396
Bikeworks	-	-	-	76	(2,432)	2,510	2,592	4,098	(2,513)	(594)	(67)	(920)	2,749
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	7,961	2,522	(563)	1,095	(49)	29,872
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	9,311	258	(2,047)	8,829	(2,777)	28,151
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	(1,785)	(3,920)	(899)	(1,020)	(3,518)	(14,208)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	(12,978)	2,714	1,231	(273)	(297)	(25,305)
Recreation	7	525	973	(678)	7,581	2,597	36,593	1,768	36	5,432	(214)	(4,758)	49,861
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	32,573	12,618	25,116	(5,362)	(34,174)	(45,618)
Summer F&B	173	329	222	498	8,423	(1,248)	141	(11,160)	(8,020)	3,898	1,635	1,410	(3,699)
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	5,555	(2,241)	1,590	10,881	(801)	(12,069)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	1,697	3,450	7,297	2,605	(9,922)	15,101
General	8,948	(22,701)	(9,976)	(868)	6,014	(23,966)	22,600	775	13,651	17,815	605	(16,731)	(3,833)
Administration	4,798	10,942	16,485	24,922	(110,635)	116,074	51,302	(31,600)	(21,187)	(10,306)	(141,053)	(150,070)	(240,327)
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	13,684	10,513	2,141	20,886	(3,931)	122,555
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	7,631	6,891	3,057	5,048	1,808	27,060
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	7,187	7,332	(641)	1,932	890	64,203
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	2,378	462	(2,251)	2,314	1,115	(19,189)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	1,964	6,938	9,515	7,147	13,670	28,652
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	2,281	4,789	2,737	3,614	459	27,052
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,164	(25,273)	9,842	(64,376)	25,907	(32,183)	(53,360)
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	14,710	6,620	5,993	218	(2,484)	24,486
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	10,620	3,153	10,012	17,428	(11,939)	75,932

Tahoe Donner Association
Operating Revenue Variances Report

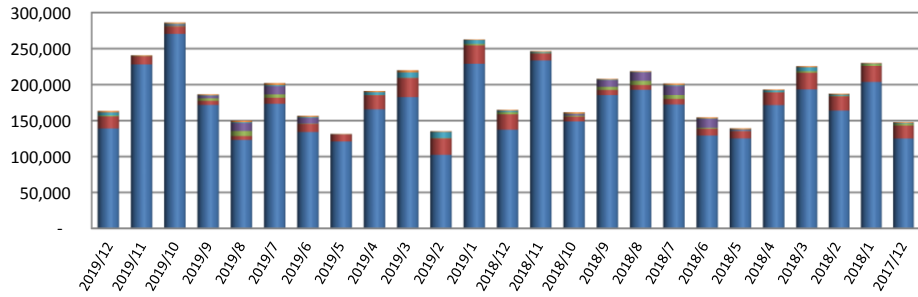
Year to Date December 2019

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)	\$ 442,681	\$ 480,518
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	563	1,147	450	950	345,007	875,551
XC Ski	73,149	32,507	51,368	29,715	-	-	-	-	-	335	9,009	142,032	338,116
Snowplay	(12,291)	(23,910)	10,978	8,915	-	-	-	-	-	-	(3,174)	(18,472)	(37,954)
Golf	(500)	(500)	(450)	(450)	(22,711)	(127,836)	(160,726)	(61,143)	(54,210)	(23,833)	(620)	(500)	(453,479)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	890	(16,335)	867	18	(18,074)	(69,246)
Tennis	-	-	-	(19,643)	109	5,325	16,992	14,708	2,518	3,138	-	71,913	95,059
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)	(21,316)	(34,262)
Aquatics	-	-	-	9,959	-	(3,727)	1,919	3,494	(92)	-	-	(1,798)	9,755
Day Camp	-	-	-	120	240	(3,009)	(16,117)	(8,515)	-	-	-	-	(27,281)
Recreation	-	-	-	(71)	58	571	14,770	1,737	(312)	5,401	(333)	(800)	21,021
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	10,238	11,791	12,971	(56,655)	(32,822)	(89,298)
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)	(50,000)	(258,438)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	(3,700)	(11,596)	7,503	2,607	17,409	40,425
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	4,486	1,516	4,909	2,519	1,516	80,741
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	1,033	231	1,683	3,316	(1,295)	17,063
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	(759)	65	(1,636)	2,636	2,308	(21,340)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	(265)	(77)	(289)	(59)	19	(1,198)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	689	(311)	(601)	(313)	(755)	(4,135)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	11,613	(1,115)	(680)	21,793	8,309	38,975



Tahoe Donner Association Energy Consumption - Last 25 Months



Water in 000 Gallons
NatGas in Therms
Electricity in KWH

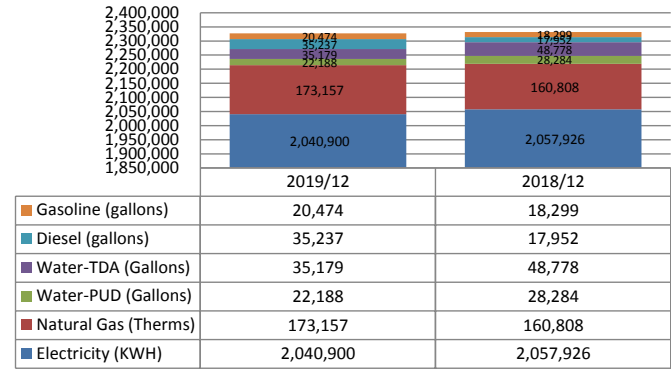
- Gas (gallons)
- Diesel (gallons)
- Water-TDA (Gallons)
- Water-PUD (Gallons)
- Natural Gas (Therms)
- Electricity (KWH)

2019 12

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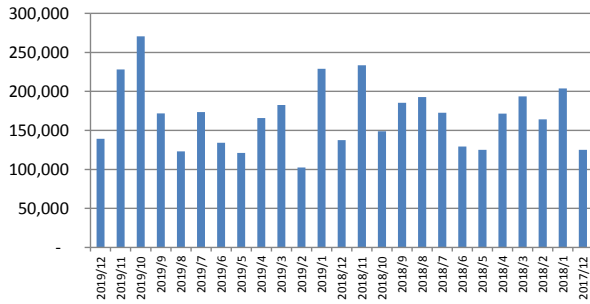
Gasoline Cost / Gallon \$3.58 8% -6%	Diesel Cost / Gallon \$3.98 13% -11%	Propane Cost / Gallon \$3.20 1% -6%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD

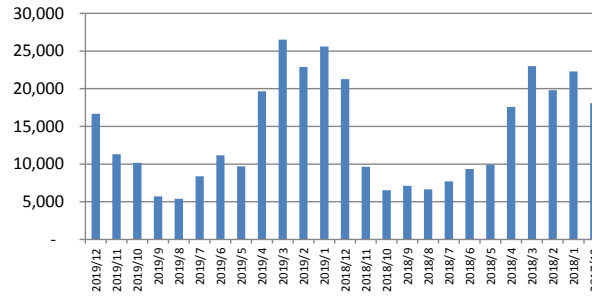


Data Available thru (yyyy/mm) - 2019/12
 This Report is volumes not dollars
 Note the scale varies with each Chart presented.

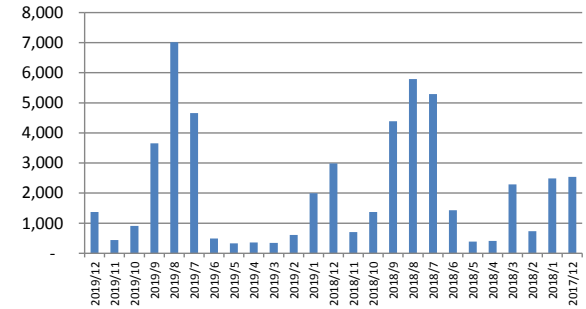
Electricity (KWH)



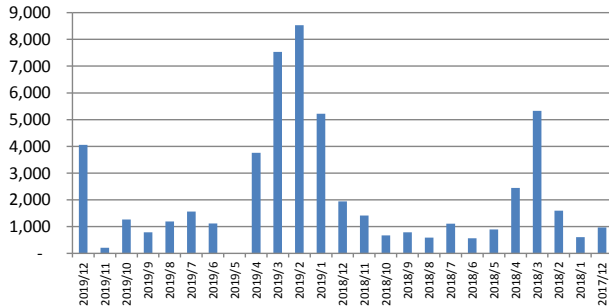
Natural Gas (Therms)



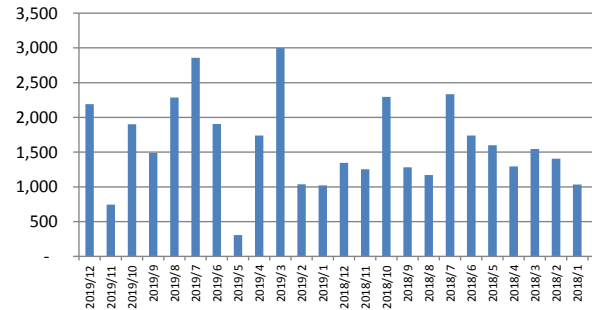
Water-PUD (000 Gallons)



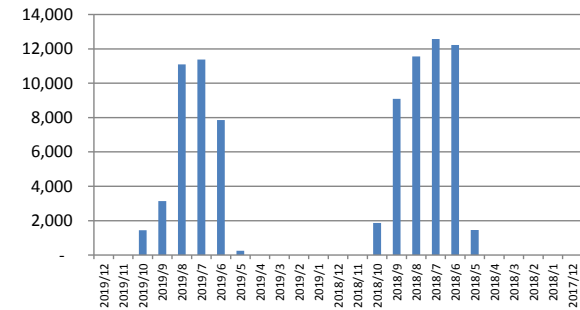
Diesel (gallons)



Gasoline (gallons)

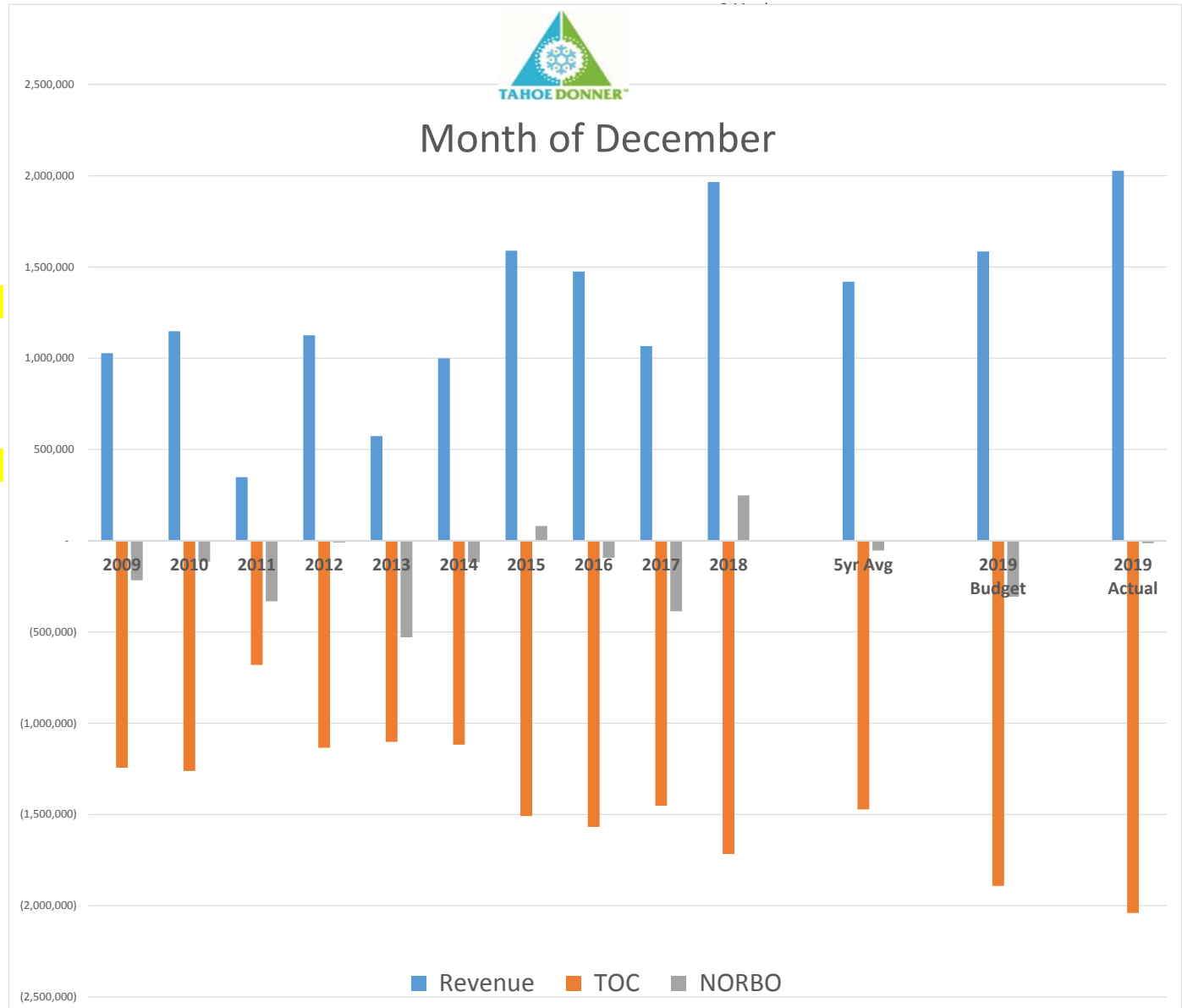


Water-TDA (000 Gallons)





Month of December



Month of December			
	Revenue	TOC	NORBO
2009	1,026,681	(1,243,862)	(217,182)
2010	1,147,464	(1,262,000)	(114,536)
2011	348,233	(680,562)	(332,328)
2012	1,125,263	(1,135,119)	(9,856)
2013	572,800	(1,102,539)	(529,739)
2014	999,022	(1,117,700)	(118,677)
2015	1,588,866	(1,508,792)	80,074
2016	1,474,386	(1,568,154)	(93,768)
2017	1,065,670	(1,452,600)	(386,931)
2018	1,964,838	(1,716,691)	248,147
5yr Avg	1,418,556	(1,472,788)	(54,231)
2019 Budget	1,584,000	(1,892,000)	(308,000)
2019 Actual	2,026,681	(2,040,217)	(13,536)
Var to Bdg	442,681 28%	(148,217) -8%	294,464 96%
Var to PY	61,843 3%	(323,526) -19%	(261,683) 105%
Variance FlowThru vs Bdg 67% vs PY -423%			
PY Records New Record(s) if applicable			

**Tahoe Donner Association
Visitation Report
December 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		
10,499	12,900	13,553	(2,401)	-19%	(3,054)	-23%	Private Amenities	204,648	216,300	215,379	(11,652)	-5%	(10,731)	-5%	216,300
10,499	12,900	13,553	(2,401)	-19%	(3,054)	-23%	Trout Creek Rec Ctr	136,715	143,000	144,809	(6,285)	-4%	(8,094)	-6%	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
32,724	29,800	39,890	2,924	10%	(7,166)	-18%	Public Amenities	246,042	270,000	258,339	(23,958)	-9%	(12,297)	-5%	270,000
10,041	8,100	10,215	1,941	24%	(174)	-2%	DH Ski - Total Skier Visits	46,608	45,000	38,809	1,608	4%	7,799	20%	45,000
9,548	3,700	8,592	5,848	158%	956	11%	XC Ski - Total Skier Visits	38,948	22,000	23,628	16,948	77%	15,320	65%	22,000
3,490	5,305	4,089	(1,815)	-34%	(599)	-15%	Snowplay - Total Tubers	13,500	18,000	12,723	(4,500)	-25%	777	6%	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%	-
3,937	4,405	5,540	(468)	-11%	(1,603)	-29%	The Lodge Covers	47,274	56,000	53,550	(8,726)	-16%	(6,276)	-12%	56,000
-	-	-	-	0%	-	0%	Summer Food and Bev	13,619	20,800	18,127	(7,181)	-35%	(4,508)	-25%	20,800
-	3,470	3,742	(3,470)	-100%	(3,742)	-100%	Pizza on the Hill Covers	24,069	43,000	48,432	(18,931)	-44%	(24,363)	-50%	43,000
5,708	4,820	7,712	888	18%	(2,004)	-26%	Alder Creek Café Covers	40,273	37,700	37,179	2,573	7%	3,094	8%	37,700
43,223	42,700	53,443	523	1%	(10,220)	-19%	Amenities Total	450,690	486,300	473,718	(35,610)	-7%	(23,028)	-5%	486,300
11	-	-	11	0%	11	0%	HOA & Amenities Support Services	7,389	7,173	6,473	216	3%	916	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%	-
11	-	-	11	0%	11	0%	STR Registrants	916	700	-	216	31%	916	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 Q4 Financial Briefing

Michael Salmon, Director of Finance and Accounting

January 24, 2020

1/24/2020

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F04 (pages 20-32)

Tahoe Donner Association Financial Lexicon



OPF – Operating Fund

RRF – Replacement Reserve Fund

DVF – Development Fund

NEF – New Equipment Fund

PF – Property Fund

CY – current year

PY – prior year

B – Budget

F – Forecast

A - Actual

Q – Quarter

YE – Year End

Capital Funds - (all funds
excluding Operating Fund)

EBITDA – Earnings before
Interest Taxes Depreciation
and Amortization (and AA)

NOR – Net Operating Result
(OPF EBITDA)

NORBO – NOR before
Overhead

m – millions

k – thousands

Fav – favorable

Unfav - unfavorable

1/24/2020

b/w – between

n/a – not applicable

AA – Annual Assessment

RF – Recreation Fee

Rev – Revenue

FNY – For Next Year

Green numbers indicate a
favorable variance

Red numbers indicate an
unfavorable variance

2

2019 Q4 – Oct Nov Dec - Results Consolidated All Funds Q4

\$thousands
2019 unaudited

	Actual	Budget	Prior Year	Variance to Budget		Variance to PriorYr	
				Amount	Pctg	Amount	Pctg
Revenue	\$ 2,856	\$ 2,471	\$ 2,892	\$ 385	16%	\$ (36)	-1%
Costs	(5,038)	(4,931)	(4,792)	(107)	-2%	(246)	-5%
EBITDA	(2,182)	(2,460)	(1,900)	278	11%	(282)	-15%
Depreciation Expense	(965)	(825)	(853)	(140)	-17%	(112)	-13%
Net, before AA Rev	(3,147)	(3,285)	(2,753)	138	4%	(393)	-14%
Annual Assessment Rev	2,135	2,135	2,066	0	0%	70	3%
Net Result	\$ (1,011)	\$ (1,150)	\$ (688)	138	12%	(324)	-47%
Other Financial:							
Capital Expenditures	(\$ 1,114)	(\$ 1,452)	(\$ 1,605)	338	23%	491	31%

1/24/2020

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F04 (pages 20-32)

2019 Q4 – Oct Nov Dec - Notables to Budget

Downhill Ski NOR of \$174,000 was favorable **\$460,000** with revenue up \$346,000 due primarily to strong business levels driven by favorable snow conditions.

Administration NOR was unfavorable **\$304,000**. General Manager severance \$235,000 and winter incentive accrual \$127,000, partially offset by savings in various areas.

Depreciation of \$965,000 was **\$140,000** unfavorable. YE true-up of annual estimate of \$3.3m was off by 4%.

XC Ski NOR of \$80,000 was favorable **\$111,000** with revenue up \$151,000 due primarily to strong business levels driven by favorable snow conditions.

Tennis NOR of \$44,000 was favorable **\$75,000**. Recreation Fee pass revenue earned YE true-up based on access scans at applicable amenities and pace of 19/20 cycle pass sales. Tennis recfee scans summer 2019 were up 78% to prior year and up 53% to 5 year average. *Marina reduced \$18k, Trout/Aquatics reduced \$8k.*

Forestry NOR of \$358,000 was unfavorable **\$71,000**. Fire camera \$41,000 not budgeted and fall burn pile efforts increased and timing b/w quarters.

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2019 Q4 – Oct Nov Dec - Notables to Prior Year

General/Administration NORBO unfavorable **\$332,000**. General Manager severance \$235,000, Insurance expense up \$37,000, claims expense up \$36,000 (py reversal of accrual credit).

Forestry **\$165,000** unfavorable NORBO. Fire camera \$41,000 not budgeted and fall burn pile efforts increased and timing b/w quarters.

Depreciation **\$112,000** increase of 13% to prior year.

XC Ski NORBO favorable **\$90,000** with revenue up \$91,000 due primarily to strong business levels driven by favorable snow conditions and price increases.

Tennis **\$73,000** favorable NORBO. Recreation Fee pass revenue earned YE true-up based on access scans at applicable amenities and pace of 19/20 cycle pass sales. Tennis recfee scans summer 2019 were up 78% to prior year and up 53% to 5 year average.

Golf **\$59,000** unfavorable NORBO. Challenging season continued in October and winterizing course.

2019 – Jan-Dec - Annual Results Consolidated All Funds

\$thousands
2019 unaudited

	Actual	Budget	Prior Year	Variance to Budget		Variance to PriorYr	
				Amount	Pctg	Amount	Pctg
Revenue	\$ 15,140	\$ 14,476	\$ 13,660	\$ 664	5%	\$ 1,480	11%
Costs	(20,762)	(21,435)	(19,965)	673	3%	(797)	-4%
EBITDA	(5,622)	(6,959)	(6,305)	1,337	19%	683	11%
Depreciation Expense	(3,440)	(3,300)	(3,284)	(140)	-4%	(156)	-5%
Net, before AA Rev	(9,062)	(10,259)	(9,589)	1,197	12%	527	5%
Annual Assessment Rev	12,719	12,719	12,299	0	0%	421	3%
Net Result	\$ 3,657	\$ 2,460	\$ 2,710	1,197	49%	947	35%
Other Financial:							
Capital Expenditures	(\$ 3,248)	(\$ 5,808)	(\$ 4,319)	2,560	44%	1,072	25%

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2019 Annual – Jan-Dec – Notables to Budget

Downhill Ski NOR of \$1.2m was favorable **\$927,000** with revenue up \$876,000 due primarily to strong business levels driven by favorable snow conditions.

Golf NOR of (\$747,000) was unfavorable **\$420,000** with revenue off \$453,000 due primarily to negative impact of heavy snow winter 18/19 impact on course conditions.

Reserve Fund spend of \$988,000 was **\$331,000** or 25% under spend budget, driven by \$100,000 budget for governing documents update (\$27k incurred charged to OPF General dept), remaining primarily timing b/w years.

Administration NOR was unfavorable **\$240,000**. General Manager severance \$235,000, incentive accrual from results favorable to Budget of \$167,000, partially offset by \$63k fav investment income, & savings other areas.

XC Ski NOR of \$198,000 was favorable **\$220,000** with revenue up \$338,000 due primarily to strong business levels driven by favorable snow conditions.

Capital Funds investment income of \$448,000 was **\$183,000** favorable due to conservative budget and higher account balances.

Depreciation of \$3.4m was **\$140,000** unfavorable. YE true-up of annual estimate of \$3.3m was off by 4%.
Communications favorable **\$123,000** due to primarily to position vacancies in department.

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2019 Annual – Jan-Dec – Notables to Prior Year

Downhill Ski NORBO of \$1.7m was favorable **\$1,050,000** with revenue up \$1,340,000 due primarily to strong business levels driven by favorable snow conditions in Q1 and Q4, as well as, pricing increases.

Golf NORBO of (\$524,000) was unfavorable **\$411,000** with revenue off \$396,000 due primarily to negative impact of heavy snow winter 18/19 impact on course conditions.

General/Administration NORBO was unfavorable **\$322,000**. General Manager severance \$235,000, claims expense up unfav \$110,000 (py accrual credit), insurance costs up \$108,000, governing documents update \$27,000 (\$0 B); incentive costs compare fav \$64,000, investment income up favorably \$50,000, & legal costs down \$45,000.

XC Ski NORBO of \$418,000 was favorable **\$220,000** with revenue up \$424,000 due primarily to strong business levels driven by favorable snow conditions and pricing increases.

Capital Funds investment income of \$444,000 was **\$137,000** favorable due to improved investment strategies and higher account balances.

Depreciation of \$3.4m was **\$156,000** or 5% greater than prior yr, replacing fully depreciated with new assets. Communications favorable **\$123,000** due to primarily to position vacancies in department.

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2019 Annual – Jan-Dec

Operating Fund, Consolidated – NOR Loss of \$4.8 Million (fav \$850,000/15%)

What is in this YTD DECEMBER 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			
\$ (460,201)	\$ 97,599	17%	Private Amenities			(542,545)	698,755	56%	Public Amenities			(3,843,668)	53,232	1%	HOA & Amenities Support Services		
(159,449)	28,151	15%	Trout Creek Rec Ctr			1,221,106	927,006	315%	Downhill Ski			(2,271,633)	(3,833)	0%	General Administration		
(223,408)	(14,208)	-7%	Aquatics			197,640	220,240	975%	Cross Country Ski			(240,327)	(240,327)	#####	Communications		
130,838	(16,462)	-11%	Beach Club Marina			55,542	(3,858)	-6%	Snowplay			122,555	122,555	#####	Information Tech		
(17,739)	75,561	81%	Tennis Center			(747,074)	(419,774)	-128%	Golf			64,203	64,203	#####	Accounting		
(56,205)	(25,305)	-82%	Day Camps			(26,204)	15,396	37%	Campground			(19,189)	(19,189)	#####	Human Resources		
(134,239)	49,861	27%	Recreation Programs			(167,092)	(26,592)	-19%	Equestrian			28,652	28,652	#####	Architectural Standards		
						(26,751)	2,750	9%	Bikeworks			(338,640)	27,060	7%	Member Services		
						(203,828)	29,872	13%	Trails			27,052	27,052	#####	Risk & Facility Admin		
						(382,618)	(45,618)	-14%	The Lodge			24,486	24,486	#####	Forestry		
						(142,899)	(3,699)	-3%	Summer Food and Bev			(1,316,760)	(53,360)	-4%	Maintenance		
						(163,769)	(12,069)	-8%	Pizza on the Hill			75,932	75,932	#####	TDA Operating Fund		
						(156,599)	15,101	9%	Alder Creek Caf�			\$ (4,846,415)	\$ 849,585	15%			

variances are N/A, as the Dept NOR Budget \$ amount is \$0, post-overhead allocation

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Capital Funds- 2019 Key Activities

Replacement Reserve Fund

\$5.0 Million Expenditure Budget 2019

\$3.4 Million Expenditure Actual 2019

- Golf Remodel \$500,000 shifted \$450k to 2020
- CASp Bdg \$510k, Actual \$207k
- Trails Bdg \$348k, Actual \$63k (timing)
- Governing Documents \$101,000 B, Forecast \$0 (charging to Operating Fund per Board)

\$12.9m Actual ending fund balance, up \$3.3m to B

- \$1.7m less spend than Budget (timing primarily)
- **\$1.0m transfer in from Operating Fund in Oct'19**
- 500k beginning balance > B
 - \$435,00 Snowbird under 2018F/B
- \$105k investment income favorable variance to B

Development Fund

\$1.9 Million Expenditure Budget 2019

\$0.7 Million Expenditure Actual 2019

- variance due to timing of projects between years

\$6.8m Forecasted ending fund balance, up \$1.6m to B

- +74k investment income favorable variance to B
- +1.2m Various projects +/- timing between years
- +355k beginning balance > B, timing of projects between years

Key Active Projects:

TCRC Remodel project is on Budget and Schedule

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Balance Sheet as of December 31, 2019

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

Information is TDA Consolidated (all funds) unless otherwise indicated

Assets

\$71.5 Million – Total Assets (\$11,043 per owner)

up \$4.4m or 6% to 12/31/2018

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

(\$6,385 per owner)

down \$0.223m or 1% to 12/31/2018

+ YTD Capital Expenditures \$3,248,000 - YTD Depreciation Expense \$3,440,000

\$28.4 Million – Cash & Investments (\$4,390 per owner)

up \$4.4m or 18% to 12/31/2018

See next page for Cash Flow Information

Liabilities and Members Equity

\$8.0 Million – Total Liabilities (\$1,237 per owner)

up \$0.695m or 10% to 12/31/2018

- Accounts Payable, Deferred Assessment and other Revenues, Deposits

- No long term debt.

\$63.5 Million – Members Equity (ME) (\$9,806 per owner)

up \$3.7m or 6% to 12/31/2018

\$2.3 Million – Operating Fund (\$870,000 over policy target)

\$12.9 Million – Replacement Reserve Fund

\$6.8 Million – Development Fund

\$0.2 Million – New Equipment Fund

\$41.3 Million – Property Fund

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

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Cash and Investments Position Overview

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

\$thousand Information is TDA Consolidated (all funds) unless otherwise indicated

2019 Top Level 'basic' Cash Flow:

<u>\$24,007</u> cash/investments, beg balance
(4,846) OPF NOR Loss
(999) Capital Funds, Expense Expenditures
(3,248) Capital Funds, Capital Expenditures
444 Capital Funds investment income
12,719 2019 Annual Assessment
<u>342</u> all other/working capital, net
<u>\$ 28,419</u> cash/investments, ending balance

Current Cash Balance – Flow Thru

Current Month End Balance	28,419
OPF NOR Loss (remaining Mths @ Bdg)	-
RRF Spend 2019 forecast to go	-
NEF Spend 2019 forecast to go	-
DVF Spend 2019 forecast to go	-
less AA payments received FNY (def rev)	(3,774)
All other cash flow, net working capital	(2,504)
Raw Ending Balance *	<u>22,141</u>

Distribution of Raw Ending Balance

YE Forecasted Members Equity, RRF	12,878	
YE Forecasted Members Equity, NEF	208	
YE Forecasted Members Equity, DVF	6,763	
PYE Members Equity, OPF	2,442	
YTD NOR Performance to Bdg, OPF	850	} 2,292 OPF
ME Transfer to RRF, OPF	(1,000)	

* Raw Ending Balance * - excludes misc	<u>22,141</u>
working capital items and AA pmts FNY	-

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Thank you

Monthly financial statements are unaudited.

Annually the financial statements are audited by an independent CPA audit firm. The audit is conducted in February, report released in March.

The audit report is included in the Annual Report to members which is released in the May issue of TDNews magazine and available online.

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Tahoe Donner Association
Consolidated Statement of Revenues, Expenses and Changes in Members' Equity
For the twelve months ending December 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	\$ 14,695,518	\$ 14,215,000	\$ 13,353,046	\$ 480,518	3%	\$ 1,342,472	10%
Operating Costs	(19,541,933)	(19,911,000)	(18,787,412)	369,067	2%	(754,521)	-4%
Net Operating Result	(4,846,415)	(5,696,000)	(5,434,366)	849,585	15%	587,951	11%
Assessment Revenue	5,696,445	5,696,000	6,084,700	445	0%	(388,255)	-6%
Members Equity Transfer	(1,000,000)	-	(500,000)	(1,000,000)	#DIV/0!	(500,000)	100%
Change in Members' Equity	\$ (149,970)	\$ -	\$ 150,334	\$ (149,970)	NA	\$ (300,304)	200%
Replacement Reserve Fund							
Investment Income	\$ 276,893	\$ 172,000	\$ 211,998	\$ 104,893	61%	\$ 64,895	31%
Expenditures - Capital	(2,422,048)	(3,721,000)	(3,601,813)	1,298,952	35%	1,179,765	33%
Expenditures - Expense	(987,862)	(1,319,000)	(1,017,763)	331,138	25%	29,901	3%
Fund Expenses (allocated OH new 2019)	(117,101)	(103,000)	(33,621)	(14,101)	-14%	(83,480)	-248%
Assets Sale Proceeds	66,533	30,000	90,537	36,533	122%	(24,005)	-27%
Net Result	(3,183,586)	(4,941,000)	(4,350,662)	1,757,414	36%	1,167,077	27%
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	\$ 2,477,414	\$ (280,000)	\$ 162,338	\$ 2,757,414	-985%	\$ 2,315,077	1426%
Development Fund							
Investment Income	\$ 160,459	\$ 86,000	\$ 91,945	\$ 74,459	87%	\$ 68,514	75%
Expenditures - Capital	(720,030)	(1,900,000)	(533,231)	1,179,970	62%	(186,800)	-35%
Expenditures - Expense	(11,859)	-	-	(11,859)	#DIV/0!	(11,859)	#DIV/0!
Fund Expenses (alloacted OH new 2019)	(138,594)	(132,000)	(13,940)	(6,594)	-5%	(124,655)	-894%
Net Result	(710,024)	(1,946,000)	(455,225)	1,235,976	64%	(254,799)	-56%
Assessment Revenue	2,168,000	2,168,000	2,007,000	-	0%	161,000	8%
Change in Members' Equity	\$ 1,457,976	\$ 222,000	\$ 1,551,775	\$ 1,235,976	557%	\$ (93,799)	-6%
New Equipment Fund							
Investment Income	\$ 6,813	\$ 3,000	\$ 3,004	\$ 3,813	127%	\$ 3,809	127%
Expenditures - Capital	(105,557)	(187,000)	(184,406)	81,443	44%	78,849	43%
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!
Net Result	(98,744)	(184,000)	(181,402)	85,256	46%	82,658	46%
Assessment Revenue	194,000	194,000	194,000	-	0%	-	0%
Change in Members' Equity	\$ 95,256	\$ 10,000	\$ 12,598	\$ 85,256	853%	\$ 82,658	656%
Property Fund							
Expenditures - Capital (increase ME in Fund)	\$ 3,247,636	\$ 5,808,000	\$ 4,319,450	\$ (2,560,364)	-44%	\$ (1,071,814)	-25%
Depreciation Expense / Chg in ME for Fund	(3,440,155)	(3,300,000)	(3,284,225)	(140,155)	-4%	(155,930)	-5%
Book Gain (Loss) on Asset Disposals	(30,927)	-	(202,503)	(30,927)	#DIV/0!	171,575	85%
Change in Members' Equity	\$ (223,447)	\$ 2,508,000	\$ 832,722	\$ (2,731,447)	-109%	\$ (1,056,168)	-127%
Consolidated Change in Members' Equity	\$ 3,657,230	\$ 2,460,000	\$ 2,709,767	\$ 1,197,230	49%	\$ 947,463	35%

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

See prior page for same information presented differently.

	Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		
				Amount	Pctg	Amount	Pctg	
Operating Fund								
Operating Revenue	\$ 14,695,518	\$ 14,215,000	\$ 13,353,046	\$ 480,518	3%	\$ 1,342,472	10%	
Operating Costs	(19,541,933)	(19,911,000)	(18,787,412)	369,067	2%	(754,521)	-4%	
Net Operating Result	<u>(4,846,415)</u>	<u>(5,696,000)</u>	<u>(5,434,366)</u>	849,585	15%	587,951	11%	
Replacement Reserve Fund								
Investment Income	276,893	172,000	211,998	104,893	61%	64,895	31%	
Expenditures - Expense	(987,862)	(1,319,000)	(1,017,763)	331,138	25%	29,901	3%	
Fund Expenses (allocated OH new 2019)	(117,101)	(103,000)	(33,621)	(14,101)	-14%	(83,480)	-248%	
Assets Sale Proceeds	66,533	30,000	90,537	36,533	122%	(24,005)	-27%	
Net Result	<u>(761,537)</u>	<u>(1,220,000)</u>	<u>(748,849)</u>	458,463	38%	(12,688)	-2%	
Development Fund								
Investment Income	160,459	86,000	91,945	74,459	87%	68,514	75%	
Expenditures - Expense	(11,859)	-	-	(11,859)	#DIV/0!	(11,859)	#DIV/0!	
Fund Expenses (allocated OH new 2019)	(138,594)	(132,000)	(13,940)	(6,594)	-5%	(124,655)	-894%	
Net Result	<u>10,006</u>	<u>(46,000)</u>	<u>78,005</u>	56,006	122%	(67,999)	-87%	
New Equipment Fund								
Investment Income	6,813	3,000	3,004	3,813	127%	3,809	127%	
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!	
Fund Expenses	-	-	-	-	#DIV/0!	-	#DIV/0!	
Net Result	<u>6,813</u>	<u>3,000</u>	<u>3,004</u>	3,813	127%	3,809	127%	
Property Fund								
Depreciation Expense	(3,440,155)	(3,300,000)	(3,284,225)	(140,155)	-4%	(155,930)	-5%	
Book Gain (Loss) on Asset Disposals	(30,927)	-	(202,503)	(30,927)	#DIV/0!	171,575	85%	
Net Result, Before Assessment Revenue	\$ (9,062,215)	\$ (10,259,000)	\$ (9,588,933)	\$ 1,196,785	12%	\$ 526,718	5%	
Assessment Revenue	12,719,445	12,719,000	12,298,700	445	0%	420,745	3%	
Consolidated Change in Members' Equity	\$ 3,657,230	\$ 2,460,000	\$ 2,709,767	\$ 1,197,230	49%	\$ 947,463	35%	

Capital Funds - Capital Expenditures (cash asset to capital asset, no change in Consolidated Members' Equity.....re-investing in the Association)

Replacement Reserve Fund	(2,422,048)	(3,721,000)	(3,601,813)	1,298,952	35%	1,179,765	33%
Development Fund	(720,030)	(1,900,000)	(533,231)	1,179,970	62%	(186,800)	-35%
New Equipment Fund	(105,557)	(187,000)	(184,406)	81,443	44%	78,849	43%
Total Capital Expenditures	<u>\$ (3,247,636)</u>	<u>\$ (5,808,000)</u>	<u>\$ (4,319,450)</u>	<u>\$ 2,560,364</u>	<u>44%</u>	<u>\$ 1,071,814</u>	<u>25%</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 twelve months ending December 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
\$ 14,695,518	\$ 14,215,000	\$ 13,353,046	\$ 480,518	3%	\$ 1,342,472	10%	\$ 13,899,412	\$ 370,412	3%	\$ 1,371,519	11%	\$ 796,106	\$ 110,106	16%	\$ (29,047)	-4%	
1,180,445	1,110,000	1,065,610	70,445	6%	114,835	11%	Recreation Fee	1,180,445	70,445	6%	114,835	11%	-	-	0%	-	0%
4,508,852	4,188,800	3,669,609	320,052	8%	839,244	23%	Access & Use Fees	4,508,852	320,052	8%	839,244	23%	-	-	0%	-	0%
4,192,381	4,593,800	4,282,739	(401,419)	-9%	(90,358)	-2%	Food and Beverage	4,202,674	(393,126)	-9%	(88,049)	-2%	(10,293)	(8,293)	415%	(2,308)	29%
602,596	531,500	570,618	71,096	13%	31,978	6%	Retail Product	568,649	56,249	11%	52,955	10%	33,947	14,847	78%	(20,977)	-38%
3,251,696	2,976,800	2,794,599	274,896	9%	457,097	16%	Lessons & Rentals	3,238,421	273,621	9%	456,472	16%	13,275	1,275	11%	625	5%
959,547	814,100	969,871	145,447	18%	(10,324)	-1%	Other	200,370	43,170	27%	(3,937)	-2%	759,177	102,277	16%	(6,387)	-1%
(1,561,681)	(1,613,000)	(1,573,523)	51,319	3%	11,842	1%	Cost of Goods Sold	(1,561,696)	51,304	3%	11,827	1%	15	15	0%	15	0%
(10,279,263)	(10,233,000)	(9,753,277)	(46,263)	0%	(525,986)	-5%	Payroll Direct	(5,992,935)	145,065	2%	(244,192)	-4%	(4,286,328)	(191,328)	-5%	(281,795)	-7%
(2,450,700)	(2,817,000)	(2,388,373)	366,300	13%	(62,327)	-3%	Payroll Burden	(1,454,874)	219,626	13%	(9,666)	-1%	(995,826)	146,674	13%	(52,661)	-6%
(12,729,963)	(13,050,000)	(12,141,650)	320,037	2%	(588,314)	-5%	Payroll Total	(7,447,809)	364,691	5%	(253,857)	-4%	(5,282,154)	(44,654)	-1%	(334,456)	-7%
(5,250,288)	(5,248,000)	(5,072,239)	(2,288)	0%	(178,049)	-4%	Expenses	(5,892,653)	9,947	0%	(2,894,792)	-97%	642,365	(12,235)	2%	2,716,743	131%
(432,978)	(482,311)	(413,633)	49,333	10%	(19,346)	-5%	Personnel Costs	(265,726)	16,365	6%	(23,871)	-10%	(167,252)	32,968	16%	4,525	3%
(962,544)	(967,600)	(934,979)	5,056	1%	(27,565)	-3%	Utilities	(748,107)	(16,217)	-2%	(27,074)	-4%	(214,437)	21,273	9%	(491)	0%
(207,785)	(158,740)	(147,179)	(49,045)	-31%	(60,606)	-41%	Fuel Costs	(136,770)	(40,970)	-43%	(49,156)	-56%	(71,015)	(8,075)	-13%	(11,450)	-19%
(1,381,744)	(1,352,561)	(1,402,028)	(29,183)	-2%	20,284	1%	Supplies	(814,515)	1,634	0%	6,349	1%	(567,229)	(30,817)	-6%	13,935	2%
(747,624)	(707,930)	(660,205)	(39,694)	-6%	(87,419)	-13%	Repairs & Maintenance	(480,020)	(6,440)	-1%	(40,362)	-9%	(267,604)	(33,254)	-14%	(47,057)	-21%
(354,985)	(264,160)	(320,890)	(90,825)	-34%	(34,095)	-11%	Forestry Land Maint	(1,610)	(10)	-1%	887	36%	(353,375)	(90,815)	-35%	(34,983)	-11%
(610,514)	(590,000)	(476,875)	(20,514)	-3%	(133,639)	-28%	Insurance	(331,514)	(10,514)	-3%	(25,514)	-8%	(279,000)	(10,000)	-4%	(108,125)	-63%
(271,584)	(291,000)	(242,975)	19,416	7%	(28,609)	-12%	Taxes-Property&Income	-	-	0%	-	0%	(271,584)	19,416	7%	(28,609)	-12%
(336,810)	(307,140)	(287,114)	(29,670)	-10%	(49,696)	-17%	Credit Card Fees	(320,957)	(27,397)	-9%	(49,446)	-18%	(15,853)	(2,273)	-17%	(250)	-2%
(154,986)	(119,050)	(132,085)	(35,936)	-30%	(22,902)	-17%	Licenses Permits Fees	(53,901)	(2,461)	-5%	(4,756)	-10%	(101,085)	(33,475)	-50%	(18,146)	-22%
14,267	(204,508)	(54,276)	218,775	107%	68,543	126%	All other expenses	27,767	95,957	141%	85,449	148%	(13,500)	122,818	90%	(16,907)	496%
197,000	197,000	-	-	0%	197,000	#####	Allocated Overhead	(2,767,300)	-	0%	(2,767,300)	0%	2,964,300	-	0%	2,964,300	#####
\$ (4,846,415)	\$ (5,696,000)	\$ (5,434,366)	\$ 849,585	15%	\$ 587,951	11%	Net Operating Result	\$ (1,002,746)	\$ 796,354	44%	\$ (1,765,304)	-231%	\$ (3,843,668)	\$ 53,232	-1%	\$ 2,353,255	-38%
(19,541,933)	(19,911,000)	(18,787,412)	369,067	2%	(754,521)	-4%	Total Operating Costs	(14,902,158)	425,942	3%	(3,136,823)	-27%	(4,639,774)	(56,874)	-1%	2,382,302	34%
12,719,445	12,719,000	12,298,700	445	0%	420,745	3%	Assessment Revenue	12,719,445	445	0%	420,745	3%	12,719,445	445	0%	420,745	3%
(4,661,000)	(4,661,000)	(4,013,000)	-	0%	(648,000)	16%	Replacement Reserve Fund	(4,661,000)	-	0%	(648,000)	16%	(4,661,000)	-	0%	(648,000)	16%
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund	(194,000)	-	0%	-	0%	(194,000)	-	0%	-	0%
(2,168,000)	(2,168,000)	(2,007,000)	-	0%	(161,000)	8%	New Equipment Fund	(2,168,000)	-	0%	(161,000)	8%	(2,168,000)	-	0%	(161,000)	8%
5,696,445	5,696,000	6,084,700	445	0%	(388,255)	-6%	Net, Operating Fund Portion	5,696,445	445	0%	(388,255)	-6%	5,696,445	445	0%	(388,255)	-6%
\$ 850,030	\$ -	\$ 650,334	\$ 850,030	NA	\$ 199,696	-31%	Net Result	\$ (1,002,746)	\$ 796,354	-44%	\$ (1,765,304)	-231%	\$ 1,852,777	\$ 53,677	3%	\$ 1,965,000	-1751%

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - MONTH
for the month of December 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	
\$ (37,069)	\$ (80,418)	\$ 43,349	54%	Private Amenities	\$ 142,425	\$ 112,500	\$ 29,925	27%	\$ (179,494)	\$ (192,918)	\$ 13,424	7%
(18,699)	(15,922)	(2,777)	-17%	Trout Creek Rec Ctr	77,384	98,700	(21,316)	-22%	(96,082)	(114,622)	18,540	16%
(20,654)	(17,136)	(3,518)	-21%	Aquatics	11,202	13,000	(1,798)	-14%	(31,856)	(30,136)	(1,720)	-6%
(35,070)	(17,830)	(17,240)	-97%	Beach Club Marina	(18,074)	-	(18,074)	0%	(16,996)	(17,830)	834	5%
62,036	(9,903)	71,939	726%	Tennis Center	71,913	-	71,913	0%	(9,877)	(9,903)	26	0%
(6,423)	(6,126)	(297)	-5%	Day Camps	-	-	-	0%	(6,423)	(6,126)	(297)	-5%
(18,259)	(13,501)	(4,758)	-35%	Recreation Programs	-	800	(800)	-100%	(18,259)	(14,301)	(3,958)	-28%
510,225	59,713	450,512	754%	Public Amenities	1,829,654	\$ 1,427,000	402,654	28%	(1,319,429)	\$ (1,367,287)	47,858	4%
479,804	66,271	413,533	624%	Downhill Ski	1,116,007	771,000	345,007	45%	(636,203)	(704,729)	68,526	10%
175,622	88,873	86,749	98%	Cross Country Ski	385,232	243,200	142,032	58%	(209,610)	(154,327)	(55,283)	-36%
36,435	36,838	(403)	-1%	Snowplay	64,528	83,000	(18,472)	-22%	(28,094)	(46,162)	18,068	39%
(53,305)	(48,061)	(5,244)	-11%	Golf	-	500	(500)	-100%	(53,305)	(48,561)	(4,744)	-10%
(5,652)	(5,752)	100	2%	Campground	-	-	-	0%	(5,652)	(5,752)	100	2%
(12,618)	(12,852)	234	2%	Equestrian	-	-	-	0%	(12,618)	(12,852)	234	2%
(3,974)	(3,054)	(920)	-30%	Bikeworks	-	-	-	0%	(3,974)	(3,054)	(920)	-30%
(13,434)	(13,385)	(49)	0%	Trails	-	-	-	0%	(13,434)	(13,385)	(49)	0%
(63,029)	(28,855)	(34,174)	-118%	The Lodge	188,678	221,500	(32,822)	-15%	(251,707)	(250,355)	(1,352)	-1%
(4,723)	(6,133)	1,410	23%	Summer Food and Bev	-	-	-	0%	(4,723)	(6,133)	1,410	23%
(11,465)	(10,664)	(801)	-8%	Pizza on the Hill	-	50,000	(50,000)	-100%	(11,465)	(60,664)	49,199	81%
(13,435)	(3,513)	(9,922)	-282%	Alder Creek Café	75,209	57,800	17,409	30%	(88,644)	(61,313)	(27,331)	-45%
473,156	(20,705)	493,861	2385%	Amenities Total	1,972,079	1,539,500	432,579	28%	(1,498,923)	(1,560,205)	61,282	4%
(470,692)	(271,295)	(199,397)	-73%	HOA & Amenities								
				Support Services	54,602	\$ 44,500	10,102	23%	(525,294)	\$ (315,795)	(209,499)	-66%
(206,387)	(189,656)	(16,731)	-9%	General	-	-	-	0%	(206,387)	(189,656)	(16,731)	-9%
(150,070)	-	(150,070)	#####	Administration	10,916	9,400	1,516	16%	(160,986)	(9,400)	(151,586)	-1613%
(3,931)	-	(3,931)	#####	Communications	16,705	18,000	(1,295)	-7%	(20,636)	(18,000)	(2,636)	-15%
890	-	890	#####	Information Tech	-	-	-	0%	890	-	890	#####
1,115	-	1,115	#####	Accounting	419	400	19	5%	696	(400)	1,096	274%
13,670	-	13,670	#####	Human Resources	-	-	-	0%	13,670	-	13,670	#####
(32,031)	(33,839)	1,808	5%	Architectural Standards	13,308	11,000	2,308	21%	(45,339)	(44,839)	(500)	-1%
459	-	459	#####	Member Services	1,645	2,400	(755)	-31%	(1,186)	(2,400)	1,214	51%
(2,484)	-	(2,484)	#####	Risk & Facility Admin	-	-	-	0%	(2,484)	-	(2,484)	#####
(79,983)	(47,800)	(32,183)	-67%	Forestry	11,609	3,300	8,309	252%	(91,592)	(51,100)	(40,492)	-79%
(11,939)	-	(11,939)	#####	Maintenance	-	-	-	0%	(11,939)	-	(11,939)	#####
\$ 2,464	\$ (292,000)	\$ 294,464	101%	TDA Operating Fund	\$ 2,026,681	\$ 1,584,000	\$ 442,681	28%	\$ (2,024,217)	\$ (1,876,000)	\$ (148,217)	-8%

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

For the twelve months ending December 2019

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead								
Net Operating Results (NOR)					Actual		Budget		Total Operating Expenses		Variance to Budget		ANNUAL BUDGET AMOUNTS								
		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						
\$	(460,201)	\$	(557,800)	\$	97,599	17%										\$	2,753,000	\$	(3,310,800)	\$	(557,800)
(159,449)	(187,600)	28,151	15%	Private Amenities	\$ 2,748,046	\$ 2,753,000	\$ (4,954)	0%	\$ (3,208,247)	\$ (3,310,800)	\$ 102,553	3%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)						
(223,408)	(209,200)	(14,208)	-7%	Trout Creek Rec Ctr	1,059,738	1,094,000	(34,262)	-3%	(1,219,187)	(1,281,600)	62,413	5%	1,094,000	(1,281,600)	(187,600)						
130,838	147,300	(16,462)	-11%	Aquatics	250,755	241,000	9,755	4%	(474,163)	(450,200)	(23,963)	-5%	241,000	(450,200)	(209,200)						
(17,739)	(93,300)	75,561	81%	Beach Club Marina	680,754	750,000	(69,246)	-9%	(549,916)	(602,700)	52,784	9%	750,000	(602,700)	147,300						
(56,205)	(30,900)	(25,305)	-82%	Tennis Center	308,059	213,000	95,059	45%	(325,798)	(306,300)	(19,498)	-6%	213,000	(306,300)	(93,300)						
(134,239)	(184,100)	49,861	27%	Day Camps	247,719	275,000	(27,281)	-10%	(303,924)	(305,900)	1,976	1%	275,000	(305,900)	(30,900)						
				Recreation Programs	201,021	180,000	21,021	12%	(335,259)	(364,100)	28,841	8%	180,000	(364,100)	(184,100)						
(542,545)	(1,241,300)	698,755	56%	Public Amenities	11,151,366	\$ 10,776,000	375,366	3%	(11,693,911)	\$ (12,017,300)	323,389	3%	10,776,000	(12,017,300)	(1,241,300)						
1,221,106	294,100	927,006	315%	Downhill Ski	4,770,551	3,895,000	875,551	22%	(3,549,445)	(3,600,900)	51,455	1%	3,895,000	(3,600,900)	294,100						
197,640	(22,600)	220,240	975%	Cross Country Ski	1,381,116	1,043,000	338,116	32%	(1,183,476)	(1,065,600)	(117,876)	-11%	1,043,000	(1,065,600)	(22,600)						
55,542	59,400	(3,858)	-6%	Snowplay	244,046	282,000	(37,954)	-13%	(188,504)	(222,600)	34,096	15%	282,000	(222,600)	59,400						
(747,074)	(327,300)	(419,774)	-128%	Golf	706,521	1,160,000	(453,479)	-39%	(1,453,595)	(1,487,300)	33,705	2%	1,160,000	(1,487,300)	(327,300)						
(26,204)	(41,600)	15,396	37%	Campground	95,813	70,000	25,813	37%	(122,016)	(111,600)	(10,416)	-9%	70,000	(111,600)	(41,600)						
(167,092)	(140,500)	(26,592)	-19%	Equestrian	238,635	255,000	(16,365)	-6%	(405,726)	(395,500)	(10,226)	-3%	255,000	(395,500)	(140,500)						
(26,751)	(29,500)	2,750	9%	Bikeworks	134,638	117,000	17,638	15%	(161,389)	(146,500)	(14,889)	-10%	117,000	(146,500)	(29,500)						
(203,828)	(233,700)	29,872	13%	Trails	2,832	1,000	1,832	183%	(206,660)	(234,700)	28,040	12%	1,000	(234,700)	(233,700)						
(382,618)	(337,000)	(45,618)	-14%	The Lodge	2,540,702	2,630,000	(89,298)	-3%	(2,923,319)	(2,967,000)	43,681	1%	2,630,000	(2,967,000)	(337,000)						
(142,899)	(139,200)	(3,699)	-3%	Summer Food and Bev	201,526	270,000	(68,474)	-25%	(344,425)	(409,200)	64,775	16%	270,000	(409,200)	(139,200)						
(163,769)	(151,700)	(12,069)	-8%	Pizza on the Hill	344,562	603,000	(258,438)	-43%	(508,331)	(754,700)	246,369	33%	603,000	(754,700)	(151,700)						
(156,599)	(171,700)	15,101	9%	Alder Creek Café	490,425	450,000	40,425	9%	(647,024)	(621,700)	(25,324)	-4%	450,000	(621,700)	(171,700)						
(1,002,746)	(1,799,100)	796,354	44%	Amenities Total	13,899,412	13,529,000	370,412	3%	(14,902,158)	(15,328,100)	425,942	3%	13,529,000	(15,328,100)	(1,799,100)						
(3,843,668)	(3,896,900)	53,232	1%	HOA & Amenities	796,106	\$ 686,000	110,106	16%	(4,639,774)	\$ (4,582,900)	(56,874)	-1%	686,000	(4,582,900)	(3,896,900)						
(2,271,633)	(2,267,800)	(3,833)	0%	Support Services	-	-	-	0%	(2,271,633)	(2,267,800)	(3,833)	0%	-	(2,267,800)	(2,267,800)						
(240,327)	-	(240,327)	#####	General	264,741	184,000	80,741	44%	(505,068)	(184,000)	(321,068)	-174%	184,000	(184,000)	-						
122,555	-	122,555	#####	Administration	227,063	210,000	17,063	8%	(104,508)	(210,000)	105,492	50%	210,000	(210,000)	-						
64,203	-	64,203	#####	Communications	-	-	-	0%	64,203	-	64,203	#####	-	-	-						
(19,189)	-	(19,189)	#####	Information Tech	4,802	6,000	(1,198)	-20%	(23,991)	(6,000)	(17,991)	-300%	6,000	(6,000)	-						
28,652	-	28,652	#####	Accounting	-	-	-	0%	28,652	-	28,652	#####	-	-	-						
(338,640)	(365,700)	27,060	7%	Human Resources	174,660	196,000	(21,340)	-11%	(513,300)	(561,700)	48,400	9%	196,000	(561,700)	(365,700)						
27,052	-	27,052	#####	Architectural Standards	29,865	34,000	(4,135)	-12%	(2,813)	(34,000)	31,187	92%	34,000	(34,000)	-						
24,486	-	24,486	#####	Member Services	-	-	-	0%	24,486	-	24,486	#####	-	-	-						
(1,316,760)	(1,263,400)	(53,360)	-4%	Risk & Facility Admin	94,975	56,000	38,975	70%	(1,411,734)	(1,319,400)	(92,334)	-7%	56,000	(1,319,400)	(1,263,400)						
75,932	-	75,932	#####	Forestry	-	-	-	0%	75,932	-	75,932	#####	-	-	-						
				Maintenance	-	-	-	0%	-	-	-		-	-	-						
\$ (4,846,415)	\$ (5,696,000)	\$ 849,585	15%	TDA Operating Fund	\$ 14,695,518	\$ 14,215,000	\$ 480,518	3%	\$ (19,541,933)	\$ (19,911,000)	\$ 369,067	2%	\$ 14,215,000	\$ (19,911,000)	\$ (5,696,000)						

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
								Variance to Budget		Variance to PriorYr		Variance to Budget		Variance to PriorYr		Variance to Budget	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg	
\$ 44,519	\$ 1,170	\$ (10,080)	\$ 43,349	3705%	\$ 54,599	542%	Private Amenities	\$ 142,425	\$ 29,925	27%	\$ 37,086	35%	\$ (97,906)	\$ 13,424	12%	\$ 17,512	15%
6,670	9,447	4,602	(2,777)	-29%	2,069	45%	Trout Creek Rec Ctr	77,384	(21,316)	-22%	(16,320)	-17%	(70,713)	18,540	21%	18,388	21%
(2,778)	740	(1,838)	(3,518)	-475%	(940)	-51%	Aquatics	11,202	(1,798)	-14%	(798)	-7%	(13,980)	(1,720)	-14%	(143)	-1%
(22,977)	(5,737)	(4,931)	(17,240)	-301%	(18,046)	-366%	Beach Club Marina	(18,074)	(18,074)	0%	(18,074)	0%	(4,903)	834	15%	28	1%
70,181	(1,758)	(1,145)	71,939	4092%	71,326	6231%	Tennis Center	71,913	71,913	0%	71,913	0%	(1,732)	26	1%	(587)	-51%
(367)	(70)	672	(297)	-425%	(1,039)	-155%	Day Camps	-	-	0%	-	0%	(367)	(297)	-425%	(1,039)	-155%
(6,210)	(1,452)	(7,440)	(4,758)	-328%	1,230	17%	Recreation Programs	-	(800)	-100%	365	100%	(6,210)	(3,958)	-176%	865	12%
678,751	228,239	644,207	450,512	197%	34,544	5%	Public Amenities	1,829,654	402,654	28%	35,664	2%	(1,150,903)	47,858	4%	(1,121)	0%
523,448	109,915	512,054	413,533	376%	11,394	2%	Downhill Ski	1,116,007	345,007	45%	39,909	4%	(592,559)	68,526	10%	(28,515)	-5%
195,534	108,785	133,781	86,749	80%	61,754	46%	Cross Country Ski	385,232	142,032	58%	79,350	26%	(189,698)	(55,283)	-41%	(17,597)	-10%
41,559	41,962	39,482	(403)	-1%	2,076	5%	Snowplay	64,528	(18,472)	-22%	(8,100)	-11%	(22,970)	18,068	44%	10,176	31%
(33,157)	(27,913)	(17,493)	(5,244)	-19%	(15,664)	-90%	Golf	-	(500)	-100%	(2,723)	-100%	(33,157)	(4,744)	-17%	(12,941)	-64%
(2,388)	(2,488)	(2,564)	100	4%	176	7%	Campground	-	-	0%	-	0%	(2,388)	100	4%	176	7%
(5,793)	(6,027)	(4,986)	234	4%	(807)	-16%	Equestrian	-	-	0%	-	0%	(5,793)	234	4%	(807)	-16%
(920)	-	321	(920)	0%	(1,241)	-387%	Bikeworks	-	-	0%	-	0%	(920)	(920)	0%	(1,241)	-387%
(7,865)	(7,816)	(7,966)	(49)	-1%	101	1%	Trails	-	-	0%	-	0%	(7,865)	(49)	-1%	101	1%
(25,341)	8,833	(6,533)	(34,174)	-387%	(18,808)	-288%	The Lodge	188,678	(32,822)	-15%	(25,954)	-12%	(214,019)	(1,352)	-1%	7,146	3%
(96)	(1,506)	1,343	1,410	94%	(1,439)	-107%	Summer Food and Bev	-	-	0%	-	0%	(96)	1,410	94%	(1,439)	-107%
(755)	46	(10,675)	(801)	-1741%	9,920	93%	Pizza on the Hill	-	(50,000)	-100%	(44,907)	-100%	(755)	49,199	98%	54,827	99%
(5,474)	4,448	7,445	(9,922)	-223%	(12,919)	-174%	Alder Creek Café	75,209	17,409	30%	(1,910)	-2%	(80,683)	(27,331)	-51%	(11,008)	-16%
723,270	229,409	634,127	493,861	215%	89,143	14%	Amenities Total	1,972,079	432,579	28%	72,751	4%	(1,248,809)	61,282	5%	16,392	1%
(736,806)	(537,409)	(385,980)	(199,397)	-37%	(350,826)	-91%	HOA & Amenities Support Services	54,602	10,102	23%	(10,908)	-17%	(791,408)	(209,499)	-36%	(339,918)	-75%
(95,474)	(78,743)	1,453	(16,731)	-21%	(96,927)	-6671%	General	-	-	0%	-	0%	(95,474)	(16,731)	-21%	(96,927)	#####
(202,683)	(52,613)	(105,339)	(150,070)	-285%	(97,344)	-92%	Administration	10,916	1,516	16%	12,218	939%	(213,599)	(151,586)	-244%	(109,562)	-105%
(51,271)	(47,340)	(42,382)	(3,931)	-8%	(8,889)	-21%	Communications	16,705	(1,295)	-7%	(475)	-3%	(67,976)	(2,636)	-4%	(8,414)	-14%
(55,198)	(56,088)	(50,745)	890	2%	(4,453)	-9%	Information Tech	-	-	0%	-	0%	(55,198)	890	2%	(4,453)	-9%
(70,614)	(71,729)	(57,500)	1,115	2%	(13,114)	-23%	Accounting	419	19	5%	(149)	-26%	(71,033)	1,096	2%	(12,965)	-22%
(38,802)	(52,472)	(37,353)	13,670	26%	(1,449)	-4%	Human Resources	-	-	0%	-	0%	(38,802)	13,670	26%	(1,449)	-4%
(20,816)	(22,624)	(18,204)	1,808	8%	(2,612)	-14%	Architectural Standards	13,308	2,308	21%	497	4%	(34,124)	(500)	-1%	(3,110)	-10%
(21,294)	(21,753)	(15,622)	459	2%	(5,672)	-36%	Member Services	1,645	(755)	-31%	(785)	-32%	(22,939)	1,214	5%	(4,887)	-27%
(31,878)	(29,394)	(25,302)	(2,484)	-8%	(6,576)	-26%	Risk & Facility Admin	-	-	0%	-	0%	(31,878)	(2,484)	-8%	(6,576)	-26%
(63,325)	(31,142)	28,356	(32,183)	-103%	(91,681)	-323%	Forestry	11,609	8,309	252%	(22,214)	-66%	(74,934)	(40,492)	-118%	(69,468)	#####
(85,450)	(73,511)	(63,342)	(11,939)	-16%	(22,108)	-35%	Maintenance	-	-	0%	-	0%	(85,450)	(11,939)	-16%	(22,108)	-35%
\$ (13,536)	\$ (308,000)	\$ 248,147	\$ 294,464	96%	\$ (261,683)	-105%	TDA Operating Fund	\$ 2,026,681	\$ 442,681	28%	\$ 61,843	3%	\$ (2,040,217)	\$ (148,217)	-8%	\$ (323,526)	-19%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the twelve months ending December 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
\$ 442,499	\$ 344,900	\$ 388,086	\$ 97,599	28%	\$ 54,413	14%	Private Amenities	\$ 2,748,046	\$ (4,954)	0%	\$ 105,948	4%	\$ (2,305,547)	\$ 102,553	4%	\$ (51,535)	-2%
121,251	93,100	148,162	28,151	30%	(26,911)	-18%	Trout Creek Rec Ctr	1,059,738	(34,262)	-3%	(16,962)	-2%	(938,487)	62,413	6%	(9,948)	-1%
(25,608)	(11,400)	20,140	(14,208)	-125%	(45,748)	-227%	Aquatics	250,755	9,755	4%	24,730	11%	(276,363)	(23,963)	-9%	(70,478)	-34%
264,638	281,100	245,431	(16,462)	-6%	19,207	8%	Beach Club Marina	680,754	(69,246)	-9%	2,338	0%	(416,116)	52,784	11%	16,868	4%
72,361	(3,200)	(21,149)	75,561	2361%	93,511	442%	Tennis Center	308,059	95,059	45%	85,414	38%	(235,698)	(19,498)	-9%	8,096	3%
10,795	36,100	31,234	(25,305)	-70%	(20,439)	-65%	Day Camps	247,719	(27,281)	-10%	(8,948)	-3%	(236,924)	1,976	1%	(11,491)	-5%
(939)	(50,800)	(35,732)	49,861	98%	34,793	97%	Recreation Programs	201,021	21,021	12%	19,375	11%	(201,959)	28,841	12%	15,418	7%
1,322,055	623,300	374,472	698,755	112%	947,583	253%	Public Amenities	11,151,366	375,366	3%	1,265,571	13%	(9,829,311)	323,389	3%	(317,988)	-3%
1,704,006	777,000	653,792	927,006	119%	1,050,214	161%	Downhill Ski	4,770,551	875,551	22%	1,339,530	39%	(3,066,545)	51,455	2%	(289,316)	-10%
417,940	197,700	198,166	220,240	111%	219,774	111%	Cross Country Ski	1,381,116	338,116	32%	423,953	44%	(963,176)	(117,876)	-14%	(204,179)	-27%
112,242	116,100	72,567	(3,858)	-3%	39,675	55%	Snowplay	244,046	(37,954)	-13%	42,474	21%	(131,804)	34,096	21%	(2,799)	-2%
(524,174)	(104,400)	(113,147)	(419,774)	-402%	(411,027)	-363%	Golf	706,521	(453,479)	-39%	(396,303)	-36%	(1,230,695)	33,705	3%	(14,724)	-1%
9,896	(5,500)	10,064	15,396	280%	(167)	-2%	Campground	95,813	25,813	37%	9,056	10%	(85,916)	(10,416)	-14%	(9,223)	-12%
(91,592)	(65,000)	(84,566)	(26,592)	-41%	(7,026)	-8%	Equestrian	238,635	(16,365)	-6%	11,241	5%	(330,226)	(10,226)	-3%	(18,267)	-6%
7,049	4,300	1,318	2,749	64%	5,731	435%	Bikeworks	134,638	17,638	15%	27,751	26%	(127,589)	(14,889)	-13%	(22,020)	-21%
(142,228)	(172,100)	(147,800)	29,872	17%	5,572	4%	Trails	2,832	1,832	183%	2,328	462%	(145,060)	28,040	16%	3,244	2%
34,382	80,000	28,822	(45,618)	-57%	5,560	19%	The Lodge	2,540,702	(89,298)	-3%	6,059	0%	(2,506,319)	43,681	2%	(499)	0%
(91,699)	(88,000)	(60,784)	(3,699)	-4%	(30,915)	-51%	Summer Food and Bev	201,526	(68,474)	-25%	(56,690)	-22%	(293,225)	64,775	18%	25,776	8%
(45,269)	(33,200)	(74,431)	(12,069)	-36%	29,162	39%	Pizza on the Hill	344,562	(258,438)	-43%	(246,360)	-42%	(389,831)	246,369	39%	275,522	41%
(68,499)	(83,600)	(109,529)	15,101	18%	41,031	37%	Alder Creek Café	490,425	40,425	9%	102,533	26%	(558,924)	(25,324)	-5%	(61,503)	-12%
1,764,554	968,200	762,558	796,354	82%	1,001,996	131%	Amenities Total	13,899,412	370,412	3%	1,371,519	11%	(12,134,858)	425,942	3%	(369,523)	-3%
(6,807,968)	(6,861,200)	(6,196,923)	53,232	1%	(611,045)	-10%	HOA & Amenities	796,106	110,106	16%	(29,047)	-4%	(7,604,074)	(56,874)	-1%	(581,998)	-8%
(1,064,433)	(1,060,600)	(833,142)	(3,833)	0%	(231,291)	-28%	Support Services	-	-	0%	-	0%	(1,064,433)	(3,833)	0%	(231,291)	-28%
(865,527)	(625,200)	(774,570)	(240,327)	-38%	(90,957)	-12%	General	264,741	80,741	44%	19,711	8%	(1,130,268)	(321,068)	-40%	(110,669)	-11%
(411,145)	(533,700)	(493,807)	122,555	23%	82,663	17%	Administration	227,063	17,063	8%	24,697	12%	(638,208)	105,492	14%	57,965	8%
(613,197)	(677,400)	(631,806)	64,203	9%	18,609	3%	Communications	-	-	0%	-	0%	(613,197)	64,203	9%	18,609	3%
(834,389)	(815,200)	(760,917)	(19,189)	-2%	(73,472)	-10%	Information Tech	4,802	(1,198)	-20%	(1,484)	-24%	(839,191)	(17,991)	-2%	(71,988)	-9%
(383,748)	(412,400)	(373,965)	28,652	7%	(9,783)	-3%	Accounting	-	-	0%	-	0%	(383,748)	28,652	7%	(9,783)	-3%
(214,540)	(241,600)	(174,883)	27,060	11%	(39,657)	-23%	Human Resources	174,660	(21,340)	-11%	(27,023)	-13%	(389,200)	48,400	11%	(12,634)	-3%
(223,448)	(250,500)	(212,291)	27,052	11%	(11,157)	-5%	Architectural Standards	29,865	(4,135)	-12%	(2,513)	-8%	(253,313)	31,187	11%	(8,644)	-4%
(315,414)	(339,900)	(328,753)	24,486	7%	13,339	4%	Member Services	-	-	0%	-	0%	(315,414)	24,486	7%	13,339	4%
(1,132,460)	(1,079,100)	(876,645)	(53,360)	-5%	(255,815)	-29%	Risk & Facility Admin	94,975	38,975	70%	(42,435)	-31%	(1,227,434)	(92,334)	-8%	(213,379)	-21%
(749,668)	(825,600)	(736,144)	75,932	9%	(13,523)	-2%	Forestry	-	-	0%	-	0%	(749,668)	75,932	9%	(13,523)	-2%
							Maintenance	-	-	0%	-	0%					
\$ (5,043,415)	\$ (5,893,000)	\$ (5,434,366)	\$ 849,585	14%	\$ 390,951	7%	TDA Operating Fund	\$ 14,695,518	\$ 480,518	3%	\$ 1,342,472	10%	\$ (19,738,933)	\$ 369,067	2%	\$ (951,521)	-5%

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
\$	\$	\$	Amount	Pctg	Amount	Pctg	\$	Amount	Pctg	Amount	Pctg	\$	Amount	Pctg	Amount	Pctg	
(83,265)	(97,598)	(50,331)	14,333	15%	(32,934)	-65%	Private Amenities	339,315	15,515	5%	(2,647)	-1%	(422,579)	(1,181)	0%	(30,287)	-8%
(33,496)	(56,039)	15,373	22,543	40%	(48,869)	-318%	Trout Creek Rec Ctr	292,865	19,165	7%	(22,730)	-7%	(326,361)	3,378	1%	(26,140)	-9%
6,740	1,000	23,249	5,740	574%	(16,509)	-71%	Aquatics	59,959	9,959	20%	(9,143)	-13%	(53,218)	(4,218)	-9%	(7,366)	-16%
(16,875)	(23,056)	(28,828)	6,181	27%	11,953	41%	Beach Club Marina	5,985	5,985	0%	9,312	280%	(22,860)	196	1%	2,641	10%
(27,279)	(7,202)	(47,891)	(20,077)	-279%	20,612	43%	Tennis Center	(19,643)	(19,643)	0%	20,065	51%	(7,636)	(434)	-6%	547	7%
(1,191)	(310)	(351)	(881)	-284%	(840)	-239%	Day Camps	120	120	0%	105	700%	(1,311)	(1,001)	-323%	(945)	-258%
(11,164)	(11,991)	(11,883)	827	7%	719	6%	Recreation Programs	29	(71)	-71%	(256)	-90%	(11,193)	898	7%	975	8%
1,674,348	1,220,178	421,874	454,170	37%	1,252,473	297%	Public Amenities	5,808,655	768,455	15%	1,868,352	47%	(4,134,307)	(314,285)	-8%	(615,879)	-18%
1,688,214	1,246,919	626,313	441,295	35%	1,061,901	170%	Downhill Ski	3,648,740	524,740	17%	1,297,911	55%	(1,960,527)	(83,446)	-4%	(236,011)	-14%
361,212	267,591	238,855	93,621	35%	122,357	51%	Cross Country Ski	967,339	186,739	24%	334,297	53%	(606,127)	(93,118)	-18%	(211,940)	-54%
83,474	98,855	52,613	(15,381)	-16%	30,860	59%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(94,218)	927	1%	(17,887)	-23%
(165,244)	(161,853)	(153,342)	(3,391)	-2%	(11,902)	-8%	Golf	100	(1,900)	-95%	(1,925)	-95%	(165,344)	(1,491)	-1%	(9,977)	-6%
(10,818)	(9,902)	(9,455)	(916)	-9%	(1,364)	-14%	Campground	-	-	0%	-	0%	(10,818)	(916)	-9%	(1,364)	-14%
(23,994)	(23,528)	(27,416)	(466)	-2%	3,422	12%	Equestrian	-	-	0%	(15)	-100%	(23,994)	(466)	-2%	3,437	13%
76	-	117	76	#####	(41)	-35%	Bikeworks	7,009	7,009	0%	3,128	81%	(6,933)	(6,933)	#####	(3,168)	-84%
(31,034)	(31,910)	(22,565)	876	3%	(8,469)	-38%	Trails	-	-	0%	-	0%	(31,034)	876	3%	(8,469)	-38%
(158,005)	(102,358)	(194,790)	(55,647)	-54%	36,785	19%	The Lodge	679,935	38,035	6%	114,747	20%	(837,940)	(93,682)	-13%	(77,962)	-10%
(4,872)	(6,094)	(4,935)	1,222	20%	63	1%	Summer Food and Bev	-	-	0%	-	0%	(4,872)	1,222	20%	63	1%
(34,243)	(18,245)	(35,392)	(15,998)	-88%	1,149	3%	Pizza on the Hill	140,392	(8,608)	-6%	489	0%	(174,634)	(7,389)	-4%	660	0%
(30,417)	(39,297)	(48,129)	8,880	23%	17,711	37%	Alder Creek Café	187,448	38,748	26%	70,973	61%	(217,866)	(29,869)	-16%	(53,261)	-32%
1,591,083	1,122,580	371,543	468,503	42%	1,219,539	328%	Amenities Total	6,147,969	783,969	15%	1,865,705	44%	(4,556,887)	(315,467)	-7%	(646,166)	-17%
(1,990,430)	(2,043,580)	(1,845,667)	53,150	3%	(144,763)	-8%	HOA & Amenities 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 Two Winter Months (Nov-Dec) 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	
\$ 32,149	\$ (18,075)	\$ (32,961)	\$ 50,224	278%	\$ 65,110	198%	Private Amenities	\$ 224,286	\$ 21,286	10%	\$ 29,393	15%	\$ (192,137)	\$ 28,938	13%	\$ 35,717	16%
6,641	589	(1,949)	6,052	1027%	8,590	441%	Trout Creek Rec Ctr	146,059	(29,641)	-17%	(24,590)	-14%	(139,418)	35,693	20%	33,180	19%
1,441	5,980	2,383	(4,539)	-76%	(942)	-40%	Aquatics	24,202	(1,798)	-7%	202	1%	(22,761)	(2,741)	-14%	(1,144)	-5%
(27,912)	(11,491)	(10,934)	(16,421)	-143%	(16,979)	-155%	Beach Club Marina	(18,056)	(18,056)	0%	(18,056)	0%	(9,856)	1,635	14%	1,078	10%
67,119	(3,556)	(3,984)	70,675	1987%	71,104	1785%	Tennis Center	71,913	71,913	0%	71,913	0%	(4,794)	(1,238)	-35%	(809)	-20%
(711)	(140)	362	(571)	-408%	(1,073)	-296%	Day Camps	-	-	0%	-	0%	(711)	(571)	-408%	(1,073)	-296%
(14,429)	(9,457)	(18,839)	(4,972)	-53%	4,410	23%	Recreation Programs	167	(1,133)	-87%	(76)	-31%	(14,596)	(3,839)	-36%	4,485	24%
375,540	(142,818)	343,304	518,358	363%	32,236	9%	Public Amenities	1,964,671	332,271	20%	(51,282)	-3%	(1,589,131)	186,087	10%	83,518	5%
369,612	(84,316)	368,915	453,928	538%	698	0%	Downhill Ski	1,116,957	345,957	45%	40,248	4%	(747,345)	107,971	13%	(39,550)	-6%
157,819	54,987	84,265	102,832	187%	73,554	87%	Cross Country Ski	413,441	151,041	58%	90,141	28%	(255,622)	(48,209)	-23%	(16,587)	-7%
40,247	32,411	35,085	7,836	24%	5,162	15%	Snowplay	66,354	(21,646)	-25%	(6,274)	-9%	(26,108)	29,481	53%	11,436	30%
(78,313)	(66,183)	(56,844)	(12,130)	-18%	(21,469)	-38%	Golf	(120)	(1,120)	-112%	(3,801)	-103%	(78,193)	(11,010)	-16%	(17,668)	-29%
(4,680)	(5,026)	(3,877)	346	7%	(803)	-21%	Campground	-	-	0%	-	0%	(4,680)	346	7%	(803)	-21%
(11,907)	(11,122)	(11,169)	(785)	-7%	(738)	-7%	Equestrian	-	-	0%	-	0%	(11,907)	(785)	-7%	(738)	-7%
(988)	-	(190)	(988)	#####	(798)	-421%	Bikeworks	-	-	0%	-	0%	(988)	(988)	#####	(798)	-421%
(14,594)	(15,641)	6,291	1,047	7%	(20,886)	-332%	Trails	-	-	0%	-	0%	(14,594)	1,047	7%	(20,886)	-332%
(63,299)	(23,763)	(46,968)	(39,536)	-166%	(16,330)	-35%	The Lodge	276,223	(89,477)	-24%	(89,594)	-24%	(339,522)	49,941	13%	73,263	18%
18	(3,027)	(3,229)	3,045	101%	3,247	101%	Summer Food and Bev	500	500	0%	-	0%	(482)	2,545	84%	3,247	87%
(2,044)	(12,124)	(25,070)	10,080	83%	23,025	92%	Pizza on the Hill	-	(73,000)	-100%	(71,393)	-100%	(2,044)	83,080	98%	94,418	98%
(16,331)	(9,014)	(3,905)	(7,317)	-81%	(12,425)	-318%	Alder Creek Café	91,315	20,015	28%	(10,610)	-10%	(107,646)	(27,332)	-34%	(1,816)	-2%
407,689	(160,893)	310,343	568,582	353%	97,346	31%	Amenities Total	2,188,957	353,557	19%	(21,889)	-1%	(1,781,267)	215,026	11%	119,235	6%
(1,366,459)	(1,111,107)	(908,406)	(255,352)	-23%	(458,053)	-50%	HOA & Amenities Support Services	130,594	39,994	44%	2,423	2%	(1,497,053)	(295,346)	-25%	(460,476)	-44%
(180,948)	(164,822)	(24,650)	(16,126)	-10%	(156,298)	-634%	General	-	-	0%	-	0%	(180,948)	(16,126)	-10%	(156,298)	-634%
(396,787)	(105,664)	(228,179)	(291,123)	-276%	(168,608)	-74%	Administration	22,935	4,035	21%	6,534	40%	(419,722)	(295,158)	-237%	(175,141)	-72%
(78,765)	(95,720)	(88,060)	16,955	18%	9,295	11%	Communications	34,721	2,021	6%	6,077	21%	(113,486)	14,934	12%	3,218	3%
(108,515)	(111,337)	(102,433)	2,822	3%	(6,082)	-6%	Information Tech	-	-	0%	-	0%	(108,515)	2,822	3%	(6,082)	-6%
(133,974)	(137,402)	(117,683)	3,428	2%	(16,290)	-14%	Accounting	560	(40)	-7%	(312)	-36%	(134,533)	3,469	3%	(15,978)	-13%
(68,065)	(88,881)	(71,208)	20,816	23%	3,144	4%	Human Resources	-	-	0%	-	0%	(68,065)	20,816	23%	3,144	4%
(33,961)	(40,817)	(37,927)	6,856	17%	3,966	10%	Architectural Standards	30,544	4,944	19%	2,356	8%	(64,505)	1,912	3%	1,610	2%
(40,136)	(44,209)	(34,731)	4,073	9%	(5,405)	-16%	Member Services	2,533	(1,067)	-30%	(968)	-28%	(42,669)	5,140	11%	(4,437)	-12%
(59,268)	(57,002)	(45,239)	(2,266)	-4%	(14,029)	-31%	Risk & Facility Admin	-	-	0%	-	0%	(59,268)	(2,266)	-4%	(14,029)	-31%
(123,844)	(117,568)	(36,529)	(6,276)	-5%	(87,315)	-239%	Forestry	39,302	30,102	327%	(11,263)	-22%	(163,146)	(36,378)	-29%	(76,052)	-87%
(142,196)	(147,685)	(121,765)	5,489	4%	(20,431)	-17%	Maintenance	-	-	0%	-	0%	(142,196)	5,489	4%	(20,431)	-17%
\$ (958,769)	\$ (1,272,000)	\$ (598,062)	\$ 313,231	25%	\$ (360,707)	-60%	TDA Operating Fund	\$ 2,319,551	\$ 393,551	20%	\$ (19,466)	-1%	\$ (3,278,321)	\$ (80,321)	-3%	\$ (341,241)	-12%

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%	\$ 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%	Private Amenities					(229,647)	10,655	4%	(15,554)	-7%	
(8,099)	(16,154)	15,038	8,055	50%	(23,137)	-154%	Trout Creek Rec Ctr	258,122	16,022	7%	(22,704)	-8%	(71,531)	1,823	2%	(19,723)	-38%
7,582	3,864	(6,735)	3,718	96%	14,317	213%	Aquatics	63,432	6,232	11%	(3,414)	-5%	(112,407)	15,829	12%	7,692	6%
(21,055)	(3,507)	(38,845)	(17,548)	-500%	17,789	46%	Beach Club Marina	119,989	(12,111)	-9%	6,625	6%	(70,946)	(3,339)	-5%	3,967	5%
(36,239)	(32,493)	(25,572)	(3,746)	-12%	(10,667)	-42%	Tennis Center	49,891	(14,209)	-22%	13,823	38%	(82,590)	(1,097)	-1%	(10,839)	-15%
(27,104)	(36,604)	(26,147)	9,500	26%	(957)	-4%	Day Camps	46,351	(2,649)	-5%	172	0%	(31,363)	8,941	22%	(868)	-3%
							Recreation Programs	4,258	558	15%	(90)	-2%					
(665,157)	(603,237)	(510,254)	(61,920)	-10%	(154,903)	-30%	Public Amenities	1,205,848	(177,252)	-13%	(174,009)	-13%	(1,871,005)	115,332	6%	19,106	1%
(128,089)	(150,667)	(69,951)	22,578	15%	(58,138)	-83%	Downhill Ski	299,833	54,833	22%	5,550	2%	(427,922)	(32,255)	-8%	(63,688)	-17%
(36,715)	(26,964)	(26,398)	(9,751)	-36%	(10,316)	-39%	Cross Country Ski	90,715	29,715	49%	22,798	34%	(127,430)	(39,466)	-45%	(33,114)	-35%
4,302	(14,398)	(23,959)	18,700	130%	28,261	118%	Snowplay	14,915	8,915	149%	25,461	241%	(10,613)	9,785	48%	2,799	21%
(255,190)	(167,377)	(156,024)	(87,813)	-52%	(99,166)	-64%	Golf	62,404	(150,996)	-71%	(164,079)	-72%	(317,594)	63,183	17%	64,912	17%
(4,463)	(7,774)	(5,483)	3,311	43%	1,020	19%	Campground	22,138	10,738	94%	6,895	45%	(26,601)	(7,427)	-39%	(5,875)	-28%
(61,791)	(57,920)	(53,944)	(3,871)	-7%	(7,847)	-15%	Equestrian	37,632	(1,868)	-5%	3,649	11%	(99,423)	(2,003)	-2%	(11,496)	-13%
(3,582)	(3,736)	(4,227)	154	4%	645	15%	Bikeworks	39,463	5,163	15%	6,515	20%	(43,045)	(5,009)	-13%	(5,870)	-16%
(33,131)	(48,338)	(48,586)	15,207	31%	15,455	32%	Trails	1,035	835	418%	975	1625%	(34,166)	14,372	30%	14,480	30%
(56,977)	(18,165)	(13,999)	(38,812)	-214%	(42,978)	-307%	The Lodge	487,906	(72,294)	-13%	(42,851)	-8%	(544,884)	33,482	6%	(127)	0%
(31,613)	(39,287)	(34,146)	7,674	20%	2,533	7%	Summer Food and Bev	11,625	(28,975)	-71%	(27,712)	-70%	(43,239)	36,648	46%	30,245	41%
(27,060)	(33,422)	(34,357)	6,362	19%	7,297	21%	Pizza on the Hill	63,782	(37,218)	-37%	(35,939)	-36%	(90,841)	43,581	32%	43,236	32%
(30,848)	(35,189)	(39,179)	4,341	12%	8,331	21%	Alder Creek Café	74,400	3,900	6%	24,727	50%	(105,248)	441	0%	(16,396)	-18%
(721,599)	(686,333)	(525,783)	(35,266)	-5%	(195,816)	-37%	Amenities Total	1,747,892	(183,408)	-9%	(179,597)	-9%	(2,469,490)	148,143	6%	(16,218)	-1%
(1,568,060)	(1,710,667)	(1,595,517)	142,607	8%	27,457	2%	HOA & Amenities Support Services	253,022	53,322	27%	42,981	20%	(1,821,082)	89,285	5%	(15,524)	-1%
(338,331)	(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	
\$	\$	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	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 - Summary P&L by Department
Q4 Oct-Dec, 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	
15,455	(53,220)	(54,995)	68,675	129%	70,450	128%	Private Amenities	353,693	25,793	8%	31,432	10%	(338,238)	42,882	11%	39,018	10%
(3,887)	(7,892)	(10,016)	4,005	51%	6,129	61%	Trout Creek Rec Ctr	207,561	(34,539)	-14%	(26,009)	-11%	(211,448)	38,544	15%	32,138	13%
6,582	12,020	8,742	(5,438)	-45%	(2,159)	-25%	Aquatics	40,202	(1,798)	-4%	4,202	12%	(33,620)	(3,640)	-12%	(6,362)	-23%
(32,627)	(26,270)	(23,209)	(6,357)	-24%	(9,418)	-41%	Beach Club Marina	(3,889)	(17,189)	-129%	(15,134)	-135%	(28,738)	10,832	27%	5,715	17%
67,551	(7,793)	(5,247)	75,344	967%	72,799	1387%	Tennis Center	88,451	75,051	560%	70,927	405%	(20,900)	293	1%	1,872	8%
(5,415)	(6,075)	(6,079)	660	11%	664	11%	Day Camps	-	-	0%	-	0%	(5,415)	660	11%	664	11%
(16,750)	(17,210)	(19,186)	460	3%	2,436	13%	Recreation Programs	21,368	4,268	25%	(2,554)	-11%	(38,118)	(3,808)	-11%	4,990	12%
133,813	(393,764)	72,519	527,577	134%	61,294	85%	Public Amenities	2,232,902	293,402	15%	(66,909)	-3%	(2,099,089)	234,175	10%	128,203	6%
302,412	(157,783)	300,881	460,195	292%	1,531	1%	Downhill Ski	1,117,407	346,407	45%	39,623	4%	(814,995)	113,788	12%	(38,092)	-5%
138,507	27,551	48,994	110,956	403%	89,513	183%	Cross Country Ski	413,776	115,376	58%	89,856	28%	(275,269)	(40,420)	-17%	(343)	0%
35,204	30,050	32,862	5,154	17%	2,342	7%	Snowplay	66,354	(21,646)	-25%	(6,274)	-9%	(31,150)	26,800	46%	8,616	22%
(176,784)	(127,426)	(117,772)	(49,358)	-39%	(59,012)	-50%	Golf	38,747	(24,953)	-39%	(23,886)	-38%	(215,531)	(24,405)	-13%	(35,126)	-19%
(8,266)	(8,774)	(8,745)	508	6%	479	5%	Campground	423	423	0%	423	0%	(8,689)	85	1%	56	1%
(38,398)	(35,444)	(40,510)	(2,954)	-8%	2,112	5%	Equestrian	1,765	1,765	0%	1,396	379%	(40,162)	(4,718)	-13%	716	2%
(1,244)	337	(943)	(1,581)	-469%	(302)	-32%	Bikeworks	5,239	(1,161)	-18%	538	11%	(6,483)	(420)	-7%	(840)	-15%
(24,582)	(25,066)	(14,802)	484	2%	(9,780)	-66%	Trails	(718)	(718)	0%	(750) #####		(23,864)	1,202	5%	(9,030)	-61%
(50,367)	(35,948)	(63,861)	(14,419)	-40%	13,494	21%	The Lodge	460,394	(76,506)	-14%	(64,326)	-12%	(510,761)	62,087	11%	77,820	13%
(17,940)	(24,883)	(19,635)	6,943	28%	1,695	9%	Summer Food and Bev	736	(6,664)	-90%	(3,575)	-83%	(18,676)	13,607	42%	5,270	22%
(4,677)	(16,346)	(29,419)	11,669	71%	24,742	84%	Pizza on the Hill	7,560	(102,440)	-93%	(97,244)	-93%	(12,237)	114,109	90%	121,986	91%
(20,052)	(20,032)	(14,530)	(20)	0%	(5,522)	-38%	Alder Creek Café	121,218	27,518	29%	(2,691)	-2%	(141,270)	(27,538)	-24%	(2,831)	-2%
149,267	(446,984)	17,524	596,251	133%	131,744	752%	Amenities Total	2,586,594	319,194	14%	(35,477)	-1%	(2,437,327)	277,057	10%	167,221	6%
(2,020,672)	(1,739,016)	(1,482,654)	(281,656)	-16%	(538,018)	-36%	HOA & Amenities Support Services	181,981	43,381	31%	1,289	1%	(2,202,652)	(325,036)	-17%	(539,307)	-32%
(247,989)	(249,678)	(114,720)	1,689	1%	(133,268)	-116%	General	-	-	0%	-	0%	(247,989)	1,689	1%	(133,268)	-116%
(476,013)	(174,584)	(279,846)	(301,429)	-173%	(196,167)	-70%	Administration	37,044	8,944	32%	2,512	7%	(513,057)	(310,373)	-153%	(198,679)	-63%
(124,242)	(143,338)	(129,998)	19,096	13%	5,756	4%	Communications	49,604	3,704	8%	5,960	14%	(173,846)	15,392	8%	(203)	0%
(165,726)	(167,907)	(152,857)	2,181	1%	(12,869)	-8%	Information Tech	-	-	0%	-	0%	(165,726)	2,181	1%	(12,869)	-8%
(205,781)	(206,958)	(182,460)	1,177	1%	(23,321)	-13%	Accounting	771	(329)	-30%	(1,011)	-57%	(206,552)	1,506	1%	(22,310)	-12%
(94,687)	(125,019)	(102,910)	30,332	24%	8,223	8%	Human Resources	-	-	0%	-	0%	(94,687)	30,332	24%	8,223	8%
(53,291)	(63,203)	(54,674)	9,912	16%	1,383	3%	Architectural Standards	46,108	3,308	8%	1,095	2%	(99,398)	6,605	6%	288	0%
(60,056)	(66,866)	(51,396)	6,810	10%	(8,660)	-17%	Member Services	3,032	(1,668)	-35%	(1,702)	-36%	(63,088)	8,478	12%	(6,958)	-12%
(82,585)	(86,312)	(80,171)	3,727	4%	(2,414)	-3%	Risk & Facility Admin	-	-	0%	-	0%	(82,585)	3,727	4%	(2,414)	-3%
(308,888)	(238,235)	(143,587)	(70,653)	-30%	(165,300)	-115%	Forestry	45,422	29,422	184%	(5,566)	-11%	(354,310)	(100,075)	-39%	(159,734)	-82%
(201,415)	(216,916)	(190,034)	15,501	7%	(11,381)	-6%	Maintenance	-	-	0%	-	0%	(201,415)	15,501	7%	(11,381)	-6%
\$ (1,871,404)	\$ (2,186,000)	\$ (1,465,130)	\$ 314,596	14%	\$ (406,274)	-28%	TDA Operating Fund	\$ 2,768,575	\$ 362,575	15%	\$ (34,188)	-1%	\$ (4,639,979)	\$ (47,979)	-1%	\$ (372,087)	-9%

Tahoe Donner Association
Operating Fund - NOR and Per Property Metrics
For the twelve months ending December 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%
\$ (460,201)	\$ (557,800)	\$ 97,599	17%	Private Amenities	\$ (71.10)	\$ (86.17)	\$ 15	17%
(159,449)	(187,600)	28,151	15%	Trout Creek Rec Ctg	(24.63)	(28.98)	4	15%
(223,408)	(209,200)	(14,208)	-7%	Aquatics	(34.51)	(32.32)	(2)	-7%
130,838	147,300	(16,462)	-11%	Beach Club Marina	20.21	22.76	(3)	-11%
(17,739)	(93,300)	75,561	81%	Tennis Center	(2.74)	(14.41)	12	81%
(56,205)	(30,900)	(25,305)	-82%	Day Camps	(8.68)	(4.77)	(4)	-82%
(134,239)	(184,100)	49,861	27%	Recreation Programs	(20.74)	(28.44)	8	27%
(542,545)	(1,241,300)	698,755	56%	Public Amenities	\$ (83.82)	\$ (191.77)	108	56%
1,221,106	294,100	927,006	315%	Downhill Ski	188.65	45.43	143	315%
197,640	(22,600)	220,240	975%	Cross Country Ski	30.53	(3.49)	34	975%
55,542	59,400	(3,858)	-6%	Snowplay	8.58	9.18	(1)	-6%
(747,074)	(327,300)	(419,774)	-128%	Golf	(115.41)	(50.56)	(65)	-128%
(26,204)	(41,600)	15,396	37%	Campground	(4.05)	(6.43)	2	37%
(167,092)	(140,500)	(26,592)	-19%	Equestrian	(25.81)	(21.71)	(4)	-19%
(26,751)	(29,500)	2,750	9%	Bikeworks	(4.13)	(4.56)	0	9%
(203,828)	(233,700)	29,872	13%	Trails	(31.49)	(36.10)	5	13%
(382,618)	(337,000)	(45,618)	-14%	The Lodge	(59.11)	(52.06)	(7)	-14%
(142,899)	(139,200)	(3,699)	-3%	Summer Food and Bev	(22.08)	(21.50)	(1)	-3%
(163,769)	(151,700)	(12,069)	-8%	Pizza on the Hill	(25.30)	(23.44)	(2)	-8%
(156,599)	(171,700)	15,101	9%	Alder Creek Café	(24.19)	(26.53)	2	9%
(1,002,746)	(1,799,100)	796,354	44%	Amenities Total	\$ (154.91)	\$ (277.94)	123	44%
(3,843,668)	(3,896,900)	53,232	1%	HOA & Amenities Support Services	\$ (593.80)	\$ (602.02)	8	1%
(2,271,633)	(2,267,800)	(3,833)	0%	General	(350.94)	(350.35)	(1)	0%
(240,327)	-	(240,327)	#####	Administration	(37.13)	-	(37)	0%
122,555	-	122,555	#####	Communications	18.93	-	19	0%
64,203	-	64,203	#####	Information Tech	9.92	-	10	0%
(19,189)	-	(19,189)	#####	Accounting	(2.96)	-	(3)	0%
28,652	-	28,652	#####	Human Resources	4.43	-	4	0%
(338,640)	(365,700)	27,060	7%	Architectural Standards	(52.32)	(56.50)	4	7%
27,052	-	27,052	#####	Member Services	4.18	-	4	0%
24,486	-	24,486	#####	Risk & Facility Admin	3.78	-	4	0%
(1,316,760)	(1,263,400)	(53,360)	-4%	Forestry	(203.42)	(195.18)	(8)	-4%
75,932	-	75,932	#####	Maintenance	11.73	-	12	0%
\$ (4,846,415)	\$ (5,696,000)	\$ 849,585	15%	Net Operating Result	\$ (748.71)	\$ (879.96)	\$ 131.25	15%

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

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
1,221	1,693	2,079	472	28%	858	41%	Private Amenities	50,714	51,191	50,232	477	1%	(483)	-1%
1,155	1,693	1,938	539	32%	783	40%	Trout Creek Rec Ctr	17,914	18,390	18,462	475	3%	547	3%
-	-	-	-	0%	-	0%	Aquatics	5,352	4,646	3,769	(706)	-15%	(1,583)	-42%
-	-	12	-	0%	12	100%	Beach Club Marina	10,094	11,079	11,022	984	9%	928	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%
67	-	129	(67)	0%	63	49%	Recreation Programs	3,447	3,939	3,506	492	12%	59	2%
26,077	27,622	27,816	1,545	6%	1,738	6%	Public Amenities	209,630	216,970	212,198	7,339	3%	2,567	1%
15,228	16,850	15,532	1,622	10%	304	2%	Downhill Ski Area	71,661	69,454	67,692	(2,207)	-3%	(3,969)	-6%
4,408	3,498	4,635	(911)	-26%	227	5%	Cross Country Ski Area	20,467	16,430	15,004	(4,037)	-25%	(5,463)	-36%
653	1,283	1,046	630	49%	393	38%	Snowplay - Total Tubers	3,734	4,661	3,373	927	20%	(361)	-11%
-	60	-	60	100%	-	0%	Golf Operations	8,068	10,551	9,953	2,483	24%	1,885	19%
112	192	156	80	42%	44	28%	Golf Maintenance	21,589	23,461	23,230	1,873	8%	1,642	7%
-	-	-	-	0%	-	0%	Campground	910	803	775	(107)	-13%	(135)	-17%
-	10	25	10	100%	25	100%	Equestrian	6,125	5,871	5,436	(254)	-4%	(689)	-13%
-	-	-	-	0%	-	0%	Bikeworks	1,264	1,392	1,489	128	9%	225	15%
-	-	-	-	0%	-	0%	Trails	1,832	3,371	4,170	1,539	46%	2,339	56%
3,720	3,700	3,736	(20)	-1%	15	0%	The Lodge	46,330	47,700	47,760	1,370	3%	1,430	3%
1	-	-	(1)	0%	(1)	0%	Summer Food and Bev	6,951	8,692	7,806	1,740	20%	855	11%
-	929	1,163	929	100%	1,163	100%	Pizza on the Hill	8,342	12,106	14,480	3,764	31%	6,139	42%
1,954	1,100	1,522	(854)	-78%	(432)	-28%	Alder Creek Café	12,358	12,479	11,028	121	1%	(1,330)	-12%
27,298	29,315	29,894	2,017	7%	2,596	9%	Amenities Total	260,345	268,161	262,429	7,816	3%	2,085	1%
6,683	6,122	6,409	(561)	-9%	(273)	-4%	HOA & Amenities Support Services	85,140	94,024	90,068	8,884	9%	4,928	5%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
188	423	461	235	56%	273	59%	Administration	2,963	4,736	4,866	1,773	37%	1,903	39%
446	318	241	(128)	-40%	(205)	-85%	Communications	5,582	3,914	3,184	(1,668)	-43%	(2,398)	-75%
626	598	619	(28)	-5%	(7)	-1%	Information Tech	6,583	7,423	6,886	840	11%	303	4%
1,036	1,059	1,018	23	2%	(18)	-2%	Accounting	12,364	12,566	11,972	202	2%	(392)	-3%
-	200	201	200	100%	201	100%	Human Resources	298	2,272	2,192	1,974	87%	1,894	86%
792	775	781	(17)	-2%	(11)	-1%	Architectural Standards	9,167	11,094	9,138	1,927	17%	(29)	0%
513	552	369	39	7%	(144)	-39%	Member Services	5,728	6,335	5,868	607	10%	140	2%
275	180	319	(94)	-52%	44	14%	Risk & Facility Admin	2,361	2,122	4,078	(239)	-11%	1,717	42%
1,240	224	539	(1,016)	-454%	(701)	-130%	Forestry	19,998	22,689	20,441	2,690	12%	443	2%
1,567	1,792	1,862	225	13%	294	16%	Maintenance	20,097	20,874	21,443	777	4%	1,346	6%
33,981	35,437	36,304	1,456	4%	2,323	6%	Total Payroll Hours	345,485	362,184	352,497	16,700	5%	7,012	2%

Hours are Pre-capitalization to capital project, if any

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

Current Year Actual - by month												Department	Prior Year Actual - by month												Year to Date - Averages			
1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5	6	7	8	9	10	11	12	Actual	Prior Yr	Amount	Pctg
11	9	9	10	16	52	88	55	16	12	8	7	10	9	8	8	17	44	82	54	20	13	12	12	24	24	(0.2)	-1%	
11	9	9	9	9	11	9	8	7	8	7	7	10	9	7	8	8	7	9	9	8	9	11	11	9	9	0.3	3%	
-	-	-	-	1	5	15	8	1	-	-	-	-	0	-	-	0	4	9	6	1	0	-	-	3	2	(0.8)	-42%	
-	-	-	-	3	11	22	16	5	1	0	-	-	-	-	-	5	11	23	16	7	1	-	0	5	5	0.4	8%	
-	-	-	-	1	5	7	6	3	1	-	-	-	-	-	-	2	5	7	6	3	1	-	-	2	2	0.1	7%	
-	-	-	-	1	17	28	12	0	-	-	-	-	-	-	-	0	14	25	14	-	-	-	-	5	4	(0.3)	-8%	
0	0	-	1	0	3	7	4	1	2	1	0	0	0	0	0	1	2	8	3	1	2	2	1	2	2	0.0	2%	
178	153	136	72	39	82	122	116	76	52	33	150	137	136	133	67	53	99	130	120	83	58	47	160	101	102	1.2	1%	
103	91	74	32	3	3	3	3	3	3	8	88	86	89	72	28	3	3	3	3	3	4	8	90	34	33	(1.9)	-6%	
29	22	23	11	0	0	0	0	0	1	6	25	14	9	21	4	0	1	0	1	0	2	8	27	10	7	(2.6)	-36%	
6	6	4	1	-	-	-	-	-	0	-	4	4	5	4	1	-	-	-	-	-	0	6	6	2	2	(0.2)	-11%	
-	0	-	-	0	5	14	13	9	5	-	-	-	-	-	-	3	11	15	14	11	4	-	-	4	5	0.9	19%	
1	1	2	4	12	19	22	21	20	18	3	1	1	1	3	8	20	22	20	22	17	15	4	1	10	11	0.8	7%	
-	-	-	-	1	1	1	1	1	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	0	0	(0.1)	-17%	
0	-	0	0	0	9	11	9	4	1	0	-	-	0	0	0	1	6	11	8	4	1	0	0	3	3	(0.3)	-13%	
-	-	-	-	0	2	2	2	0	0	-	-	-	-	-	-	0	2	3	2	1	0	-	-	1	1	0.1	15%	
-	-	-	-	-	1	4	2	3	0	-	-	0	-	-	-	2	6	5	5	4	3	0	-	1	2	1.1	56%	
22	19	21	17	18	29	35	30	23	18	14	21	22	20	22	18	16	29	33	31	26	19	19	22	22	23	0.7	3%	
-	-	-	-	-	3	14	15	7	1	-	0	-	-	-	-	1	7	16	13	7	2	-	-	3	4	0.4	11%	
7	6	4	3	1	5	9	11	2	0	-	-	5	6	5	4	4	8	17	14	5	6	4	7	4	7	3.0	42%	
10	8	8	3	3	5	7	6	4	4	4	11	7	6	7	4	2	5	7	5	5	3	4	9	6	5	(0.6)	-12%	
188	162	145	82	54	134	210	171	92	64	41	157	147	144	141	75	70	144	212	174	103	72	59	172	125	126	1.0	1%	
37	32	34	33	40	48	48	48	44	47	41	39	38	31	34	33	47	49	51	51	45	53	49	37	41	43	2.4	5%	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
3	2	2	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	3	3	3	1	2	0.9	39%	
2	2	3	3	3	3	3	3	3	3	2	3	2	2	2	1	2	2	2	2	1	2	1	1	3	2	(1.2)	-75%	
3	2	2	3	4	3	2	3	4	4	4	4	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.1	4%	
6	5	6	6	6	6	6	6	6	6	6	6	6	5	5	5	6	6	6	6	5	6	6	6	6	6	(0.2)	-3%	
1	1	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0.9	86%	
5	4	5	5	5	3	4	4	4	5	4	5	4	3	4	4	4	4	5	6	5	5	4	5	4	4	(0.0)	0%	
2	3	3	3	2	3	2	3	3	3	3	3	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.1	2%	
2	1	1	1	0	1	1	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	0.8	42%	
2	1	2	2	8	19	18	17	14	16	10	7	3	1	0	1	12	17	17	16	15	19	14	3	10	10	0.2	2%	
11	11	11	9	10	10	10	9	8	9	9	9	11	10	11	10	10	10	11	10	9	10	11	11	10	10	0.6	6%	
225	194	179	115	95	182	259	219	136	111	82	196	186	176	176	109	117	193	263	224	148	125	108	209	166	169	3.4	2%	

Tahoe Donner Association
FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)]
for the period December 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	
7.0	9.8	12.0	2.7	28%	4.9	41%	Private Amenities	24	25	24	0	1%	(0)	-1%
6.7	9.8	11.2	3	32%	5	40%	Trout Creek Rec Ctr	9	9	9	0	3%	0	3%
-	-	-	-	0%	-	0%	Aquatics	3	2	2	(0)	-15%	(1)	-42%
-	-	0.1	-	0%	0	100%	Beach Club Marina	5	5	5	0	9%	0	8%
-	-	-	-	0%	-	0%	Tennis Center	2	2	2	0	0%	0	7%
-	-	-	-	0%	-	0%	Day Camps	5	4	4	(0)	-8%	(0)	-8%
0.4	-	0.7	(0)	0%	0	49%	Recreation Programs	2	2	2	0	12%	0	2%
150.4	159.4	160.5	8.9	6%	10.0	6%	Public Amenities	101	104	102	4	3%	1	1%
87.9	97.2	89.6	9	10%	2	2%	Downhill Ski Area	34	33	33	(1)	-3%	(2)	-6%
25.4	20.2	26.7	(5)	-26%	1	5%	Cross Country Ski Area	10	8	7	(2)	-25%	(3)	-36%
3.8	7.4	6.0	4	49%	2	38%	Snowplay - Total Tubers	2	2	2	0	20%	(0)	-11%
-	0.3	-	0	100%	-	0%	Golf Operations	4	5	5	1	24%	1	19%
0.6	1.1	0.9	0	42%	0	28%	Golf Maintenance	10	11	11	1	8%	1	7%
-	-	-	-	0%	-	0%	Campground	0	0	0	(0)	-13%	(0)	-17%
-	0.1	0.1	0	100%	0	100%	Equestrian	3	3	3	(0)	-4%	(0)	-13%
-	-	-	-	0%	-	0%	Bikeworks	1	1	1	0	9%	0	15%
-	-	-	-	0%	-	0%	Trails	1	2	2	1	46%	1	56%
21.5	21.3	21.6	(0)	-1%	0	0%	The Lodge	22	23	23	1	3%	1	3%
0.0	-	-	(0)	0%	(0)	0%	Summer Food and Bev	3	4	4	1	20%	0	11%
-	5.4	6.7	5	100%	7	100%	Pizza on the Hill	4	6	7	2	31%	3	42%
11.3	6.3	8.8	(5)	-78%	(2)	-28%	Alder Creek Café	6	6	5	0	1%	(1)	-12%
157.5	169.1	172.5	11.6	7%	15.0	9%	Amenities Total	125	129	126	4	3%	1	1%
38.6	35.3	37.0	(3)	-9%	(1.6)	-4%	HOA & Amenities Support Services	41	45	43	4	9%	2	5%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.1	2.4	2.7	1	56%	2	59%	Administration	1	2	2	1	37%	1	39%
2.6	1.8	1.4	(1)	-40%	(1)	-85%	Communications	3	2	2	(1)	-43%	(1)	-75%
3.6	3.5	3.6	(0)	-5%	(0)	-1%	Information Tech	3	4	3	0	11%	0	4%
6.0	6.1	5.9	0	2%	(0)	-2%	Accounting	6	6	6	0	2%	(0)	-3%
-	1.2	1.2	1	100%	1	100%	Human Resources	0	1	1	1	87%	1	86%
4.6	4.5	4.5	(0)	-2%	(0)	-1%	Architectural Standards	4	5	4	1	17%	(0)	0%
3.0	3.2	2.1	0	7%	(1)	-39%	Member Services	3	3	3	0	10%	0	2%
1.6	1.0	1.8	(1)	-52%	0	14%	Risk & Facility Admin	1	1	2	(0)	-11%	1	42%
7.2	1.3	3.1	(6)	-454%	(4)	-130%	Forestry	10	11	10	1	12%	0	2%
9.0	10.3	10.7	1	13%	2	16%	Maintenance	10	10	10	0	4%	1	6%
196.0	204.4	209.4	8.4	4%	13.4	6%	Total nonExempt FTEs	166	174	169	8.0	4.6%	3.4	2.0%

**Tahoe Donner Association
Overtime Payroll Hours Report
for the month of December 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	
44	62	88	17	28%	43	50%	Private Amenities	1,201	1,584	383	24%
43	57	77	14	25%	34	44%	Trout Creek Rec Ctr	497	633	136	21%
-	-	-	-	0%	-	0%	Aquatics	342	162	(180)	-111%
-	-	-	-	0%	-	0%	Beach Club Marina	117	393	276	70%
-	-	-	-	0%	-	0%	Tennis Center	93	100	7	7%
-	-	-	-	0%	-	0%	Day Camps	13	21	9	41%
1	4	10	3	69%	9	87%	Recreation Programs	139	275	136	49%
1,496	96	1,821	(1,400)	#####	325	18%	Public Amenities	11,676	10,240	(1,436)	-14%
970	26	1,226	(944)	#####	256	21%	Downhill Ski Area	4,855	3,860	(995)	-26%
224	7	248	(217)	#####	24	10%	Cross Country Ski Area	1,029	693	(336)	-48%
42	-	90	(42)	0%	48	53%	Snowplay - Total Tubers	248	242	(7)	-3%
-	-	-	-	0%	-	0%	Golf Operations	99	116	17	14%
2	5	0	3	67%	(1)	-626%	Golf Maintenance	2,243	2,064	(179)	-9%
-	-	-	-	0%	-	0%	Campground	194	155	(39)	-25%
-	-	-	-	0%	-	0%	Equestrian	162	115	(47)	-41%
-	-	-	-	0%	-	0%	Bikeworks	3	3	(0)	-8%
-	-	-	-	0%	-	0%	Trails	74	60	(15)	-24%
106	56	158	(51)	-91%	51	33%	The Lodge	1,204	1,510	307	20%
-	-	-	-	0%	-	0%	Summer Food and Bev	262	170	(92)	-54%
-	-	45	-	0%	45	100%	Pizza on the Hill	730	1,031	301	29%
152	2	54	(150)	#####	(98)	-182%	Alder Creek Café	574	221	(352)	-159%
1,540	158	1,908	(1,383)	-87%	368	19%	Amenities Total	12,877	11,824	(1,053)	-9%
253	186	356	(67)	-36%	103	29%	HOA & Amenities Support Services	3,302	3,367	65	2%
-	-	-	-	0%	-	0%	General	-	-	-	0%
18	23	96	5	22%	78	81%	Administration	456	723	267	37%
5	5	9	0	5%	4	44%	Communications	57	84	27	32%
-	8	11	8	100%	11	100%	Information Tech	25	35	10	28%
16	15	17	(1)	-5%	1	4%	Accounting	234	179	(55)	-31%
-	-	38	-	0%	38	100%	Human Resources	3	120	117	97%
12	9	47	(3)	-31%	35	74%	Architectural Standards	301	367	66	18%
10	6	7	(4)	-73%	(3)	-36%	Member Services	107	56	(51)	-91%
22	21	7	(1)	-3%	(15)	-230%	Risk & Facility Admin	144	105	(39)	-37%
123	41	27	(82)	-201%	(95)	-348%	Forestry	1,028	728	(300)	-41%
47	57	97	10	17%	49	51%	Maintenance	945	970	24	3%
1,793	344	2,264	(1,449)	-421%	471	21%	Total Payroll Hours	16,178	15,191	(988)	-7%

Tahoe Donner Association
Statement of Financial Position

Consolidated

December 2019

	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 253,090	\$ 340,467	\$ 337,615	\$ 337,615	(87,377)	-26%	(84,526)	-25%	(84,526)	-25%
Cash & Investments, non-Restricted	28,165,899	24,932,482	23,669,418	23,669,418	3,233,417	13%	4,496,482	19%	4,496,482	19%
Cash and Investments total	28,418,989	25,272,949	24,007,033	24,007,033	3,146,041	12%	4,411,956	18%	4,411,956	18%
Member's Dues & Receivables, Net	254,621	262,333	241,528	241,528	(7,711)	-3%	13,093	5%	13,093	5%
Other Receivables	301,230	139,431	259,249	259,249	161,799	116%	41,981	16%	41,981	16%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	312,085	296,630	314,923	314,923	15,455	5%	(2,838)	-1%	(2,838)	-1%
Prepaid Expenses & Other Assets	860,059	1,039,795	748,910	748,910	(179,736)	-17%	111,149	15%	111,149	15%
Gross, Property & Equipment	81,680,066	79,801,058	79,801,058	79,801,058	1,879,008	2%	1,879,008	2%	1,879,008	2%
Less Accumulated Depreciation	(41,424,804)	(41,289,352)	(38,264,352)	(38,264,352)	(135,452)	0%	(3,160,452)	-8%	(3,160,452)	-8%
NBV of Property & Equipment	40,255,262	38,511,706	41,536,706	41,536,706	1,743,556	5%	(1,281,444)	-3%	(1,281,444)	-3%
Construction In Progress	1,076,145	2,861,296	18,147	18,147	(1,785,151)	-62%	1,057,997	5830%	1,057,997	5830%
Net Property and Equipment	41,331,407	41,373,002	41,554,854	41,554,854	(41,595)	0%	(223,447)	-1%	(223,447)	-1%
Total Assets	\$ 71,478,391	\$ 68,384,139	\$ 67,126,497	\$ 67,126,497	3,094,252	5%	4,351,895	6%	4,351,895	6%
Liabilities										
Accounts Payable	\$ 756,298	\$ 553,915	\$ 487,502	\$ 487,502	202,384	37%	268,796	55%	268,796	55%
Accrued Liabilities	1,443,496	1,337,093	1,488,616	1,488,616	106,403	8%	(45,120)	-3%	(45,120)	-3%
Deferred Revenue, Annual Assessment	3,773,671	1,166,156	3,653,015	3,653,015	2,607,515	224%	120,656	3%	120,656	3%
Deferred Revenue, Recreation Fee	583,945	407,135	529,630	529,630	176,810	43%	54,315	10%	54,315	10%
Deferred Revenue, All Other	893,151	601,609	619,597	619,597	291,541	48%	273,553	44%	273,553	44%
Deposits	555,395	652,364	532,931	532,931	(96,970)	-15%	22,464	4%	22,464	4%
Total Liabilities	8,005,956	4,718,272	7,311,291	7,311,291	3,287,684	70%	694,665	10%	694,665	10%
Members' Equity	63,472,435	63,665,867	59,815,205	59,815,205	(193,432)	0%	3,657,230	6%	3,657,230	6%
Total Liabilities and Members' Equity	\$ 71,478,391	\$ 68,384,139	\$ 67,126,497	\$ 67,126,497	3,094,252	5%	4,351,895	6%	4,351,895	6%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 9,806	\$ 9,836	\$ 9,241	\$ 9,241	(30)	0%	565	6%	565	6%
OPF/RRF/DVF/NEF	\$ 3,421		\$ 2,821				600	21%		
PROPERTY FUND	\$ 6,385		\$ 6,420				(35)	-1%		

Financial Position (Balance Sheet)

TDA CONSOLIDATED

**Tahoe Donner Association
Statement of Financial Position**

**Operating Fund
December 2019**

TB REF	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 253,090	\$ 340,467	\$ 337,615	\$ 337,615	(87,377)	-26%	(84,526)	-25%	(84,526)	-25%
	Cash & Investments, non-Restricted	1	6,046,086	3,682,245	5,619,298	5,619,298	2,363,841	64%	426,788	8%	426,788	8%
	Cash and Investments total		6,299,176	4,022,712	5,956,913	5,956,913	2,276,464	57%	342,262	6%	342,262	6%
	Member's Dues & Receivables, Net	3	253,906	261,618	240,813	240,813	(7,711)	-3%	13,093	5%	13,093	5%
	Other Receivables	4	227,101	74,081	165,962	165,962	153,020	207%	61,139	37%	61,139	37%
	Due From (To) Other Funds	5	(100,571)	933,029	130,684	130,684	(1,033,600)	-111%	(231,255)	-177%	(231,255)	-177%
	Inventory	6	312,085	296,630	314,923	314,923	15,455	5%	(2,838)	-1%	(2,838)	-1%
	Prepaid Expenses & Other Assets	7	860,059	1,038,517	748,910	748,910	(178,458)	-17%	111,149	15%	111,149	15%
	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		\$ 7,851,756	\$ 6,626,586	\$ 7,558,205	\$ 7,558,205	1,225,170	18%	293,551	4%	293,551	4%
Liabilities												
	Accounts Payable	11	\$ 440,070	\$ 498,066	\$ 315,280	\$ 315,280	(57,996)	-12%	124,790	40%	124,790	40%
	Accrued Liabilities	12	1,424,442	1,304,240	1,475,017	1,475,017	120,202	9%	(50,575)	-3%	(50,575)	-3%
	Deferred Revenue, Annual Assessment	13	1,662,831	1,166,156	1,643,857	1,643,857	496,675	43%	18,974	1%	18,974	1%
	Deferred Revenue, Recreation Fee	14	583,945	407,135	529,630	529,630	176,810	43%	54,315	10%	54,315	10%
	Deferred Revenue, All Other	15	893,151	601,609	619,597	619,597	291,541	48%	273,553	44%	273,553	44%
	Deposits	16	555,395	652,364	532,931	532,931	(96,970)	-15%	22,464	4%	22,464	4%
	Total Liabilities		5,559,833	4,629,571	5,116,312	5,116,312	930,262	20%	443,521	9%	443,521	9%
	Members' Equity	17	2,291,923	1,997,015	2,441,893	2,441,893	294,908	15%	(149,970)	-6%	(149,970)	-6%
	Total Liabilities and Members' Equity		\$ 7,851,756	\$ 6,626,586	\$ 7,558,205	\$ 7,558,205	1,225,170	18%	293,551	4%	293,551	4%
	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		870,423	575,515	1,341,893	1,341,893	294,908	51%	(471,470)	-35%	(471,470)	-35%

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

Operating Fund - Members' Equity Recon:		
YTD NOR results Favorable (Unfavorable)	849,585	F06.2
Annual Assessment revenue variance to Budget	445	
Members' Equity Transfers In (Out)	(1,000,000)	< \$1.0m to RRF (10/2019 BoD)
Net Change in Members Equity	(149,970)	(A) toDVF

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

	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	14,445,706	13,798,161	11,879,903	11,879,903	647,545	5%	2,565,802	22%	2,565,802	22%	
Cash and Investments total	14,445,706	13,798,161	11,879,903	11,879,903	647,545	5%	2,565,802	22%	2,565,802	22%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	37,448	16,932	68,988	68,988	20,516	121%	(31,540)	-46%	(31,540)	-46%	
Due From (To) Other Funds	103,580	(580,786)	(23,640)	(23,640)	684,366	118%	127,220	538%	127,220	538%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	(0)	1,278	(0)	(0)	(1,278)	-100%	-	0%	-	0%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Total Assets	\$ 14,586,734	\$ 13,235,584	\$ 11,925,251	\$ 11,925,251	1,351,150	10%	2,661,483	22%	2,661,483	22%	
Liabilities											
Accounts Payable	\$ 290,151	\$ 43,388	\$ 162,533	\$ 162,533	246,763	569%	127,618	79%	127,618	79%	
Accrued Liabilities	15,646	23,291	10,454	10,454	(7,645)	-33%	5,192	50%	5,192	50%	
Deferred Revenue, Annual Assessment	1,402,874	-	1,351,616	1,351,616	1,402,874	0%	51,259	4%	51,259	4%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	1,708,672	66,679	1,524,603	1,524,603	1,641,992	2463%	184,069	12%	184,069	12%	
Members' Equity	12,878,063	13,168,905	10,400,648	10,400,648	(290,842)	-2%	2,477,414	24%	2,477,414	24%	
							(A)				
Total Liabilities and Members' Equity	\$ 14,586,734	\$ 13,235,584	\$ 11,925,251	\$ 11,925,251	1,351,150	10%	2,661,483	22%	2,661,483	22%	
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	1,477,414	F14	
Members' Equity Transfers In (Out)	1,000,000	< \$1.0m from OPF (10/2019 BoD)	
Net Change in Members Equity	2,477,414	(A)	

Tahoe Donner Association
Statement of Financial Position
Development Fund
December 2019

	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	7,414,919	7,072,895	5,991,735	5,991,735	342,024	5%	1,423,185	24%	1,423,185	24%	1,423,185	24%
Cash and Investments total	7,414,919	7,072,895	5,991,735	5,991,735	342,024	5%	1,423,185	24%	1,423,185	24%	1,423,185	24%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	-	0%
Other Receivables	35,809	47,826	23,535	23,535	(12,017)	-25%	12,275	52%	12,275	52%	12,275	52%
Due From (To) Other Funds	(10,425)	(177,715)	(77,349)	(77,349)	167,290	94%	66,924	87%	66,924	87%	66,924	87%
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	\$ 7,441,019	\$ 6,943,722	\$ 5,938,635	\$ 5,938,635	497,297	7%	1,502,383	25%	1,502,383	25%	1,502,383	25%
Liabilities												
Accounts Payable	\$ 26,078	\$ 12,460	\$ 9,689	\$ 9,689	13,618	109%	16,388	169%	16,388	169%	16,388	169%
Accrued Liabilities	3,408	9,562	3,145	3,145	(6,154)	-64%	263	8%	263	8%	263	8%
Deferred Revenue, Annual Assessment	648,770	-	621,013	621,013	648,770	0%	27,757	4%	27,757	4%	27,757	4%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	678,255	22,022	633,847	633,847	656,233	2980%	44,408	7%	44,408	7%	44,408	7%
Members' Equity	6,762,763	6,921,699	5,304,789	5,304,789	(158,936)	-2%	1,457,975	27%	1,457,975	27%	1,457,975	27%
Total Liabilities and Members' Equity	\$ 7,441,019	\$ 6,943,722	\$ 5,938,635	\$ 5,938,635	497,297	7%	1,502,383	25%	1,502,383	25%	1,502,383	25%
Balance Check	-	-	-	-								

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

Development Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	1,457,976 F14
Members' Equity Transfers In (Out)	-
Net Change in Members Equity	1,457,976 (A)

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

	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	259,188	379,181	178,482	178,482	(119,993)	-32%	80,706	45%	80,706	45%	
Cash and Investments total	259,188	379,181	178,482	178,482	(119,993)	-32%	80,706	45%	80,706	45%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	871	592	765	765	279	47%	107	14%	107	14%	
Due From (To) Other Funds	7,415	(174,527)	(29,695)	(29,695)	181,942	104%	37,110	125%	37,110	125%	
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	\$ 267,475	\$ 205,246	\$ 149,551	\$ 149,551	62,228	30%	117,923	79%	117,923	79%	
Liabilities											
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, Annual Assessment	59,197	-	36,530	36,530	59,197	0%	22,667	62%	22,667	62%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	59,197	-	36,530	36,530	59,197	0%	22,667	62%	22,667	62%	
Members' Equity	208,278	205,246	113,021	113,021	3,032	1%	95,257	84%	95,257	84%	
Total Liabilities and Members' Equity	\$ 267,475	\$ 205,246	\$ 149,551	\$ 149,551	62,228	30%	117,923	79%	117,923	79%	
Balance Check	-	-	-	-							

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

**Tahoe Donner Association
Statement of Financial Position**

**Property Fund
December 2019**

	Current Month as of Dec 31, 2019	Last Month as of Nov 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of Dec 31, 2018
Assets				
Cash and Investments total	-	-	-	-
Member's Dues & Receivables, Net	-	-	-	-
Other Receivables	-	-	-	-
Due From (To) Other Funds	-	-	-	-
Inventory	-	-	-	-
Prepaid Expenses & Other Assets	-	-	-	-
Gross, Property & Equipment	81,680,066	79,801,058	79,801,058	79,801,058
Less Accumulated Depreciation	(41,424,804)	(41,289,352)	(38,264,352)	(38,264,352)
NBV of Property & Equipment	40,255,262	38,511,706	41,536,706	41,536,706
Construction In Progress	1,076,145	2,861,296	18,147	18,147
Net Property and Equipment	41,331,407	41,373,002	41,554,854	41,554,854
Total Assets	\$ 41,331,407	\$ 41,373,002	\$ 41,554,854	\$ 41,554,854
Liabilities				
Total Liabilities	-	-	-	-
Members' Equity				
	41,331,407	41,373,002	41,554,854	41,554,854
Total Liabilities and Members' Equity	\$ 41,331,407	\$ 41,373,002	\$ 41,554,854	\$ 41,554,854
Balance Check	-	-	-	-
Depreciation Expense YTD	3,440,155	3,025,000	3,284,225	3,284,225
Retirement/disposal of Fixed Assets	(310,630)			
AccDep removal YTD				
Book Loss (Gain) on Asset Disposals	30,927	-	202,503	202,503
Net Change in Accum Deprec YTD	3,160,452			

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

Variance of Current Month Increase (Decrease)					
to Last Month		to Last Year End		to 12 Months Ago	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	-	0%	-	0%
-	0%	-	0%	-	0%
-	0%	-	0%	-	0%
-	0%	-	0%	-	0%
-	0%	-	0%	-	0%
-	0%	-	0%	-	0%
1,879,008	2%	1,879,008	2%	1,879,008	2%
(135,452)	0%	(3,160,452)	-8%	(3,160,452)	-8%
1,743,556	5%	(1,281,444)	-3%	(1,281,444)	-3%
(1,785,151)	-62%	1,057,997	5830%	1,057,997	5830%
(41,595)	0%	(223,447)	-1%	(223,447)	-1%
(41,595)	0%	(223,447)	-1%	(223,447)	-1%
-	0%	-	0%	-	0%
(41,595)	0%	(223,447)	-1%	(223,447)	-1%
(41,595)	0%	(223,447)	-1%	(223,447)	-1%
415,155	14%	155,930	5%	155,930	5%

Property Fund Fund - Members' Equity Recon:

Depreciation Expense/chg in AD (see left)	(3,160,452) F14
Net Capital Expenditure additions	2,937,005
Net Change in Members Equity	(223,447) (A)

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

	<i>last year end - audited</i>		Q1		Q2		Q3		Q4	
	12/31/2018		3/31/2019		6/30/2019		9/30/2019		11/30/2019	12/31/2019
Consolidated TDA Total	24,007,033	100%	32,714,206	100%	30,571,476	100%	27,625,893	100%	25,272,949	28,418,989
Cash/Money Market	1,786,473	7%	2,684,285	8%	3,198,304	10%	3,797,009	14%	2,771,092	1,748,430
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197	5%	1,379,197	5%	1,129,197	1,129,197
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	19,541,778	64%	16,549,443	60%	15,454,551	19,710,631
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%	340,467	253,090
Operating Fund (O)	5,956,913	100%	9,970,547	100%	7,728,336	100%	5,845,718	100%	4,022,712	6,299,176
Cash/Money Market	1,504,482	25%	1,669,072	17%	1,600,359	21%	2,188,112	37%	1,557,200	1,541,941
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%	1,995,848	4,374,948
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%	340,467	253,090
Replacement Reserve Fund (R)	11,879,903	100%	14,801,083	100%	14,861,397	100%	13,745,732	100%	13,798,161	14,445,706
Cash/Money Market	141,863	1%	872,107	6%	969,807	7%	1,469,518	11%	262,171	170,074
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%	9,412,379	10,152,021
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%	7,072,895	7,414,919
Cash/Money Market	111,058	2%	115,645	2%	599,017	8%	107,014	1%	769,352	23,705
Certificates of Deposit	250,000	4%	250,000	3%	250,000	3%	250,000	3%	-	-
US Treasuries/GovOblig	3,126,196	52%	4,698,206	62%	4,303,570	57%	4,845,857	63%	3,849,512	4,937,183
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%	379,181	259,188
Cash/Money Market	29,070	16%	27,462	7%	29,121	8%	32,365	9%	182,369	12,710
Certificates of Deposit	-	0%	-	0%	-	0%	-	0%	-	-
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003	92%	345,177	91%	196,812	246,478

CASH FLOW RECON		
\$ Thousands		
	Month	YTD
OPF NOR Gain (Loss)	2	(4,846)
CurrAssets Decr (incr)	2	(150)
CurrLiab Incr (decr)	680	574
CapFds Expenditures	(446)	(4,247)
CapFds AAs Rev	-	7,023
OPFds AA Rev	292	5,696
AR/DefRevAA change	2,615	108
AA 3rows subtotal	2,908	12,827
AA 2019 Net change	-292	-3666
AA 2020 Payments Recvd	2907	3774
All other changes, net	(0)	255
Net Change in Cash and Investments	\$ 3,146	\$ 4,412

Cash & Investments - Current Balance Flow Thru:

Current Month End Balance	28,419
OPF NOR Loss (remaining Mths @ Bdg)	-
RRF Spend 2019 forecast to go	-
NEF Spend 2019 forecast to go	-
DVF Spend 2019 forecast to go	-
less AA payments received FNY (def rev)	(3,774)
All other cash flow, net working capital	(2,504)
Raw Ending Balance *	22,141

Distribution of Raw Ending Balance:

YE Forecasted Members Equity, RRF	12,878
YE Forecasted Members Equity, NEF	208
YE Forecasted Members Equity, DVF	6,763
PYE Members Equity, OPF	2,442
YTD NOR Performance to Bdg, OPF	850
ME Transfer to RRF, OPF	(1,000)
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY	22,141

(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	6,659,831	7,407,971	63,862	114,156	1.0%	1.5%	-2.1%	0.5%
RR Fund	12,860,975	14,248,771	211,998	276,893	1.6%	1.9%	1.6%	1.3%
DEV Fund	5,480,754	7,364,087	91,945	160,459	1.7%	2.2%	2.9%	0.8%
NE Fund	220,751	349,796	3,004	6,813	1.4%	1.9%	-0.5%	1.1%
Combined Totals	25,222,311	29,370,625	370,809	558,322	1.5%	1.9%	1.1%	1.0%

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> 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
Transfers IN (Out)	1,000,000	2,000,000	-	-	-	(3,000,000)	-	-	-	-	-
All other Activities	36,234	246	7,262	-	-	3,113,594	3	(1)	(49,988)	38,689	3,146,041
<i>current month</i> 12/31/2019	18,019,817	5,429,907	3,189,759	-	129,197	1,235,430	56,291	261,645	33,813	63,130	28,418,989

Replacement Reserve Fund

	Stifel	WFBkr	EatonCB	EatonMB	Total
11/30/2019	7,234,916	3,380,748	1,573,373	1,609,125	13,798,161
Transfers IN (Out)	630,000				630,000
All other Activities	10,099	185	1,486	5,776	17,545
12/31/2019	7,875,014	3,380,932	1,574,859	1,614,901	14,445,706

Development Fund

	Stifel
11/30/2019	7,072,895
Transfers IN (Out)	325,000
All other Activities	17,024
12/31/2019	7,414,919

New Equipment Fund

	Stifel
11/30/2019	379,181
Transfers IN (Out)	(120,000)
All other Activities	7
12/31/2019	259,188

Operating Fund

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
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
Transfers IN (Out)	165,000	2,000,000			(3,000,000)		37,398	(37,398)			(835,000)
All other Activities	9,104	62	-	-	3,113,594	3	(10)	9	(49,988)	38,689	3,111,464
12/31/2019	2,470,694	2,048,975	-	129,197	1,235,430	56,291	42,369	219,277	33,813	63,130	6,299,176

see next page for Maturities by Fund			Yield	ALL FUNDS - Maturity Values by # of Months from 12/31/2019											TOTAL
FUND	Investment Category	Investment Description	To	0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	0	
			Maturity	1	2	3	6	12	24	36	48	60	72	72	
			wgt avgs												
ALL FUNDS	cash/mm	cash and money market funds	0.5%	351,210	-	-	-	-	-	-	-	-	-	351,210	1%
ALL FUNDS	UST	US Treasuries	1.6%	500,000	2,000,000	3,500,000	6,950,000	6,450,000	500,000	-	-	-	-	19,900,000	74%
ALL FUNDS	CD	Bank Certificates of Deposit	2.1%	-	-	-	133,166	250,000	750,000	-	-	-	-	1,133,166	4%
ALL FUNDS	Bonds-M	Municipal Bonds	2.4%	-	-	-	315,000	560,000	640,000	585,000	75,000	-	-	2,175,000	8%
ALL FUNDS	Bonds-C	Corporate Bonds	2.8%	-	-	281,000	250,000	531,000	434,000	727,000	670,000	334,000	-	3,227,000	12%
			1.8%	851,210	2,000,000	3,781,000	7,333,166	7,546,000	2,244,000	1,367,000	1,255,000	409,000	-	26,786,376	100%
	12.6	WghtAvg Maturity in Months		3%	7%	14%	27%	28%	8%	5%	5%	2%	0%	100%	
		Wght Avg Yield by Maturity Range	1.8%	1.7%	1.9%	1.7%	1.5%	1.6%	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 December 31, 2019

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 12/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wtg avgs												
RRF	cash/mm	cash and money market funds	0.5%	170,074	-	-	-	-	-	-	-	-	-	170,074	1%
RRF	UST	US Treasuries	1.6%	-	1,500,000	2,300,000	2,700,000	3,250,000	500,000	-	-	-	-	10,250,000	71%
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	402,000	370,000	334,000	-	1,527,000	11%
			1.8%	170,074	1,500,000	2,331,000	2,700,000	3,846,000	1,969,000	752,000	695,000	409,000	-	14,372,074	100%
		14.2 WghtAvg Maturity in Months		1%	10%	16%	19%	27%	14%	5%	5%	3%	0%	100%	
		Wght Avg Yield by Maturity Range	1.8%	0.5%	1.8%	1.7%	1.4%	1.6%	1.9%	2.4%	2.8%	2.9%	0.0%		

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 12/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wtg avgs												
DVF	cash/mm	cash and money market funds	0.5%	23,705	-	-	-	-	-	-	-	-	-	23,705	0%
DVF	UST	US Treasuries	1.7%	500,000	500,000	700,000	1,300,000	2,000,000	-	-	-	-	-	5,000,000	67%
DVF	CD	Bank Certificates of Deposit	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	200,000	290,000	260,000	-	-	750,000	10%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	250,000	250,000	500,000	75,000	325,000	300,000	-	-	1,700,000	23%
			2.1%	523,705	500,000	950,000	1,550,000	2,500,000	275,000	615,000	560,000	-	-	7,473,705	100%
		13.3 WghtAvg Maturity in Months		7%	7%	13%	21%	33%	4%	8%	7%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	2.1%	2.4%	2.1%	2.0%	1.6%	1.8%	3.0%	3.0%	3.1%	0.0%	0.0%		

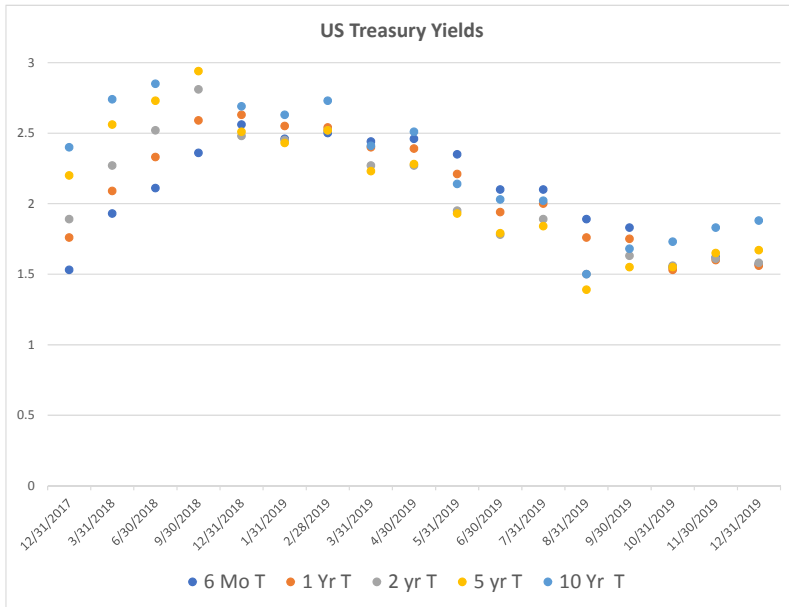
New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 12/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wtg avgs												
NEF	cash/mm	cash and money market funds	0.5%	12,710	-	-	-	-	-	-	-	-	-	12,710	5%
NEF	UST	US Treasuries	1.6%	-	-	-	50,000	200,000	-	-	-	-	-	250,000	95%
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%
			1.6%	12,710	-	-	50,000	200,000	-	-	-	-	-	262,710	100%
		10.3 WghtAvg Maturity in Months		5%	0%	0%	19%	76%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.6%	0.5%	0.0%	0.0%	1.4%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%		

Operating Fund

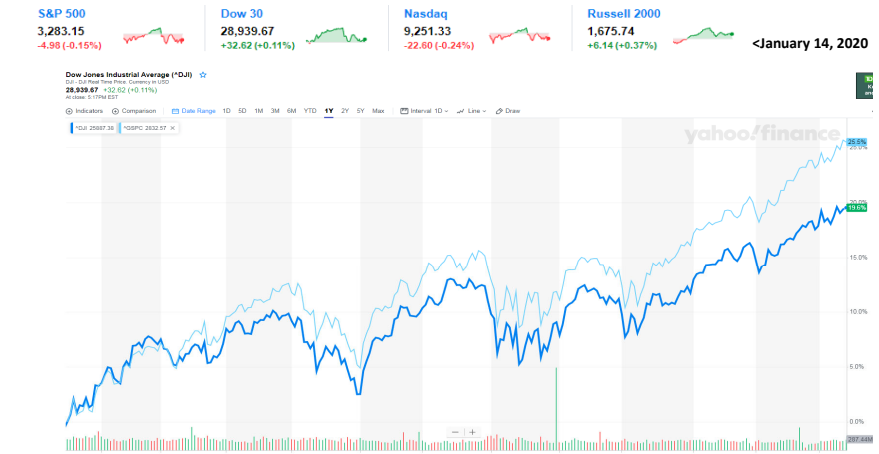
FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 12/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			wtg avgs												
OPF	cash/mm	cash and money market funds	0.5%	144,721	-	-	-	-	-	-	-	-	-	144,721	3%
OPF	UST	US Treasuries	1.5%	-	-	500,000	2,900,000	1,000,000	-	-	-	-	-	4,400,000	94%
OPF	CD	Bank Certificates of Deposit	2.3%	-	-	-	133,166	-	-	-	-	-	-	133,166	3%
OPF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
OPF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			1.5%	144,721	-	500,000	3,033,166	1,000,000	-	-	-	-	-	4,677,887	100%
		6.8 WghtAvg Maturity in Months		3%	0%	11%	65%	21%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.5%	0.5%	0.0%	1.5%	1.5%	1.5%	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.



CDs and Treasuries	1 - 3 months	4 - 6 months	7 - 9 months	10 - 12 months	13 - 18 months	Yield					
						2 years	3 years	4 years	5 years	7 years	10 years
CDs	1.60%	1.65%	1.70%	1.75%	1.75%	1.80%	1.90%	1.90%	2.00%	—	—
Treasuries	1.54%	1.55%	1.59%	1.59%	1.58%	1.58%	1.56%	1.60%	1.63%	1.72%	1.81%

Bonds	Yield								
	1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year	
Agencies	1.66%	1.87%	1.93%	2.17%	2.29%	2.63%	3.01%	2.81%	
Municipals highest grade	1.05%	1.17%	1.11%	1.42%	1.75%	2.18%	2.58%	2.60%	
Municipals high grade	1.16%	1.19%	1.28%	2.10%	2.31%	2.47%	2.82%	3.04%	
Municipals upper-medium grade	1.21%	1.26%	1.50%	2.10%	2.55%	2.48%	2.94%	3.00%	
Municipals investment grade	1.24%	1.85%	1.85%	2.20%	2.37%	2.75%	3.26%	3.28%	
Corporates highest grade	1.65%	1.68%	1.62%	1.86%	2.08%	2.18%	2.94%	2.90%	
Corporates high grade	1.76%	1.87%	1.87%	2.19%	2.32%	2.58%	3.18%	3.81%	
Corporates upper-medium grade	1.91%	2.01%	2.10%	2.35%	2.72%	3.01%	3.75%	3.79%	
Corporates investment grade	2.35%	2.52%	2.77%	4.09%	5.30%	6.11%	6.34%	6.62%	



Kiplinger's - as of 1/14/2020

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	2.2% in '19 and 2.0% in '20 More »
BUSINESS SPENDING	Up just 2% in '19 amid uncertainty of trade war More »
ENERGY	Crude trading from \$60 to \$65 per barrel in March More »
HOUSING	Total starts up 3.2% in '20 More »
RETAIL SALES	Online sales will grow 20% over last year More »
TRADE DEFICIT	Widening 6% in '20 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			
	12/31/2018	12/31/2018	3/31/2019	6/30/2019	11/30/2019	12/31/2019	LTM	PYE	Last Mth
\$	3.29	\$ 3.29	\$ 3.27	\$ 3.72	\$3.87	\$3.53	\$ 0.24	\$ 0.24	(\$0.34)
(\$)	source = average for month - regular						7%	7%	-9%

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

CPI	FED BLS - Monthly - CPI-U - Dec 2019 - 1yr: 2.3%, US City (2.1% last month)
	FED BLS - Monthly - CPI-U - Dec 2019 - 1yr: 2.8%, West (2.8% last month)
	FED BLS - Bi-Monthly CPI-U - Nov 2019 - 1yr: 2.5%, SF-Oak-Hay (3.0% Oct19)

Unemployment, USA	3.5% / 3.5% / 3.9%	< USA Dec19/Nov19/Dec18
Unemployment, CA	3.9% / 3.9% / 4.1%	< CA Nov19/Oct19/Nov18 (1mthlag)

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

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Oct 31, 2019	Nov 30, 2019	Dec 31, 2019	Dec 31, 2018	Dec 31, 2018
Total, ALL	262,816	296,630	312,085	314,822	314,822
subtotal Food and Beverage accounts (F&B)	94,092	100,421	120,577	119,438	119,438
subtotal Retail Merchandise accounts	168,724	196,209	191,508	195,383	195,383
subtotal The Lodge F&B accounts	61,084	65,769	67,321	64,590	64,590
Inventory Account					
11412 Inv Retail Trout Creek	11,240	11,275	8,991	13,154	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	15,546	16,545	17,814	13,510	13,510
11415 Inv Retail Bikeworks	18,234	18,234	18,234	21,105	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	329	257	200	155	155
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	35,288	57,878	67,934	60,043	60,043
11422 Inv Retail Cross Country	51,154	58,331	46,285	46,281	46,281
11423 Inv Retail Snowplay	0	0	111	370	370
11424 Inv Retail Golf Pro Shop	22,280	19,256	17,618	30,915	30,915
11425 Inv Retail Tennis	9,404	9,404	9,404	6,801	6,801
11426 Inv Retail Marina	435	215	103	514	514
11427 Inv Retail Equestrian	4,790	4,790	4,790	2,379	2,379
11428 Inv Retail Recreation	24	24	24	158	158
11429 Inv Retail Golf Special Order	(0)	(0)	(0)	-	-
11611 Inv DHS Food Meat	2,317	2,352	3,022	2,340	2,340
11612 Inv DHS Food Seafood	42	113	139	241	241
11613 Inv DHS Food Produce	0	25	282	290	290
11614 Inv DHS Food Dairy	394	319	1,330	983	983
11615 Inv DHS Food NABev	966	583	3,312	2,745	2,745
11616 Inv DHS Food Other	1,863	1,792	7,847	8,518	8,518
11617 Inv DHS Bev Beer	448	258	1,645	1,191	1,191
11618 Inv DHS Bev Liquor	7,529	7,584	10,135	8,346	8,346
11619 Inv DHS Bev Wine	1,455	1,455	1,795	1,910	1,910
11621 Inv Trailer Food Meat	122	122	122	161	161
11622 Inv Trailer Food Seafood	-	-	-	-	-
11623 Inv Trailer Food Produce	-	-	-	-	-
11624 Inv Trailer Food Dairy	58	58	58	97	97
11625 Inv Trailer Food NABev	110	110	110	76	76
11626 Inv Trailer Food Other	422	422	422	359	359
11631 Inv ACAC Food Meat	1,437	1,848	2,840	1,239	1,239
11632 Inv ACAC Food Seafood	81	157	608	518	518
11633 Inv ACAC Food Produce	393	510	1,229	1,306	1,306
11634 Inv ACAC Food Dairy	609	557	968	667	667
11635 Inv ACAC Food NABev	578	854	685	672	672
11636 Inv ACAC Food Other	3,107	4,144	4,453	4,621	4,621
11637 Inv ACAC Bev Beer	1,012	1,299	1,206	1,232	1,232
11639 Inv ACAC Bev Wine	2,647	2,712	3,376	1,377	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Oct 31, 2019	Nov 30, 2019	Dec 31, 2019	Dec 31, 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	0	0	0	(0)	(0)
11645 Inv Marina Food NABev	340	340	340	0	0
11646 Inv Marina Food Other	711	711	711	346	346
11647 Inv Marina Bev Beer	80	80	80	0	0
11648 Inv Marina Bev Liquor	770	770	770	524	524
11649 Inv Marina Bev Wine	23	23	23	328	328
11661 Inv Pizza Food Meat	878	878	1,978	2,057	2,057
11663 Inv Pizza Food Produce	0	0	0	642	642
11664 Inv Pizza Food Dairy	289	289	134	1,481	1,481
11665 Inv Pizza Food NABev	704	704	733	1,123	1,123
11666 Inv Pizza Food Other	2,741	2,702	2,344	4,169	4,169
11667 Inv Pizza Bev Beer	-	-	-	1,671	1,671
11669 Inv Pizza Bev Wine	856	856	533	2,984	2,984
11671 Inv SMRFaB Food Meat	0	0	0	185	185
11672 Inv SMRFaB Food Seafood	-	-	-	0	0
11673 Inv SMRFaB Food Produce	0	0	0	-	-
11674 Inv SMRFaB Food Dairy	0	0	0	100	100
11675 Inv SMRFaB Food NABev	(0)	(0)	(0)	93	93
11676 Inv SMRFaB Food Other	0	0	0	226	226
11677 Inv SMRFaB Bev Beer	0	0	0	(0)	(0)
11678 Inv SMRFaB Bev Liquor	(0)	(0)	(0)	-	-
11679 Inv SMRFaB Bev Wine	-	-	-	(0)	(0)
11681 Inv Lodge Food Meat	3,316	3,741	6,311	5,766	5,766
11682 Inv Lodge Food Seafood	1,299	1,421	3,909	3,004	3,004
11683 Inv Lodge Food Produce	847	1,785	1,992	1,895	1,895
11684 Inv Lodge Food Dairy	1,208	1,647	1,504	1,636	1,636
11685 Inv Lodge Food NABev	940	933	1,055	972	972
11686 Inv Lodge Food Other	6,299	6,707	6,979	6,124	6,124
11687 Inv Lodge Bev Beer	2,558	2,609	2,511	2,672	2,672
11688 Inv Lodge Bev Liquor	18,078	18,833	16,294	17,282	17,282
11689 Inv Lodge Bev Wine	26,539	28,093	26,766	25,239	25,239
11695 Inventory-Tennis Beverage	27	27	27	28	28
11696 Inventory-Tennis Food	-	-	-	-	-
11411 Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION

Capital Funds Summary

For the Twelve Months Ending December 31, 2019

	12-months YTD	12-months	12-months	12-months		
	2019	2019	YTD Actual	w/Actual FBCF	2019	Forecast
	YTD Actual	Budget	vs Budget	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>	<i>1,000,000</i>	<i>-</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	na
INTEREST INCOME	276,893	172,000	104,893	276,893	104,893	61%
SALVAGE RECEIPTS	66,533	30,000	36,533	66,533	36,533	122%
INCOME TAX EXPENSE	(29,387)	(14,000)	(15,387)	(29,387)	(15,387)	110%
BAD DEBT EXPENSE	(10,714)	(12,000)	1,286	(10,714)	1,286	-11%
ALLOCATED OVERHEAD	(77,000)	(77,000)	-	(77,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(2,422,048)	(3,721,000)	1,298,952	(2,422,048)	F 1,298,952	-35%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(987,862)	(1,319,000)	331,138	(987,862)	331,138	-25%
Replacement Reserve Fund Balance	\$ 12,878,063	\$ 9,620,000	\$ 3,258,063	\$ 12,878,063	F \$ 3,258,063	34%
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	6,813	3,000	3,813	6,813	3,813	127%
INCOME TAX EXPENSE	-	-	-	-	-	na
EXPENDITURES FOR CAPITAL ADDITIONS C	(105,557)	(187,000)	81,443	(105,557)	81,443	-44%
NM&E Fund Balance	\$ 208,278	\$ 64,000	\$ 144,278	\$ 208,278	\$ 144,278	225%
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>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	na
INTEREST INCOME	160,459	86,000	74,459	160,459	74,459	87%
INCOME TAX EXPENSE	(14,185)	(7,000)	(7,185)	(14,185)	(7,185)	103%
BAD DEBT EXPENSE	(4,409)	(5,000)	591	(4,409)	591	-12%
ALLOCATED OVERHEAD	(120,000)	(120,000)	-	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(720,030)	(1,850,000)	1,129,970	(720,030)	D 1,129,970	-61%
MAJOR R&M, PROJECTS & LEASE EXPENSES M	(11,859)	(50,000)	38,141	(11,859)	38,141	-76%
Development Fund Balance	\$ 6,762,764	\$ 5,172,000	\$ 1,590,764	\$ 6,762,764	F \$ 1,590,764	31%
			DHSki Lodge replacement designed savings	\$ 4,000,000	< subject to review	
			All other DVF Projects designed savings	\$ 2,762,764	< subject to review	
Combined CAPITAL FUNDS ACTIVITY - Year to Date						
EXPENDITURES FOR CAPITAL ADDITIONS C	(3,247,636)	(5,758,000)	2,510,364	(3,247,636)	2,510,364	
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(999,721)	(1,369,000)	369,279	(999,721)	369,279	
YTD CAPITAL FUNDS TOTAL	(4,247,357)	(7,127,000)	2,879,643	(4,247,357)	2,879,643	

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 3,247,636
Less Capitalized/place in service to Property Fund - PP&E	(2,189,638)
CIP Balance (g/l # 904-16510)	\$ 1,076,145

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 Twelve Months Ending December 31, 2019

Replacement Reserve Fund				
Change		Budget	Actual	diff
500,649	2019 Beginning Fund Balance > Budget	9,900,000	10,400,649	500,649
		Budget	Forecast	diff
	Carryover Projects:			
(18,072)	2017 projects, capital	-	18,072	(18,072)
(60,238)	2018 projects, capital	-	60,238	(60,238)
(2,702)	2018 projects, expense	-	2,702	(2,702)
	2019 Projects:			
1,011,187	2019 projects, capital	3,721,000	2,709,812	1,011,187
174,569	2019 projects, expense	1,319,000	1,144,431	174,569
660,842	Projects to carry-over to 2020+, capital	660,842	-	660,842
317,190	Projects to carry-over to 2020+, expense	317,190	-	317,190
(294,768)	2019 projects, net, capital, accelerations	-	294,768	(294,768)
(157,919)	2019 projects, net, expense, accelerations	-	157,919	(157,919)
-	rounding/other			
36,533	Salvage Receipts Forecast adjustment, 2019	30,000	66,533	36,533
104,893	Interest Income Forecast adjustment, 2019	172,000	276,893	104,893
(15,387)	Income Tax Forecast adjustment, 2019	(14,000)	(29,387)	(15,387)
1,286	Bad Debt Exp Forecast adjustment, 2019	(12,000)	(10,714)	1,286
1,000,000	Transfer in from Operating Fund	-	1,000,000	1,000,000
3,258,062	Total, change schedule above			
		Budget	Forecast	diff
3,258,063	Variance of Ending Fund Balance 2019	9,620,000	12,878,063	3,258,063
(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
34,770	Association, New Accessibility ImprovementSS	50,000	15,230	34,770
38,141	Association, Member Surveys	50,000	11,859	38,141
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
594,650	Downhill Ski - Snowmaking phase 2	600,000	5,350	594,650
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
71,621	The Lodge, covered walkway in parking lot	75,000	3,379	71,621
67,000	Trails, new trail(s) per trails master plan	67,000	-	67,000
3,338	Trails, new trailhead project	33,000	29,662	3,338
10,000	Trout Creek Recreation Facility, Master Plan	10,000	-	10,000
(121,165)	Trout Creek Recreation Facility, Remodel DF portio	275,000	396,165	(121,165)
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	-
59,000	Land Acquisition, Other Projects, Contingency	59,000	-	59,000
<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)
(27,490)	Equine Campus - Asphalt Parking/Walkways (permi	-	27,490	(27,490)
		Timing between years		
		Board Approved in prior years		
591	Bad Debt Expense Forc vs Budget, 2019	(5,000)	(4,409)	591
-	Allocated Overhead Expense Forc vs Budget, 2019	(120,000)	(120,000)	-
74,459	Interest Income Forecast adjustment, 2019	86,000	160,459	74,459
(7,185)	Income Tax Forecast adjustment, 2019	(7,000)	(14,185)	(7,185)
-	other recon / rounding item			
1,590,764	Total, change schedule above			
<i>note - not all DF projects listed above, only this with flux. See next page for full DF spend report.</i>				
		Budget	Forecast	diff
1,590,764	Variance of Ending Fund Balance 2019	5,172,000	6,762,764	1,590,764
- Reconciliation difference Above recons fund balance flux.				

TAHOE DONNER ASSOCIATION
Capital Projection Schedule- Development Fund
For the Twelve Months Ending December 31, 2019
201912

	12-months YTD	12-months	12-months		
	2019	2019	2019	Forecast	
	YTD Actual	Budget (B)	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	160,459	86,000	160,459	74,459	87%
INCOME TAX EXPENSE	(14,185)	(7,000)	(14,185)	(7,185)	103%
BAD DEBT EXPENSE	(4,409)	(5,000)	(4,409)	591	-12%
ALLOCATED OVERHEAD	(120,000)	(120,000)	(120,000)	-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C (720,030)	(1,850,000)	(720,030)	1,129,970	-61%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E (11,859)	(50,000)	(11,859)	38,141	-76%
Development Fund Balance	\$ 6,762,764	\$ 5,172,000	\$ 6,762,764 (F)	\$ 1,590,764	31%

YEAR 2019 SPEND						
Project YR	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #		
Total, all below	731,889	1,900,000	731,889			
Association, New Accessibility ImprovementSS	2019 C 15,230	50,000	15,230	931-010-277		
Association, Member Surveys	2019 E 11,859	50,000	11,859	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 5,350	600,000	5,350	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 3,379	75,000	3,379 (S)	931-128-280		
Trails, new trail(s) per trails master plan	2019 C -	67,000	-	931-051-276		
Trails, new trailhead project	2019 C 29,662	33,000	29,662	931-051-290		
Trout Creek Recreation Facility, Master Plan	2019 C -	10,000	-	831-132-323		
Trout Creek Recreation Facility, Remodel DF portion	2019 C 396,165	275,000	396,165 (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 191,000	191,000	191,000	931-165-267		
Land Acquisition, Other Projects, Contingency	2019 C -	59,000	-	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 27,490	-	27,490	731-080-311		

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

0	NEF Fund TL, Capital	240,800	159,522	105,557	53,965	105,557	137,468	-	13,544
1	2019 NMEF-CAP	240,800	135,800	82,417	53,383	82,417	82,417	-	12,962
0	2019 NMEF-ADD	-	23,200	22,618	582	22,618	22,618	-	582
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	-	30,000	-	-	-	-
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	-	-	-	-
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
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 Operat	IT	C	12	-	3,500	3,218	282	3,218	3,218	-	282
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	14,700	-	14,700	14,700	-	-
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	-	-	-	-	-	-	-

RRF Expenditures - SubSchedule
 Replacement Reserve Fund

Replacement Reserve		262,056	40,364	302,420	2,422,048	987,862	3,409,911	2,422,048	987,862	3,409,911	129	72	201
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	-	-	-	-	-	-	-	-	-	-	-	-
010	Administration	3,523	14,286	17,809	21,077	174,214	195,291	21,077	174,214	195,291	4	4	8
010	Northwoods	-	(2,600)	(2,600)	217,204	16,284	233,488	217,204	16,284	233,488	3	2	5
025	IT	15,111	14,014	29,125	186,713	208,693	395,407	186,713	208,693	395,407	24	18	42
050	Forestry	-	-	-	93,667	250,113	343,780	93,667	250,113	343,780	3	4	7
051	Trails	8,101	-	8,101	54,657	8,347	63,004	54,657	8,347	63,004	6	4	10
060	Marina	-	-	-	21,951	22,922	44,873	21,951	22,922	44,873	10	6	16
080	Equestrian Center	-	-	-	6,359	-	6,359	6,359	-	6,359	2	-	2
090	Tennis Complex	-	-	-	27,268	10,711	37,979	27,268	10,711	37,979	3	3	6
100	Campground	-	-	-	-	2,322	2,322	-	2,322	2,322	-	1	1
110	Cross Country	20,525	5,789	26,314	97,415	68,563	165,978	97,415	68,563	165,978	10	6	16
125	Golf Complex	-	-	-	-	12,596	12,596	-	12,596	12,596	-	1	1
125	Golf Course	23,141	-	23,141	274,792	34,414	309,206	274,792	34,414	309,206	13	3	16
128	The Lodge	840	7,074	7,913	65,262	73,771	139,033	65,262	73,771	139,033	7	4	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	42,483	2,891	45,375	4	1	5
132	Trout Creek BLDG	20,447	-	20,447	901,398	3,410	904,808	901,398	3,410	904,808	3	1	4
132	Trout Creek FITNESSEQ	38,550	-	38,550	77,129	-	77,129	77,129	-	77,129	1	-	1
140	Recreation	-	-	-	29,314	-	29,314	29,314	-	29,314	3	-	3
145	Day Camps	-	-	-	-	-	-	-	-	-	-	-	-
150	Pizza	797	-	797	13,553	-	13,553	13,553	-	13,553	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	-	1,802	1,802	6,235	33,144	39,379	6,235	33,144	39,379	1	5	6
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	17,211	-	17,211	3	-	3
210	Ski Area - Vehicle Maintenance	13,548	-	13,548	110,039	4,760	114,799	110,039	4,760	114,799	3	1	4
210	Ski Area Rentl-Rtl	83,134	-	83,134	83,134	-	83,134	83,134	-	83,134	8	-	8
210	Ski Area-Mtn Ops	28,762	-	28,762	41,305	23,965	65,270	41,305	23,965	65,270	5	1	6
210	Ski-Ops	-	-	-	-	-	-	-	-	-	-	-	-
210	Winter Food-Beverage	-	-	-	-	-	-	-	-	-	-	-	-
216	Snowplay	5,577	-	5,577	5,577	-	5,577	5,577	-	5,577	2	-	2
999	Various	-	-	-	-	-	-	-	-	-	-	-	-

Tahoe Donner Association

RRF Expenditures - SubSchedule - Expenditures - Expense

Replacement Reserve Fund

Budget = 2019 Projects per 2019 Budget

Budget R = Projects spend in 2019, includes prior year carry-over and acceleration projects

Totals		144,315	194,219	291,196	358,133	987,862	-	987,862	1,227,796	(239,934)	1,319,000
Dept#	by Location	2019 Q 1	2019 Q 2	2019 Q 3	2019 Q 4	2019 YTD Q4	Forecast Spend 2019 Q NA	Annual			Budget
								Forecast	Budget R	Variance	
005	General	-	-	-	-	-	-	-	1,887	(1,887)	1,887
010	Administration	52,430	33,903	42,499	45,382	174,214	-	174,214	180,726	(6,512)	281,955
010	Northwoods	500	18,384	-	(2,600)	16,284	-	16,284	16,931	(647)	24,085
025	IT	86,152	37,596	48,350	36,595	208,693	-	208,693	244,720	(36,026)	224,059
050	Forestry	-	-	48,193	201,920	250,113	-	250,113	277,950	(27,837)	275,248
051	Trails	825	(825)	6,113	2,234	8,347	-	8,347	53,205	(44,858)	83,821
060	Marina	4,408	11,653	6,861	-	22,922	-	22,922	27,371	(4,449)	27,209
080	Equestrian Center	-	-	-	-	-	-	-	-	-	4,049
090	Tennis Complex	-	10,711	-	-	10,711	-	10,711	10,946	(235)	14,760
100	Campground	-	2,322	-	-	2,322	-	2,322	2,885	(563)	23,462
110	Cross Country	-	12,703	-	55,860	68,563	-	68,563	78,755	(10,192)	17,160
125	Golf Complex	-	12,596	-	-	12,596	-	12,596	13,675	(1,079)	13,675
125	Golf Course	-	34,414	-	-	34,414	-	34,414	34,484	(70)	40,629
128	The Lodge	-	6,327	57,348	10,096	73,771	-	73,771	83,548	(9,778)	24,475
130	No.Woods Pool-Bldg.	-	-	-	-	-	-	-	-	-	-
130	Northwoods Pool	-	-	-	-	-	-	-	-	-	-
130	Trout Creek OTHER	-	-	-	-	-	-	-	-	-	-
130	Trout Creek POOLSPA	-	-	2,891	-	2,891	-	2,891	5,577	(2,686)	5,577
132	Trout Creek BLDG	-	-	3,410	-	3,410	-	3,410	81,073	(77,663)	98,734
132	Trout Creek FITNESSQ	-	-	-	-	-	-	-	-	-	-
140	Recreation	-	-	-	-	-	-	-	-	-	-
145	Day Camps	-	-	-	-	-	-	-	-	-	-
150	Pizza	-	-	-	-	-	-	-	-	-	-
151	Bikeworks	-	-	-	-	-	-	-	-	-	-
155	Alder Creek Café	-	-	-	-	-	-	-	-	-	-
160	General Maintenance	-	10,644	-	1,570	12,214	-	12,214	25,231	(13,017)	28,347
160	Maintenance	-	3,790	27,552	1,802	33,144	-	33,144	19,460	13,684	12,782
160	Vehicle Maintenance	-	-	-	-	-	-	-	-	-	-
160	Vehicle/Fleet	-	-	-	-	-	-	-	-	-	-
165	Facilities Administration	-	-	-	-	-	-	-	-	-	-
170	Summer F&B	-	-	-	-	-	-	-	-	-	-
210	Chalet House	-	-	24,013	515	24,528	-	24,528	24,891	(363)	4,697
210	Ski Area - Lift Maintenance	-	-	-	-	-	-	-	-	-	32,567
210	Ski Area - Vehicle Maintenance	-	-	-	4,760	4,760	-	4,760	15,303	(10,543)	15,303
210	Ski Area Rentl-Rtl	-	-	-	-	-	-	-	-	-	-
210	Ski Area-Mtn Ops	-	-	23,965	-	23,965	-	23,965	29,177	(5,212)	39,336
210	Ski-Ops	-	-	-	-	-	-	-	-	-	-
210	Winter Food-Beverage	-	-	-	-	-	-	-	-	-	-
216	Snowplay	-	-	-	-	-	-	-	-	-	25,183
999	Various	-	-	-	-	-	-	-	-	-	-

Budget had \$100k Gov Docs

\$46k Culvert Repair

water damage project, not in Budget

Tower painting and rop splice to 2020

deck stair work to be done in 2020

RRF - Expenditures - Expense	Q1	Q2	Q3	Q4	YTD Q4	Annual
	Actual	Actual	Actual	Actual	Actual	Actual
2019	144,315	194,219	291,196	358,133	987,862	987,862
2018	139,191	344,125	212,098	322,349	1,017,763	1,017,763
2017	93,478	306,381	407,096	196,891	1,003,845	1,003,845
2016	76,191	277,256	89,207	71,998	514,652	514,652
2015	90,212	221,826	78,240	79,821	470,100	470,100

201912	Replacement Reserve TL	A-Active	5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
	Capital	C-Completed	3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
	Expense	Blank-deferred or Cancelled	1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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

21							-	-	-	-	-	-	-	-	-	-	
0		2016 RR-CAP					-	-	-	-	-	-	-	-	-	-	carry-over projects
3		2017 RR-CAP					-	13,929	18,072	(4,143)	-	18,072	108,693	-	-	-	carry-over projects
14		2018 RR-CAP					-	60,516	60,238	279	10,219	60,238	1,727,770	-	-	-	carry-over projects
4		2018 RR-EXP					-	2,702	2,702	-	(3,781)	2,702	190,490	-	-	-	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	2,319,009	2,048,971	259,108	211,288	2,048,971	2,058,119	-	660,842	128,768	Budget 2018 projects
109		2019 RR-EXP					1,319,000	1,076,943	827,241	249,702	30,102	827,241	864,285	-	317,190	63,255	Budget 2018 projects
12		2019 RR-ACC-CAP					-	312,443	294,768	17,675	40,549	294,768	294,768	-	-	-	2018 projects added in 2018
11		2019 RR-ACC-EXP					-	148,151	157,919	(9,768)	14,044	157,919	157,919	-	-	-	2018 projects added in 2018

by Location

See last page for Breakout by Location by Capital and Expense

365							-	-	-	-	-	-	-	-	-	-	
15		Administration					880,499	206,306	195,291	11,016	17,809	195,291	245,490	-	176,163	3,035	
2		Alder Creek Caf�					7,121	564	564	(0)	-	564	564	-	-	-	6,658
2		Bikeworks					26,187	21,185	21,185	(0)	-	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	193,393	165,978	27,415	26,314	165,978	210,790	-	4,102	30,368	
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	343,780	41,366	-	343,780	546,200	-	18,035	32,715	
2		General					1,849	1,849	-	1,849	-	-	-	-	-	-	-
6		General Maintenance					30,382	27,267	13,544	13,723	-	13,544	13,544	-	3,116	-	-
20		Golf Course					736,358	319,816	309,206	10,610	23,141	309,206	353,141	-	71,513	-	-
1		Golf Complex					13,675	13,675	12,596	1,079	-	12,596	12,596	-	-	-	-
14		Maintenance					101,435	41,530	39,379	(8,779)	1,802	39,379	39,379	-	71,409	2,000	
20		Marina					109,542	57,784	44,873	12,911	-	44,873	44,873	-	66,054	-	-
34		IT					480,841	502,259	395,407	106,852	29,125	395,407	395,407	-	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	(2,600)	233,488	247,215	-	7,154	8,144	
0		Northwoods Pool					-	-	-	-	-	-	-	-	-	-	-
10		Pizza					38,430	20,252	13,553	6,699	797	13,553	14,438	-	28,799	-	-
3		Recreation					29,100	29,100	29,314	(214)	-	29,314	29,314	-	-	-	-
14		Ski Area-Mtn Ops					114,667	121,260	65,270	55,990	28,762	65,270	143,922	-	22,041	-	-
8		Ski Area Rentl-Rtl					84,428	84,428	83,134	1,294	83,134	83,134	83,134	-	-	-	-
8		Ski Area - Lift Maintenance					92,531	45,437	17,211	28,226	-	17,211	1,484,240	-	50,788	-	-
4		Ski Area - Vehicle Maintenance					43,806	148,806	114,799	34,007	13,548	114,799	114,799	-	-	-	-
0		Ski-Ops					-	-	-	-	-	-	-	-	-	-	-
3		Snowplay					31,303	6,120	5,577	544	5,577	5,577	5,577	-	25,183	-	-
8		Tennis Complex					48,882	42,023	37,979	4,045	-	37,979	37,979	-	9,461	-	-
24		The Lodge					85,425	180,132	139,033	41,099	7,913	139,033	204,146	-	48,361	3,000	
24		Trails					348,456	191,619	63,004	128,615	8,101	63,004	87,389	-	119,439	106,103	
54		Trout Creek BLDG					869,002	852,442	904,808	(52,367)	20,447	904,808	905,783	-	21,071	-	-
15		Trout Creek POOLSPA					193,530	79,301	45,375	33,926	-	45,375	45,375	-	114,229	-	-
1		Trout Creek FITNESSEQ					-	78,000	77,129	871	38,550	77,129	77,129	-	-	-	-
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

12,878,063

SPEND FOR

1/23/20

1/23/2020

Replacement Reserve TL
Capital
Expense

A-Active
C-Completed
Blank-deferred or Cancelled

5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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	0	-	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	-	6,096	6,096	-	5,015	6,096	8,609	-	-		
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
821 210 181	2018 RR-CAP	Ski Are Signage Building Parking	Ski Area-Mtn Ops	C	12	A	-	5,204	5,204	-	5,204	5,204	5,204	-	-		
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 trai	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-nwch.golf,lodge,marina) \$300k
921 010 270	2019 RR-CAP	NWCH Exterior Restrooms CASp Impro	Northwoods	C	12	A	-	206,856	206,856	(0)	-	206,856	206,856	-	-	8,144	B19 part of lump 500k in Admin (SSk is rough ms est
921 010 002	2019 RR-CAP	Holiday Decorations	Administration	C	12	A	3,082	3,082	1,476	1,606	-	1,476	1,476	-	-	-	Invoicing in Dec 2019. AC
921 010 003	2019 RR-CAP	Radio Equipment -5-	Administration	C	12	A	3,536	3,536	3,523	14	3,523	3,523	3,523	-	-	-	
921 010 282	2019 RR-ACC-CAP	Radio Repeater Equipment	Administration	C	06	A	12,750	12,900	(150)	-	12,900	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	(0)	-	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	-	-	-	-	-	3,035	DP - Increased. Will complete work in Spring 220. A
921 010 013	2019 RR-CAP	No. 141 - Ford 15 - Explorer Sport - 7K	Administration	C	99	A	67,474	-	-	-	-	-	-	-	-	67,474	Defer
921 155 014	2019 RR-CAP	China / Glassware	Alder Creek Cafe	C	12	A	5,087	457	457	(0)	-	457	457	-	-	4,730	Mgr needs in 2020 Spring. AC
921 155 015	2019 RR-CAP	Smallwares / Flatware	Alder Creek Cafe	C	12	A	2,035	107	107	(0)	-	107	107	-	-	1,928	Mgr needs in 2020 Spring. AC
921 141 016	2019 RR-CAP	Bike Rentals	Bikeworks	C	12	A	21,989	18,761	18,761	(0)	-	18,761	18,761	-	-	-	
921 141 017	2019 RR-CAP	Bikes - Day Camps	Bikeworks	C	12	A	4,198	2,424	2,424	0	-	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	29,096	29,096	-	783	29,096	29,096	-	-	-	
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	503	2,551	-	503	503	-	-	2,551	Mgr needs in 2020 Winter. AC
921 110 032	2019 RR-CAP	Ski- Boot- Poles Rental - 2019 only	Cross Country	C	12	A	20,243	20,243	16,794	3,448	15,412	16,794	16,794	-	-	18,860	Mgr needs in 2020 Winter. AC
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	13,998	1,315	2,658	13,998	13,998	-	-	-	Add! \$\$ being spent in Dec 2019. AC
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	A	17,750	17,750	17,226	524	648	17,226	17,226	-	-	-	Spent \$636 in Dec, ok to close after. AC
921 110 269	2019 RR-ACC-CAP	Building-Rental Room-Exterior Doors	Cross Country	C	06	A	10,453	10,453	-	1,024	10,453	10,453	10,453	-	-	-	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	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	99	A	11,961	11,961	-	-	-	-	-	-	-	11,961	Defer to Spring 2020 per mgr. AC
921 050 041	2019 RR-CAP	Gate: Crabtree Access - 2	Forestry	C	12	A	11,844	11,844	5,922	5,922	-	5,922	5,922	-	-	5,922	Remaining amount to be invoiced in 2020. AC
921 050 042	2019 RR-CAP	Gate: Lower Carpenter Valley	Forestry	C	99	A	6,074	6,074	-	-	-	-	-	-	-	6,074	Defer to Spring 2020 per mgr. AC
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	705	-	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	4,389	-	26,215	26,215	-	-	-	

201912

Replacement Reserve TL
Capital
Expense

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

3,933,693 3,409,911 512,853
2,705,897 2,422,048 272,919
1,227,796 987,862 239,934

MONTH
302,420 3,409,911 5,402,043
262,056 2,422,048 4,189,350
40,364 987,862 1,212,693

- 978,031 192,023
- 660,842 128,768
- 317,190 63,255

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
921 125 065	2019 RR-CAP	Irrigation Heads	Golf Course	C	12	A	21,126	21,126	21,065	60	-	21,065	21,065	-	-	-	
921 125 066	2019 RR-CAP	Fairways/Rough Remodel - Agency and	Golf Course	C	12	A	500,207	52,923	52,923	-	5,804	52,923	52,923	-	-	-	
921 125 300	2019 RR-ACC-CAP	Golf Greens Replacement	Golf Course	C	12	A	-	69,540	69,566	(26)	-	69,566	69,566	-	-	-	forecast is delayed to 2020, 2019 planning only 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	20,632	627	17,338	20,632	20,632	-	-	-	
921 125 070	2019 RR-CAP	No. 137 - Ford 07 - F150 - 8M11322 - G	Golf Course	C	99		49,400	-	-	-	-	-	-	-	-	49,400	deferred
921 125 278	2019 RR-CAP	The Golf Course ADA - CASp Improver	Golf Course	C	12	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	2,607	609	-	2,607	2,607	-	-	-	at B
921 025 075	2019 RR-CAP	POS Hardware	IT	C	12	A	4,337	4,337	4,109	228	(87)	4,109	4,109	-	-	-	Done
921 025 076	2019 RR-CAP	POS Terminal	IT	C	12	A	11,331	11,331	11,257	74	-	11,257	11,257	-	-	-	Done
921 025 077	2019 RR-CAP	POS(1) Aloha	IT	C	12	A	2,259	2,259	1,651	609	569	1,651	1,651	-	-	-	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	2,415	5,684	1,440	2,415	2,415	-	-	-	at B
921 025 079	2019 RR-CAP	Server- Hardware - B	IT	C	12	A	6,036	6,036	5,913	122	-	5,913	5,913	-	-	-	done
921 025 082	2019 RR-CAP	UPS Units- Network	IT	C	12	A	6,470	6,470	1,862	4,608	-	1,862	1,862	-	-	-	at B
921 025 083	2019 RR-CAP	UPS Units- Workstation	IT	C	12	A	3,444	3,444	2,892	552	530	2,892	2,892	-	-	-	at B
921 025 085	2019 RR-CAP	Workstations- Communices.	IT	C	12	A	9,596	9,596	9,746	(150)	-	9,746	9,746	-	-	-	done
921 025 086	2019 RR-CAP	Workstations- Managers (A)	IT	C	12	A	25,307	25,307	20,686	4,622	5,256	20,686	20,686	-	-	-	at B
921 025 087	2019 RR-CAP	ACAC-TIVO TV controllers (9)	IT	C	99		2,025	2,025	-	2,025	-	-	-	-	-	2,025	defer to 2020
921 025 088	2019 RR-CAP	AV Systems Amenities - Meadow Room	IT	C	12	A	10,629	10,629	10,251	378	171	10,251	10,251	-	-	-	at B
921 025 089	2019 RR-CAP	Digital Signage - TV's	IT	C	12	A	20,424	20,424	16,931	3,493	-	16,931	16,931	-	-	-	at B
921 025 090	2019 RR-CAP	VOIP-Physical Phones	IT	C	12	A	36,443	36,443	34,624	1,818	7,913	34,624	34,624	-	-	-	at B
921 025 091	2019 RR-CAP	Weather Station - Marina	IT	C	99		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	22	10,101	-	22	22	-	-	-	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	defer to 2020
921 025 107	2019 RR-CAP	Marketing Webcam	IT	C	12	A	4,112	4,112	(0)	4,112	(1,115)	(0)	(0)	-	-	-	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	1,023	1,572	-	1,023	1,023	-	-	-	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	-	-	-	Done
921 025 111	2019 RR-CAP	POS Terminals- Hardware	IT	C	12	A	18,523	18,523	19,944	(1,420)	433	19,944	19,944	-	-	-	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
921 025 118	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	1,142	1,358	-	1,142	1,142	-	-	-	at B
921 160 122	2019 RR-CAP	Fuel Tanks	Maintenance	C	99		48,084	10,930	-	-	-	-	-	-	-	48,084	defer to 2020 need \$48,084. AC
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	-	-	-	deferred
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	A	2,039	2,039	-	2,039	-	-	-	-	-	-	
923 160 126	2019 RR-CAP	Building - Flooring Epoxy	Maintenance	C	99		10,123	-	-	-	-	-	-	-	-	10,123	deferred
921 160 127	2019 RR-CAP	Vehicle Maint Bay - Epoxy Flooring	Maintenance	C	12	A	11,190	-	-	-	-	-	-	-	-	-	to move to Expense in Dec19. Mgr needs \$2k for Labo
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	A	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	111	-	1,918	1,918	-	-	-	
921 060 138	2019 RR-CAP	Inflatables - WIBIT	Marina	C	12	A	2,024	2,024	1,514	511	-	1,514	1,514	-	-	-	
921 060 139	2019 RR-CAP	Tool Inventory - Marina	Marina	C	12	A	2,050	2,050	1,721	329	-	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	A	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	-	-	-	

Replacement Reserve Fund

12,878,063

SPEND FOR

1/23/20

1/23/2020

201912

Replacement Reserve TL

Capital

Expense

A-Active

C-Completed

Blank-deferred or Cancelled

5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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
921 005 154	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
923 005 155	2019 RR-CAP	Design costs - NWCH - 1-Office	Northwoods	C	12		14,265	14,265	-	-	-	-	-	-	-	-	
921 150 156	2019 RR-CAP	Flooring Kitchen		C	99		20,346	-	-	-	-	-	-	-	-	20,346	Deferred
921 150 157	2019 RR-CAP	Cold Box Sandwich Prp - Large and Smal	Pizza	C	99		3,087	-	-	-	-	-	-	-	-	3,087	
921 150 158	2019 RR-CAP	Cold Box Sandwich Prp - Medium	Pizza	C	99		2,025	-	-	-	-	-	-	-	-	2,025	
921 150 159	2019 RR-CAP	Ice Cream-Freezer	Pizza	C	99		1,316	-	-	-	-	-	-	-	-	1,316	
921 150 160	2019 RR-CAP	Smallwares / Flatware	Pizza	C	12	A	2,039	2,039	1,844	195	-	1,844	1,844	-	-	-	or is this China and Glassware? ACC No. Ac
921 150 161	2019 RR-CAP	Tableware	Pizza	C	12	A	7,592	7,592	2,291	5,301	797	2,291	2,291	-	-	-	
921 150 162	2019 RR-CAP	Warming Cabinet	Pizza	C	99		2,025	-	-	-	-	-	-	-	-	2,025	
921 010 297	2019 RR-ACC-CAP	POTH Outdoor Lounge Furniture & Cusl	Pizza	C	12	A	-	5,000	3,797	1,203	-	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	-	-	-	-	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 L	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	-	-	-	-	-	-	
921 211 168	2019 RR-CAP	Eagle Rock Grips (10)	Ski Area - Lift Maintenance	C	12		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	822	-	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	15,548	648	12,572	15,548	15,548	-	-	-	
921 210 174	2019 RR-CAP	Groomer Tracks no. 1	Ski Area - Vehicle Maintenance	C	12	A	12,307	12,307	7,136	5,171	-	7,136	7,136	-	-	-	
921 210 310	2019 RR-ACC-CAP	Bus replacement (for 1 totalled)	Ski Area - Vehicle Maintenance	C	12	A	-	105,000	87,354	17,646	976	87,354	87,354	-	-	-	DP, BOD approved Oct'19
921 215 175	2019 RR-CAP	AD Skis and Bindings - A (Starting 2019	Ski Area Rentl-Rtl	C	12	A	16,096	16,096	14,694	1,402	14,694	14,694	14,694	-	-	-	
921 215 176	2019 RR-CAP	Child Skis & Bindings - A (Starting 2015	Ski Area Rentl-Rtl	C	12	A	9,786	9,786	15,771	(5,985)	15,771	15,771	15,771	-	-	-	DP
921 215 177	2019 RR-CAP	Demo Skis - A (Starting 2019 - 5 yr cycl	Ski Area Rentl-Rtl	C	12	A	10,244	10,244	6,685	3,558	6,685	6,685	6,685	-	-	-	
921 215 178	2019 RR-CAP	Poles - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12	A	4,122	4,122	3,149	973	3,149	3,149	3,149	-	-	-	
921 215 179	2019 RR-CAP	Ski Boots - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12	A	12,926	12,926	11,602	1,324	11,602	11,602	11,602	-	-	-	
921 215 180	2019 RR-CAP	Snowboard Bindings - A (Starting 2019 -	Ski Area Rentl-Rtl	C	12	A	16,584	16,584	16,476	108	16,476	16,476	16,476	-	-	-	
921 215 181	2019 RR-CAP	Snowboard Boots - A (Starting 2019 - 5	Ski Area Rentl-Rtl	C	12	A	5,220	5,220	5,349	(130)	5,349	5,349	5,349	-	-	-	
921 215 182	2019 RR-CAP	Snowboards - A (Starting 2019 - 5 yr cyc	Ski Area Rentl-Rtl	C	12	A	9,451	9,451	9,408	43	9,408	9,408	9,408	-	-	-	
923 210 183	2019 RR-CAP	DSL Asphalt Repairs	Ski Area-Mtn Ops	C	12		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	-	-	-	-	-	-	
921 210 193	2019 RR-CAP	Ski School Learning Equipment	Ski Area-Mtn Ops	C	12	A	20,246	20,246	18,543	1,703	18,543	18,543	18,543	-	-	-	
921 216 194	2019 RR-CAP	Snowplay Fencing	Snowplay	C	12		2,648	2,648	2,274	374	2,274	2,274	2,274	-	-	-	
921 216 196	2019 RR-CAP	Snowplay Fire Pits - 4 -	Snowplay	C	12	A	3,473	3,473	3,303	170	3,303	3,303	3,303	-	-	-	Spent \$3,304 in 12/2019, ok to close. AC
921 090 199	2019 RR-CAP	Furn Lounge	Tennis Complex	C	12	A	9,111	9,111	5,539	3,571	-	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	38	-	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 - Refir	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	-	-	-	-	-	-	Accelerated in 2018
921 128 208	2019 RR-CAP	Art and Accessories - Lodge and Banquet	The Lodge	C	12	A	5,649	5,649	4,468	1,180	1,236	4,468	4,468	-	-	3,000	ok to close. AC / 1/23/20: Mgr would like to spend \$31
921 128 209	2019 RR-CAP	Bar - Mahogany	The Lodge	C	12	A	5,099	3,890	3,890	-	-	3,890	3,890	-	-	-	ok to close. AC
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	7,450	(45)	(797)	7,450	7,450	-	-	-	ok to close. AC
921 128 220	2019 RR-CAP	Menu Covers	The Lodge	C	12	A	2,528	2,528	2,340	188	401	2,340	2,340	-	-	-	ok to close. AC
921 128 274	2019 RR-CAP	The Lodge - CASp Improvements	The Lodge	C	12	A	-	63,000	37,432	25,568	-	37,432	37,432	-	-	-	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	A	45,553	45,553	-	45,553	-	-	-	-	-	-	
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	

Replacement Reserve Fund

12,878,063

SPEND FOR

1/23/20

1/23/2020

201912

Replacement Reserve TL

Capital
Expense

A-Active
C-Completed
Blank-deferred or Cancelled

5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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
921 051 225	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross Trails		C	12	A	35,430	35,430	8,511	26,919	-	8,511	8,511	-	-	-	
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	19,271	19,271	-	8,101	19,271	19,271	-	-	65,295	mostly deferred to 2020 Need \$65,295 in Spring2020.
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 Per mgr defer to 2025. AC
923 051 235	2019 RR-CAP	Trail 7-12 Remodel - Alder Creek - Soft Trails		C	12	A	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	891,607	(131,260)	20,447	891,607	891,607	-	-	-	Timing b/w years (and see E), excludes DVF portion
	2019 RR-CAP	Court S-S Basketball & Path	Trout Creek BLDG	C	12		3,543	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Audio System-PA System - TCRC	Trout Creek BLDG	C	12		5,637	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Doors- Exterior -7-	Trout Creek BLDG	C	12		20,246	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Doors- Interior -7-	Trout Creek BLDG	C	12		7,086	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Doors	Trout Creek BLDG	C	12		4,001	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Parking Lot Post Lamps -10-	Trout Creek BLDG	C	12		45,553	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Lighting & Electric	Trout Creek BLDG	C	12		35,430	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Lighting	Trout Creek BLDG	C	12		14,577	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Audio System - Fitness Classroom	Trout Creek BLDG	C	12		2,746	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Fence Repairs	Trout Creek BLDG	C	12		25,507	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Lobby-Hallway Flooring	Trout Creek BLDG	C	12		40,492	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Epoxy Flooring	Trout Creek BLDG	C	12		20,246	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Flooring - Aerobic Room - Refinish	Trout Creek BLDG	C	12		8,562	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Flooring- Mateflex	Trout Creek BLDG	C	12		6,571	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Carpet Trout Crk - Kids Club, Office, Br	Trout Creek BLDG	C	12		5,082	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Furniture - Lounge	Trout Creek BLDG	C	12		10,574	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Office Furniture	Trout Creek BLDG	C	12		4,049	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside HVAC	Trout Creek BLDG	C	12		10,123	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	HVAC	Trout Creek BLDG	C	12		9,508	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Landscaping-Lawns-Ir - Phase 1	Trout Creek BLDG	C	12		17,715	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside FF&E	Trout Creek BLDG	C	12		41,504	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	12		12,148	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Counters	Trout Creek BLDG	C	12		10,123	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Mirrors	Trout Creek BLDG	C	12		6,580	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Plumbing & Fixtur	Trout Creek BLDG	C	12		40,492	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	12		6,074	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Alarm Detection Control Panel - Trout C	Trout Creek BLDG	C	12		2,627	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	12		2,035	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	12		7,651	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Signage	Trout Creek BLDG	C	12		2,025	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Siding (new)	Trout Creek BLDG	C	12		76,304	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Structural Remodel	Trout Creek BLDG	C	12		32,393	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Concrete Capping Entryway/ADA	Trout Creek BLDG	C	12		12,779	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Tile	Trout Creek BLDG	C	12		80,984	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building - Int Trim	Trout Creek BLDG	C	12		15,184	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Window Screens	Trout Creek BLDG	C	12		2,278	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Building Windows - (new)	Trout Creek BLDG	C	12		45,553	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	12		35,736	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Windows	Trout Creek BLDG	C	12		15,315	-	-	-	-	-	-	-	-	-	
	2019 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	12		15,315	-	-	-	-	-	-	-	-	-	
921 132 239	2019 RR-CAP	Playground Furniture & Umbrellas	Trout Creek BLDG	C	12	A	9,920	9,920	8,690	1,230	-	8,690	8,690	-	-	-	
921 132 302	2019 RR-ACC-CAP	Strength Equipment	Trout Creek FITNESSEQ	C	12	A	-	78,000	77,129	871	38,550	77,129	77,129	-	-	-	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	-	-	-	-	-	-	-	-	
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

Replacement Reserve Fund

12,878,063

SPEND FOR

1/23/20

1/23/2020

201912

Replacement Reserve TL

Capital

Expense

A-Active

C-Completed

Blank-deferred or Cancelled

5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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
921 132 249	2019 RR-CAP	Dolphin 2x2 Pool Sweeper	Trout Creek POOLSPA	C	12	A	5,519	5,519	5,839	(320)	-	5,839	5,839	-	-		
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	-	-	-	-	-	-	Accelerated in 2018. Update 1/14/20. Defer to 2021 pe
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	15,718	-	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 Restromm Design	Northwoods	E	12	A	-	-	-	-	(2,600)	-	13,727	-	-		needs to be reclassified to 2019 Project C
723 128 260	2018 RR-EXP	Engng Svcs and Constr Does - Covid W	The Lodge	E	12	A	-	-	-	-	(1,181)	-	9,677	-	-		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	153,929	-	-		
923 025 117	2019 RR-EXP	Zendesk - Member Services	IT	E	12	A	-	11,743	13,027	(1,284)	1,251	13,027	13,027	-	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	35,747	(1,838)	3,123	35,747	35,747	-	-		
923 010 007	2019 RR-EXP	Mail Machine - Lease	Administration	E	12	A	4,117	4,117	4,443	(326)	-	4,443	4,443	-	-		
923 165 268	2019 RR-EXP	Reserve Payroll Allocation	Administration	E	12	A	136,650	136,650	134,000	2,650	11,163	134,000	134,000	-	-		
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	0	-	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	-	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)	-	13,063	13,063	-	8,957		Mgr needs for Winter 2020 & Spring 2020. AC
923 110 029	2019 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	99		2,050	-	-	-	-	-	-	-	2,050		inclcd 3yrs back billing
923 110 304	2019 RR-ACC-EXP	Alder Creek Adventure Center - Boiler 1	Cross Country	E	12	A	4,100	4,100	4,072	28	-	4,072	4,072	-	-		
923 110 305	2019 RR-ACC-EXP	ACAC - Boiler 1 & 2 Repairs and Repla	Cross Country	E	12	A	1,300	1,459	(159)	163	-	1,459	1,459	-	-		
923 110 309	2019 RR-ACC-EXP	ACAC - Culvert Repair	Cross Country	E	12	A	50,000	45,913	4,087	5,626	-	45,913	45,913	-	-		
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	0	-	10,286	10,286	-	-		
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	A	84,893	84,893	84,893	0	-	84,893	84,893	-	-		
923 050 045	2019 RR-EXP	Mastication - Small Equipment	Forestry	E	12		26,793	26,793	-	26,793	-	-	-	-	-	26,793	Need \$26,793 in 2020 to spend. AC
923 050 046	2019 RR-EXP	Year 3 - Forestry Storm Damage	Forestry	E	12	A	153,276	153,276	152,232	1,044	-	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	0	-	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	0	-	2,064	2,064	-	-		
923 025 072	2019 RR-EXP	Fiber Optic Leases	IT	E	12	A	43,414	43,414	43,009	405	3,910	43,009	43,009	-	-		
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	29,637	4,275	-	29,637	29,637	-	-		at B
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	A	19,269	19,269	33,747	(14,478)	2,576	33,747	33,747	-	-		new solution with cost savings in place, Dec'19
923 025 084	2019 RR-EXP	VICOMAP - Website	IT	E	12		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	6,606	1,067	648	6,606	6,606	-	-		at B
923 025 097	2019 RR-EXP	Arc GIS - Forestry - Software	IT	E	12		1,100	1,100	-	1,100	-	-	-	-	-		cancel
923 025 098	2019 RR-EXP	ConnectWise Automate Software	IT	E	12	A	7,213	7,213	7,110	103	593	7,110	7,110	-	-		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	13,665	13,667	-	13,665	13,665	-	-		

Replacement Reserve Fund

12,878,063

SPEND FOR

1/23/20

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201912

Replacement Reserve TL

Capital
Expense

A-Active

C-Completed

Blank-deferred or Cancelled

5,040,000	3,933,693	3,409,911	512,853	302,420	3,409,911	5,402,043	-	978,031	192,023
3,721,000	2,705,897	2,422,048	272,919	262,056	2,422,048	4,189,350	-	660,842	128,768
1,319,000	1,227,796	987,862	239,934	40,364	987,862	1,212,693	-	317,190	63,255

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
923 025 101	2019 RR-EXP	Gold Mine Software	IT	E	12		1,537	1,537	-	1,537	-	-	-	-	-	-	cancel
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 Mngmnt	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	-	1,140	1,140	-	-	-	Done
923 025 110	2019 RR-EXP	POS Licenses	IT	E	12		8,351	8,351	-	8,351	-	-	-	-	-	-	not needed, cancelled
923 025 112	2019 RR-EXP	Reserve Fund Software	IT	E	12	A	3,040	3,040	3,105	(65)	-	3,105	3,105	-	-	-	
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	99		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	12		5,037	5,037	5,037	-	5,037	5,037	5,037	-	-	-	
923 160 120	2019 RR-EXP	Maint.Yd. Asphalt Repairs	Maintenance	E	99		5,087	-	-	-	-	-	-	-	5,087	-	
923 160 121	2019 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	12	A	7,695	7,695	7,420	275	-	7,420	7,420	-	-	-	
923 160 127	2019 RR-EXP	Vehicle Maint Bay - Epoxy Flooring	Maintenance	E	12	A	3,603	3,603	3,603	-	1,802	3,603	3,603	-	-	-	2,000 to move to Expense in Dec19. Mgr needs \$2k for Labo
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Rej	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	99		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		-	-	-	-	-	-	-	-	-	-	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	0	-	11,844	11,844	-	-	-	
923 005 152	2019 RR-EXP	Deck-Pavers Repair	Northwoods	E	99		7,154	-	-	-	-	-	-	-	-	7,154	
923 211 166	2019 RR-EXP	Eagle Rock - Haul Rope Splice	Ski Area - Lift Maintenance	E	99		12,208	-	-	-	-	-	-	-	-	12,208	
923 211 170	2019 RR-EXP	Tower Painting - Eagle Rock	Ski Area - Lift Maintenance	E	99		20,359	-	-	-	-	-	-	-	-	20,359	
923 210 172	2019 RR-EXP	Building/Fence Stain - Top Shop	Ski Area - Vehicle Maintenance	E	12	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	99		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	99		4,733	4,733	-	4,733	-	-	-	-	-	4,733	
923 210 187	2019 RR-EXP	DSL-Fire Lane Seal	Ski Area-Mtn Ops	E	99		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		3,038	-	-	-	-	-	-	-	-	3,038	
923 210 189	2019 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	99		2,059	-	-	-	-	-	-	-	-	2,059	deferred to 2020
923 210 191	2019 RR-EXP	Stormwater - Containment- Clean out Lot	Ski Area-Mtn Ops	E	99		5,061	-	-	-	-	-	-	-	-	5,061	
923 216 195	2019 RR-EXP	Snowplay ADA Ramp, Stairs, Walkway	Snowplay	E	99		25,183	-	-	-	-	-	-	-	-	25,183	deferred to 2020
923 090 197	2019 RR-EXP	Tennis Access Rd. - Parking - Seal -Strip	Tennis Complex	E	12	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	(0)	-	1,213	1,213	-	-	-	
923 090 202	2019 RR-EXP	Court Crack Repairs	Tennis Complex	E	99		6,417	-	-	-	-	-	-	-	-	6,417	deferred to 2020
923 090 285	2019 RR-ACC-EXP	Tennis Center Perimeter Fence Repairs	Tennis Complex	E	12	A	4,935	4,935	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	-	-	-	Accelerated in 2019 due to damage
923 128 207	2019 RR-EXP	Appliance - Walk-in Refrigeration Re	The Lodge	E	99		2,039	-	-	-	-	-	-	-	-	2,039	deferred to 2020
923 128 210	2019 RR-EXP	Concrete Repairs	The Lodge	E	12	A	10,087	10,087	311	9,776	-	311	311	-	-	-	
923 128 212	2019 RR-EXP	Deck - Pavers - Repairs	The Lodge	E	99		8,078	-	-	-	-	-	-	-	-	8,078	deferred to 2020
923 128 215	2019 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	99		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	63,170	63,170	63,170	-	180	63,170	63,170	-	-	-	to net to zero, insurance claim item
923 128 306	2019 RR-ACC-EXP	Roof Repairs - The Lodge	The Lodge	E	12	A	8,075	8,075	8,075	-	8,075	8,075	8,075	-	-	-	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	-	-	-	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	-	-	-	
923 051 222	2019 RR-EXP	Trails Master Plan - Consultant	Trails	E	12		-	-	-	-	-	-	-	-	-	-	
923 051 221	2019 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	99		2,050	-	-	-	-	-	-	-	-	2,050	needs to be reclassified to C project, as Budgeted
923 051 229	2019 RR-EXP	Trail 23-24 Repair - Glacier Way - Cons	Trails	E	12		3,061	-	-	-	-	-	-	-	-	-	
923 051 230	2019 RR-EXP	Trail 25-26 Repair - Const	Trails	E	12	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		25,505	-	-	-	-	-	-	-	25,505	-	deferred

Replacement Reserve Fund

12,878,063

SPEND FOR MONTH

1/23/20

1/23/2020

Replacement Reserve TL
Capital
Expense

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

3,933,693 3,409,911 512,853
2,705,897 2,422,048 272,919
1,227,796 987,862 239,934

302,420 3,409,911 5,402,043
262,056 2,422,048 4,189,350
40,364 987,862 1,212,693

- 978,031 192,023
- 660,842 128,768
- 317,190 63,255

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
923 051 236	2019 RR-EXP	Trail 7-8 Repair - Alder Creek Trail - So	Trails	E	12	A	25,505	25,505	-	25,505	-	-	-	-	-	25,505	Need for Fall 2020. AC
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		-	77,663	-	77,663	-	-	-	-	-	-	-
	2019 RR-EXP	Asphalt Repairs	Trout Creek BLDG	E	12		11,092	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	12		10,218	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	12		8,098	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	12		17,855	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	12		10,123	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Restrooms - Gynside Paint	Trout Creek BLDG	E	12		10,123	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	12		10,152	-	-	-	-	-	-	-	-	-	-
	2019 RR-EXP	Trout Creek Seal-Stripe	Trout Creek BLDG	E	99		19,016	-	-	-	-	-	-	-	19,016	-	Defer to 2020
923 132 238	2019 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	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)	-	(38)	-	-	-	-	-	-	rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	A	1,887	1,887	-	1,887	-	-	-	-	-	-	rounding in Forecast

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December 2019

Year-to-Date December 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 %		
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$	
118,995	72,000	67,000	46,995	65%	51,995	78%	36053	Revenue									
								ALLOCATED RECREATION FEE	1,180,445	1,110,000	1,065,610	70,445	6%	114,835	11%	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	
0	0	0	0	0%	0	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	
369,146	238,400	331,478	130,746	55%	37,668	11%	35560	Ski Lift Revenue - Public	1,530,919	1,271,800	952,207	259,119	20%	578,711	61%	1,271,800	
0	0	16,363	0	0%	-16,363	-100%	35562	Ski Lift Revenue - Guest	46,017	0	16,363	46,017	0%	29,654	181%	0	
61,590	37,000	64,160	24,590	66%	-2,570	-4%	35565	Ski Lift Revenue - P.O.	197,774	117,000	133,886	80,774	69%	63,888	48%	117,000	
66,470	35,100	39,748	31,370	89%	26,722	67%	35570	Ski Passes - Public	285,751	156,000	205,650	129,751	83%	80,101	39%	156,000	
82,316	48,900	45,186	33,416	68%	37,130	82%	35575	Ski Passes - P.O.	296,276	224,000	254,934	72,276	32%	41,342	16%	224,000	
268	500	677	-232	-46%	-410	-60%	35597	Ski Team - Public	9,130	4,000	5,144	5,130	128%	3,986	77%	4,000	
979	1,000	1,023	-21	-2%	-43	-4%	35598	Ski Team - P.O.	14,746	10,000	10,525	4,746	47%	4,220	40%	10,000	
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0	
1,062	1,500	1,164	-438	-29%	-102	-9%	35594	Snowplay Member	2,581	5,100	1,914	-2,519	-49%	667	35%	5,100	
21,009	20,000	17,560	1,009	5%	3,449	20%	35596	Snowplay Guest	80,274	67,400	51,132	12,874	19%	29,143	57%	67,400	
34,782	51,600	44,918	-16,818	-33%	-10,136	-23%	35595	Snowplay Public	125,389	173,600	125,874	-48,211	-28%	-485	0%	173,600	
22,670	11,700	19,082	3,588	19%	3,588	19%	35610	P.O. Daily Trail Fee	68,915	45,000	38,752	23,915	53%	30,163	78%	45,000	
66,306	42,100	56,212	24,206	57%	10,094	18%	35615	Public Daily Trail Fee	273,903	244,000	184,788	29,903	12%	89,115	48%	244,000	
28,988	14,100	27,695	14,888	106%	1,293	5%	35620	Guest Daily Trail Fee	103,774	42,000	42,409	61,774	147%	61,365	145%	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	
60	1,200	835	-1,140	-95%	-775	-93%	36012	Special Events Revenue	56,532	63,000	55,530	-6,469	-10%	1,001	2%	63,000	
0	0	0	0	0%	0	0%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000	
3,096	4,300	4,164	-1,204	-28%	-1,068	-26%	36054	Daily Usage Fee - Member	47,406	53,950	44,012	-6,544	-12%	3,394	8%	53,950	
21,021	26,700	23,908	-5,679	-21%	-2,887	-12%	36055	Daily Usage Fee - Guest	481,186	494,650	427,984	-13,464	-3%	53,202	12%	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	
779,763	534,100	694,173	245,663	46%	85,590	12%		Total Direct Access & Use	4,445,118	4,135,800	3,607,044	309,318	7%	838,075	23%	4,135,800	
265,813	305,945	328,675	-40,132	-13%	-62,862	-19%	3310...	Food	2,904,763	3,354,400	3,040,322	-449,637	-13%	-135,559	-4%	3,354,400	
-19,170	-16,750	-18,226	-2,420	-14%	-944	-5%		Food Discounts	-225,295	-297,800	-252,740	72,505	24%	27,445	11%	-297,800	
-6,296	-10,300	-8,248	4,004	39%	1,952	24%	33152	EE Discounts	-85,915	-103,600	-86,897	17,685	17%	982	1%	-103,600	
-1,208	-2,200	-579	992	45%	-630	-109%	33154	Guest Relations aka Manager	-21,846	-31,800	-22,661	9,954	31%	815	4%	-31,800	
-302	-50	0	-252	-503%	-302	0%	33156	InterDept Discounts	-5,895	-2,000	-6,935	-3,895	-195%	1,040	15%	-2,000	
-11,365	-4,200	-9,400	-7,165	-171%	-1,965	-21%	3316...	Marketing Discounts	-111,638	-160,400	-136,246	48,762	30%	24,608	18%	-160,400	
22,571	22,000	27,307	571	3%	-4,736	-17%	33180	Food NA Beverage	172,231	201,900	177,538	-29,669	-15%	-5,307	-3%	201,900	
269,214	311,195	337,756	-41,981	-13%	-68,542	-20%		Food subtotal	2,851,699	3,258,500	2,965,120	-406,801	-12%	-113,420	-4%	3,258,500	
32,122	33,108	36,508	-986	-3%	-4,386	-12%	3322...	Beer	341,660	376,000	366,533	-34,340	-9%	-24,872	-7%	376,000	
-670	0	-596	-670	0%	-74	-12%	3322...	Beer Discounts	-9,394	0	-7,739	-9,394	0%	-1,655	-21%	0	
33,669	25,670	34,246	7,999	31%	-577	-2%	33242	Liquor	390,315	292,100	353,813	98,215	34%	36,502	10%	292,100	
-523	0	-725	-523	0%	202	28%	3324...	Liquor Discounts	-7,818	0	-11,275	-7,818	0%	3,458	31%	0	
33,198	41,367	38,106	-8,169	-20%	-4,909	-13%	33262	Wine	408,583	505,100	413,142	-96,517	-19%	-4,559	-1%	505,100	
-600	0	-536	-600	0%	-64	-12%	3326...	Wine Discounts	-8,054	0	-13,697	-8,054	0%	5,643	41%	0	
1,458	0	1,906	1,458	0%	-448	-23%	33268	Corkage Fees	23,741	0	20,829	23,741	0%	2,913	14%	0	
-660	0	-740	-660	0%	80	11%	33269	Corkage Fee Discounts	-12,413	0	-8,567	-12,413	0%	-3,847	-45%	0	
97,994	100,145	108,168	-2,151	-2%	-10,175	-9%		Beverage subtotal	1,126,621	1,173,200	1,113,038	-46,579	-4%	13,583	1%	1,173,200	
-211	6,860	570	-7,071	-103%	-781	-137%	3328...	Misc other F&B	218,458	162,100	208,573	56,358	35%	9,885	5%	162,100	
0	-100	0	100	100%	0	0%	33299	InterDept Food Sales	-4,398	0	-3,992	-4,398	0%	-405	-10%	0	
-211	6,760	570	-6,971	-103%	-781	-137%		Other F&B subtotal	214,061	162,100	204,581	51,961	32%	9,480	5%	162,100	
366,996	418,100	446,494	-51,104	-12%	-79,498	-18%		Total Food and Beverage	4,192,381	4,593,800	4,282,739	-401,419	-9%	-90,358	-2%	4,593,800	
263,496	279,300	339,837	-15,804	-6%	-76,341	-22%		F&B Revenue by Segment:	3,562,473	3,350,000	3,749,811	212,473	6%	-187,338	-5%	3,350,000	
110,241	123,800	161,870	-13,559	-11%	-51,628	-32%	33910	F&B-Dining Room	1,461,430	1,262,000	1,698,800	199,430	16%	-237,370	-14%	1,262,000	
65,084	72,700	67,895	-7,616	-10%	-2,811	-4%	33920	F&B-Pub	761,640	793,000	713,976	-31,360	-4%	47,664	7%	793,000	
21,564	44,500	42,039	-22,936	-52%	-20,475	-49%	33930	F&B-Banquets	737,200	730,000	707,592	7,200	1%	29,608	4%	730,000	
0	0	4,721	0	0%	-4,721	-100%	33940	F&B-Lunch	44,879	86,000	127,073	-41,121	-48%	-82,194	-65%	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	
66,607	38,300	59,699	28,307	74%	6,908	12%	33980	Snowplay Food Truck	5,629	0	11,005	5,629	0%	-5,375	-49%	0	
0	0	0	0	0%	0	0%	33990	Cafeteria	404,827	295,000	320,723	109,827	37%	84,104	26%	295,000	
-1,251	0	-1,985	-1,251	0%	735	37%	33989	Employee Housing	0	19,000	0	-19,000	-100%	0	0%	19,000	
-473	0	-273	-473	0%	-199	-73%	33163	Mkt Discounts, Happy Hour Fo	-24,649	0	-29,829	-24,649	0%	5,180	17%	0	

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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	
			\$	%	\$	%						\$	%	\$	%	
-1,944	0	-2,530	-1,944	0%	585	23%		Mkt Discounts, Happy Hour	-35,575	0	-45,771	-35,575	0%	10,196	22%	0
50	0	250	50	0%	-200	-80%	36015	Sales - Firewood	5,720	5,000	4,273	720	14%	1,447	34%	5,000
6,699	0	2,849	6,699	0%	3,851	135%	36016	Sales - Timber	6,699	0	21,027	6,699	0%	-14,328	-68%	0
0	0	0	0	0%	0	0%	36017	Sales - Chips	11,088	0	16,417	11,088	0%	-5,329	-32%	0
97,304	72,700	102,616	24,604	34%	-5,312	-5%	36030	Sales - Retail	664,134	605,400	621,677	58,734	10%	42,456	7%	605,400
-2,469	-1,300	-1,627	-1,627	-90%	-842	-52%	38015	Employee Discounts	-25,711	-12,900	-14,575	-12,811	-99%	-11,136	-76%	-12,900
0	0	0	0	0%	0	0%	38017	Homeowner Discounts	-4,738	-4,000	-738	-738	-18%	-34	-1%	-4,000
-6,441	-5,300	-7,638	-1,141	-22%	1,197	16%	38020	Discounts - Retail	-54,595	-62,000	-73,498	7,405	12%	18,903	26%	-62,000
-276	0	-68	-276	0%	-208	-305%	38025	Promotion Discounts	-1,570	-2,000	-2,589	431	22%	1,020	39%	-2,000
94,868	66,100	96,381	28,768	44%	-1,513	-2%		Total Retail Product Reve	601,026	529,500	568,028	71,526	14%	32,998	6%	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
106,869	65,500	95,646	41,369	63%	11,222	12%	(355...	Lessons - Group	409,729	370,800	279,772	38,929	10%	129,958	46%	370,800
129,438	88,700	125,161	40,738	46%	4,278	3%	(355...	Lessons - Private	525,100	360,500	410,762	164,600	46%	114,338	28%	360,500
260	200	431	60	30%	-170	-39%	35585	Lessons - Masters Program	3,955	2,500	3,129	1,455	58%	826	26%	2,500
66,678	62,100	78,203	4,578	7%	-11,526	-15%	3559...	Snowflakes	334,818	260,800	260,076	74,018	28%	74,742	29%	260,800
273,386	201,300	254,120	72,086	36%	19,266	8%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
0	0	0	0	0%	0	0%	3604...	Rentals	1,197,419	1,145,000	943,467	52,419	5%	253,953	27%	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
352	1,700	1,288	-1,348	-79%	-936	-73%	3604...	Child Care	1,499	14,000	16,078	-12,501	-89%	-14,579	-91%	14,000
3,299	8,500	9,007	-5,201	-61%	-5,708	-63%	36050	Aerobics	76,245	87,000	90,300	-10,755	-12%	-14,055	-16%	87,000
506	500	950	6	1%	-444	-47%	36056	Fitness/Training	7,266	5,000	9,190	2,266	45%	-1,924	-21%	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
1,674	1,700	2,007	-26	-2%	-333	-17%	36051	Massage	13,475	18,000	18,000	-4,525	-25%	-4,565	-25%	18,000
115	0	240	115	0%	-125	-52%	36057	Towels/Lockers	2,135	1,000	1,020	1,135	114%	1,115	109%	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
582,577	430,200	567,052	152,377	35%	15,525	3%		Total Lessons & Rental R	3,315,431	3,029,800	2,857,164	285,631	9%	458,266	16%	3,029,800
585	2,400	585	-1,815	-76%	0	0%	32010	Aso - Fees	48,760	79,000	64,416	-30,240	-38%	-15,656	-24%	79,000
270	1,000	-180	-730	-73%	450	250%	32020	Inspection Fees	22,360	30,000	27,680	-7,641	-25%	-5,321	-19%	30,000
4,763	500	4,988	4,263	853%	-225	-5%	32030	Fines	16,050	6,000	15,168	10,050	167%	882	6%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
2,252	3,610	-8,910	-1,358	-38%	11,162	125%	34010	Interest	114,156	49,120	63,862	65,036	132%	50,295	79%	49,120
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
2,752	2,200	2,499	552	25%	253	10%	34020	Late Charges	36,131	34,000	32,425	2,131	6%	3,706	11%	34,000
0	-200	0	200	100%	-197	0%	34030	Lien Fees	12,960	9,000	8,695	3,960	44%	4,265	49%	9,000
-197	-200	0	4	2%	-197	0%	34040	Delinquency Fees	40,498	42,000	41,151	-1,502	-4%	-653	-2%	42,000
14,580	11,600	9,480	2,980	26%	5,100	54%	34050	Transfer Fees	157,050	148,000	161,485	9,050	6%	-4,435	-3%	148,000
20	0	30	20	0%	-10	-33%	34060	NSF Charges	80	0	80	80	0%	0	0%	0
0	0	0	0	0%	0	-100%	34070	Shopping Bags	0	0	0	0	0%	0	-100%	0
1,375	0	-1,200	1,375	0%	2,575	215%	34075	Sponsorships	21,250	5,000	18,520	16,250	325%	2,730	15%	5,000
16,705	18,000	17,180	-1,295	-7%	-475	-3%	34080	Communications Ad Revenue	226,063	210,000	202,366	16,063	8%	23,697	12%	210,000
1,739	2,500	2,438	-761	-30%	-699	-29%	37018	Lease Revenue	26,885	30,000	36,889	-3,115	-10%	-10,003	-27%	30,000
12,791	8,090	13,869	4,701	58%	-1,077	-8%	37020	Other Revenue	89,643	104,980	85,298	-15,337	-15%	4,345	5%	104,980
25,847	14,000	22,235	11,847	85%	3,612	16%	38005	Employee Housing Revenue	112,644	69,000	116,734	43,644	63%	-4,090	-4%	69,000
0	0	30,724	0	0%	-30,724	-100%	37030	Forestry Grant Revenue	20,438	0	95,693	20,438	0%	-75,256	-79%	0
83,482	63,500	93,738	19,982	31%	-10,255	-11%		Total Other Revenue	961,116	816,100	972,461	145,016	18%	-11,344	-1%	816,100
2,026,681	1,584,000	1,964,838	442,681	28%	61,843	3%		GROSS REVENUE (GREV)	14,695,518	14,215,000	13,353,046	480,518	3%	1,342,472	10%	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
-27,560	-30,960	-30,585	3,400	11%	3,025	10%	43110	Meat	-272,208	-321,400	-277,157	49,192	15%	4,949	2%	-321,400
-16,565	-14,300	-15,436	-2,265	-16%	-1,129	-7%	43120	Seafood	-162,517	-205,270	-157,342	42,753	21%	-5,175	-3%	-205,270
-16,422	-13,390	-21,013	-3,032	-23%	4,591	22%	43130	Produce	-188,385	-154,280	-200,804	-34,105	-22%	12,419	6%	-154,280
-8,199	-12,880	-11,153	4,681	36%	2,954	26%	43140	Dairy	-93,164	-143,250	-107,336	50,086	35%	14,173	13%	-143,250
-4,266	-6,990	-6,716	2,724	39%	2,450	36%	43150	NA Beverage	-49,542	-68,010	-58,258	18,468	27%	8,716	15%	-68,010
-25,858	-23,369	-31,264	-2,489	-11%	5,406	17%	43160	Food Other	-263,566	-226,891	-287,531	-36,675	-16%	23,964	8%	-226,891
662	5,350	3,514	-4,688	-88%	-2,852	-81%	43190	Mktg Discounts credit	52,621	76,200	70,843	-23,579	-31%	-18,221	-26%	76,200
2,279	3,309	2,804	-1,031	-31%	-525	-19%	43192	EE Meals credit	33,849	41,951	38,976	-8,103	-19%	-5,128	-13%	41,951

Tahoe Donner Association
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December 2019

Year-to-Date December 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 %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-95,929	-93,230	-109,850	-2,699	-3%	13,921	13%		Food Cogs	-942,912	-1,000,950	-979,652	58,038	6%	36,739	4%	-1,000,950
-8,099	-8,100	-8,978	1	0%	879	10%	43270	Beer	-85,590	-92,070	-89,589	6,480	7%	3,999	4%	-92,070
-8,286	-5,220	-7,607	-3,066	-59%	-679	-9%	43280	Liquor	-68,504	-60,190	-71,511	-8,314	-14%	3,008	4%	-60,190
-7,007	-12,350	-11,711	5,343	43%	4,704	40%	43290	Wine	-128,341	-151,980	-127,359	23,639	16%	-982	-1%	-151,980
-23,392	-25,670	-28,296	2,278	9%	4,904	17%		Beverage Cogs	-282,434	-304,240	-288,460	21,806	7%	6,026	2%	-304,240
-47,310	-32,300	-46,734	-15,010	-46%	-576	-1%		Retail Product Cogs	-336,335	-307,810	-305,412	-28,525	-9%	-30,923	-10%	-307,810
-166,631	-151,200	-184,879	-15,431	-10%	18,249	10%		Total COGS	-1,561,681	-1,613,000	-1,573,523	51,319	3%	11,842	1%	-1,613,000
-08.2%	-09.5%	-09.4%	01.3%	13.9%	01.2%	12.6%		Total Cogs / GREV %	-10.6%	-11.3%	-11.8%	00.7%	06.3%	01.2%	09.8%	-11.3%
-49.9%	-48.9%	-48.5%	-01.0%	-02.1%	-01.4%	-02.8%		Retail Product Cogs / Retail R	-56.0%	-58.1%	-53.8%	02.2%	03.7%	-02.2%	-04.1%	-58.1%
-45.5%	-44.4%	-44.2%	-01.0%	-02.3%	-01.3%	-02.8%		Retail Product Cogs / Retail R	-48.9%	-50.4%	-46.0%	01.5%	03.0%	-02.9%	-06.2%	-50.4%
-32.5%	-28.4%	-30.9%	-04.1%	-14.3%	-01.6%	-05.1%		F&B Cogs / F&B Rev %	-29.2%	-28.4%	-29.6%	-00.8%	-02.9%	00.4%	01.3%	-28.4%
-33.3%	-28.4%	-30.9%	-04.8%	-17.0%	-02.4%	-07.8%		Food %, preDiscounts	-30.6%	-28.1%	-30.4%	-02.5%	-08.9%	-00.2%	-00.7%	-28.1%
-35.6%	-30.0%	-32.5%	-05.7%	-18.9%	-03.1%	-09.6%		Food %, postDiscounts	-33.1%	-30.7%	-33.0%	-02.3%	-07.6%	00.0%	-00.1%	-30.7%
-18.9%	-31.8%	-24.6%	12.9%	40.5%	05.7%	23.2%		Food NA Beverage %	-28.8%	-33.7%	-32.8%	04.9%	14.6%	04.0%	12.3%	-33.7%
-23.9%	-25.6%	-26.2%	01.8%	06.9%	02.3%	08.7%		COGS % Beverage, incld CF,n	-25.1%	-25.9%	-25.9%	00.9%	03.3%	00.8%	03.3%	-25.9%
-25.7%	-24.5%	-25.0%	-01.3%	-05.2%	-00.7%	-03.0%		COGS % Beer,net	-25.8%	-24.5%	-25.0%	-01.3%	-05.2%	-00.8%	-03.2%	-24.5%
-25.0%	-20.3%	-22.7%	-04.7%	-22.9%	-02.3%	-10.2%		COGS % Liquor,net	-17.9%	-20.6%	-20.9%	02.7%	13.1%	03.0%	14.2%	-20.6%
-21.5%	-29.9%	-31.2%	08.4%	28.0%	09.7%	31.0%		COGS % Wine,net	-32.0%	-30.1%	-31.9%	-02.0%	-06.5%	-00.2%	-00.5%	-30.1%
1,860,051	1,432,800	1,779,959	427,251	30%	80,092	4%		Gross Margin (GREV-COG)	13,133,836	12,602,000	11,779,523	531,836	4%	1,354,313	11%	12,602,000
								PAYROLL								
								SALARIES & WAGES								
-529,360	-318,711	-308,800	-210,649	-66%	-220,560	-71%	5110...	Salaries - Exempt - Regular & Ot	-3,992,572	-3,918,000	-3,695,265	-74,572	-2%	-297,307	-8%	-3,918,000
0	0	0	0	0%	0	0%	51106	Salaries - Exempt - Commissions	-41,160	-23,000	-32,616	-18,160	-79%	-8,543	-26%	-23,000
-155,777	-174,939	-178,926	19,162	11%	23,149	13%	5122...	Wages - FTRRegular	-1,848,877	-2,107,637	-1,916,538	258,760	12%	67,661	4%	-2,107,637
-445,097	-439,038	-446,815	-6,059	-1%	1,717	0%	5124...	Wages - Seasonal & PartTime	-4,104,070	-4,163,463	-3,862,867	59,393	1%	-241,203	-6%	-4,163,463
0	-2,000	2,949	2,000	100%	2,949	100%	5122...	Wages-FTR-Commissions	-900	-30,000	-44,131	29,101	97%	43,231	98%	-30,000
-5,229	-10,300	-7,789	5,071	49%	2,560	33%	51246	Wages-Seasonal-Commissions	-88,921	-89,900	-96,967	979	1%	8,046	8%	-89,900
15,063	-11,916	-49,094	26,979	226%	64,157	131%	5110...	Incentive Program, Exempt	-332,184	-143,000	-350,167	-189,184	-132%	17,983	5%	-143,000
-3,104	-2,500	-12,830	-604	-24%	9,726	76%	51227	Incentive Program, FTR, NonEx	-99,925	-30,000	-105,118	-69,925	-233%	5,193	5%	-30,000
-3,695	0	-3,867	-3,695	0%	173	4%	51247	Incentive Program, Seasonal, N	-72,868	-10,000	-47,035	-62,868	-629%	-25,832	-55%	-10,000
24,895	23,500	47,353	1,395	6%	-22,458	-47%	51299	Capitalized Payroll Direct S&W	302,212	282,000	397,428	20,212	7%	-95,216	-24%	282,000
-1,102,304	-935,904	-963,718	-166,400	-18%	-138,587	-14%		Total Salaries & Wages, DIRECT	-10,279,263	-10,233,000	-9,753,277	-46,263	0%	-525,986	-5%	-10,233,000
-489,402	-307,127	-310,541	-182,275	-59%	-178,861	-58%		Salaries sub-total	-4,063,703	-3,802,000	-3,680,621	-261,703	-7%	-383,083	-10%	-3,802,000
-612,902	-628,777	-653,176	15,875	3%	40,274	6%		Wage sub-total	-6,215,560	-6,431,000	-6,072,656	215,440	3%	-142,904	-2%	-6,431,000
-158,881	-179,439	-194,706	20,558	11%	35,824	18%		Wage-FTR subsubtotal	-1,949,701	-2,167,637	-2,065,787	217,936	10%	116,085	6%	-2,167,637
-454,021	-449,338	-458,471	-4,683	-1%	4,450	1%		Wage-Seasonal subsubtotal	-4,265,859	-4,263,363	-4,006,870	-2,496	0%	-258,989	-6%	-4,263,363
-54.4%	-59.1%	-49.0%	04.7%	07.9%	-05.3%	-10.9%		PayrollDirect %ofRevenu	-69.9%	-72.0%	-73.0%	02.0%	02.8%	03.1%	04.2%	-72.0%
5,252	-1,209	-12,220	6,461	534%	17,472	143%	51108	PTO net\$ accrual, in Salaries	32,855	-17,909	-24,418	50,764	283%	57,272	235%	-17,909
-1,160	-1,000	-3,539	-160	-16%	2,380	67%	51228	PTO net\$ accrual, in Wages FTR	-4,707	-12,000	-9,794	7,293	61%	5,086	52%	-12,000
4,093	-2,209	-15,759	6,302	285%	19,851	126%		PTO net accrual, in PD Total	28,147	-29,909	-34,211	58,056	194%	62,358	182%	-29,909
-1793.4	0.0	-2264.1	-1793.4	0.0	470.7	0.2		Wage Overtime Hours	-16178.4	0.0	-15190.6	-16178.4	0.0	-987.9	-0.1	0.0
-33981.0	-35436.7	-36303.9	1455.7	0.0	2322.8	0.1		Wage Total Hours	-345484.5	-362184.4	-352496.8	16699.9	0.0	7012.3	0.0	-362184.4
18.00	17.72	17.89	0.29	0.02	0.11	0.01		Wage ROP avg	17.98	17.72	17.20	0.25	0.01	0.78	0.05	17.72
-6928.5	-7798.5	-6933.6	870.0	0.1	5.1	0.0		EXEMPT Hours	-89162.6	-98337.8	-88031.0	9175.2	0.1	-1131.6	0.0	-98337.8
								PAYROLL BURDEN								
-92,917	-119,130	-61,141	26,213	22%	-31,776	-52%	5130...	Payroll Taxes	-989,994	-1,149,000	-973,442	159,006	14%	-16,552	-2%	-1,149,000
-35,343	-65,900	-56,129	30,557	46%	20,786	37%	5130...	Workers Compensation	-461,946	-569,000	-528,500	107,054	19%	66,553	13%	-569,000
-80,814	-76,363	-67,286	-4,451	-6%	-13,528	-20%	5130...	Group Insurance	-882,896	-937,000	-798,753	54,104	6%	-84,143	-11%	-937,000
-14,437	-17,190	-2,993	2,753	16%	-11,445	-382%	5130...	Retirement Plan	-162,501	-205,000	-152,229	42,499	21%	-10,272	-7%	-205,000
3,827	3,576	7,929	251	7%	-4,102	-52%	51499	Capitalized Payroll Burden	46,638	43,000	64,551	3,638	8%	-17,913	-28%	43,000
-219,685	-275,007	-179,621	55,322	20%	-40,064	-22%		PAYROLL BURDEN Total	-2,450,700	-2,817,000	-2,388,373	366,300	13%	-62,327	-3%	-2,817,000
-78,561	-95,087	-59,238	16,526	17%	-19,323	-33%	(513...	subtotal, Burden-Salary	-1,020,218	-1,130,000	-991,902	109,782	10%	-28,316	-3%	-1,130,000
-64,016	-74,326	-52,330	10,310	14%	-11,686	-22%	(514...	subtotal, Burden-Wage-FTR	-695,006	-853,700	-672,127	158,694	19%	-22,880	-3%	-853,700
-80,935	-109,170	-75,982	28,235	26%	-4,954	-7%	(514...	subtotal, Burden-Wage-Seasona	-782,113	-876,300	-788,895	94,187	11%	6,781	1%	-876,300
19.9%	29.4%	18.6%	-09.5%	-32.2%	01.3%	06.9%		Burden % - on all Payroll	23.8%	27.5%	24.5%	-03.7%	-13.4%	-00.6%	-02.6%	27.5%
16.1%	31.0%	19.1%	-14.9%	-48.2%	-03.0%	-15.8%		Burden % - Salary	25.1%	29.7%	26.9%	-04.6%	-15.5%	-01.8%	-06.8%	29.7%
40.3%	41.4%	26.9%	-01.1%	-02.7%	13.4%	49.9%		Burden % - Wage-FTR	35.6%	39.4%	32.5%	-03.7%	-09.5%	03.1%	09.6%	39.4%
17.8%	24.3%	16.6%	-06.5%	-26.6%	01.3%	07.6%		Burden % - Wage-Season	18.3%	20.6%	19.7%	-02.2%	-10.8%	-01.4%	-06.9%	20.6%
23.6%	29.2%	19.6%	-05.5%	-19.0%	04.0%	20.4%		Burden % - Wage-FTR&S	23.8%	26.9%	24.1%	-03.1%	-11.7%	-00.3%	-01.2%	26.9%
-1,321,989	-1,210,911	-1,143,338	-111,078	-9%	-178,650	-16%		PAYROLL TOTAL (Direct&Burde	-12,729,963	-13,050,000	-12,141,650	320,037	2%	-588,314	-5%	-13,050,000
19.9%	29.4%	18.6%	-9.5%	-32.2%	1.3%	6.9%		Burden % TL	23.8%	27.5%	24.5%	-3.7%	-13.4%	-0.6%	-2.6%	27.5%

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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				
			\$	%	\$	%					\$	%				
8.4%	12.7%	6.3%	-4.3%	-33.8%	2.1%	32.9%	Payroll Taxes %	9.6%	11.2%	10.0%	-1.6%	-14.2%	-0.3%	-3.5%	11.2%	
3.2%	7.0%	5.8%	-3.8%	-54.5%	-2.6%	-44.9%	Workers Comp %	4.5%	5.6%	5.4%	-1.1%	-19.2%	-0.9%	-17.1%	5.6%	
7.3%	8.2%	7.0%	-0.8%	-10.1%	0.3%	5.0%	Group Insurance %	8.6%	9.2%	8.2%	-0.6%	-6.2%	0.4%	4.9%	9.2%	
1.3%	1.8%	0.3%	-0.5%	-28.7%	1.0%	321.8%	Retirement %	1.6%	2.0%	1.6%	-0.4%	-21.1%	0.0%	1.3%	2.0%	
-0.3%	-0.4%	-0.8%	0.0%	9.1%	0.5%	57.8%	Capz PB %	-0.5%	-0.4%	-0.7%	0.0%	-8.0%	0.2%	31.4%	-0.4%	
OPERATING EXPENSES (OE)																
-3,433	-3,659	-3,290	226	6%	-143	-4%	50530	Employee Meals	-39,815	-44,301	-43,550	4,486	10%	3,734	9%	-44,301
-22,156	-17,500	-18,653	-4,656	-27%	-3,503	-19%	50605	Employee Housing expenses	-149,475	-137,400	-137,589	-12,075	-9%	-11,885	-9%	-137,400
-200	0	0	-200	0%	-200	0%	50610	Educational Reimbursement	-440	0	-18	-440	0%	-422	-2364%	0
-6,882	-1,000	-1,535	-5,882	-588%	-5,348	-348%	50615	Employee Recruiting	-17,882	-10,100	-14,532	-7,782	-77%	-3,350	-23%	-10,100
-1,780	-2,625	-2,225	845	32%	445	20%	50620	Employee Dev/Training	-35,222	-56,900	-43,636	21,678	38%	8,414	19%	-56,900
-18,594	-18,535	-16,517	-59	0%	-2,077	-13%	50625	Employee Relations	-69,507	-61,750	-57,191	-7,757	-13%	-12,316	-22%	-61,750
-2,544	-3,600	-2,949	1,056	29%	405	14%	50626	PreEmployment Testing	-15,580	-22,400	-25,798	6,820	30%	10,218	40%	-22,400
-370	-600	-370	230	38%	0	0%	50627	EAP Services	-4,442	-6,600	-6,719	2,158	33%	2,277	34%	-6,600
-2,588	-7,000	-2,667	4,412	63%	79	3%	50628	Benefit Administration Services	-34,774	-33,200	-33,221	-1,574	-5%	-1,553	-5%	-33,200
-7,689	-11,600	-5,467	3,911	34%	-2,222	-41%	50630	Uniforms	-34,374	-47,050	-28,581	12,676	27%	-5,793	-20%	-47,050
-524	-700	-658	176	25%	134	20%	51080	Seminars & Conferences	-12,902	-30,520	-6,260	17,618	58%	-6,643	-106%	-30,520
-718	-1,300	-285	582	45%	-432	-151%	51095	Travel/Meeting Expense	-18,565	-32,090	-12,740	13,525	42%	-5,825	-46%	-32,090
-67,477	-68,119	-54,617	642	1%	-12,860	-24%		Total Staff Expense	-432,978	-482,311	-409,834	49,333	10%	-23,144	-6%	-482,311
-10,069	-12,160	-7,918	2,091	17%	-2,152	-27%	51090	Telephone	-11,844	-144,760	-127,793	32,916	23%	15,949	12%	-144,760
-1,814	-2,195	-1,941	381	17%	127	7%	55003	Cable/Sat TV Service	-22,358	-25,900	-22,718	3,542	14%	360	2%	-25,900
-8,626	-7,325	-8,269	-1,301	-18%	-357	-4%	55005	Disposal Fees	-128,081	-105,200	-109,198	-22,881	-22%	-18,883	-17%	-105,200
-32,068	-34,300	-30,660	2,232	7%	-1,408	-5%	5501...	Electricity	-313,305	-299,410	-300,736	-13,895	-5%	-12,568	-4%	-299,410
-7,107	-8,900	-9,152	1,793	20%	2,045	22%	55020	Natural Gas - Pools	-78,225	-70,000	-63,171	-8,025	-11%	-14,854	-24%	-70,000
-9,164	-10,390	-10,638	1,226	12%	1,474	14%	55025	Natural Gas - Buildings	-87,792	-83,750	-72,230	-4,042	-5%	-15,562	-22%	-83,750
-25,668	-12,190	-14,533	-13,478	-111%	-11,136	-77%	(530...)	Fuel & Oil	-207,785	-158,740	-147,179	-49,045	-31%	-60,606	-41%	-158,740
-349	-500	-140	151	30%	-209	-149%	55027	Propane (LPG)	-6,373	-6,750	-7,007	377	6%	634	9%	-6,750
-7,470	-7,790	-7,787	320	4%	317	4%	55030	Sewer Fees	-88,879	-91,570	-87,491	2,691	3%	-1,388	-2%	-91,570
-2,685	-2,850	-2,685	165	6%	0	0%	5503...	Water - Building/Facility	-43,931	-43,090	-42,723	-841	-2%	-1,208	-3%	-43,090
-14,779	-28,970	-17,151	14,191	49%	2,372	14%	55040	Water - Grounds	-81,958	-97,170	-101,913	15,212	16%	19,955	20%	-97,170
-119,800	-127,570	-110,873	7,770	6%	-8,926	-8%		TOTAL UTILITIES	-1,170,329	-1,126,340	-1,082,159	-43,989	-4%	-88,171	-8%	-1,126,340
SUPPLIES & MAINTENANCE EXPENSE																
-1,627	-1,940	-172	313	16%	-1,454	-844%	56010	Security Exp	-15,387	-12,250	-12,474	-3,137	-26%	-2,913	-23%	-12,250
0	-250	-187	250	100%	187	100%	52505	Hazardous Waste Clean Up	-5,420	-1,500	-319	-3,920	-261%	-5,101	-1600%	-1,500
-9,793	-11,119	-10,803	1,326	12%	1,010	9%	56520	Linen Service	-127,544	-128,159	-136,683	615	0%	9,139	7%	-128,159
-8,671	-6,955	-8,893	-1,716	-25%	222	3%	56530	Janitorial Services & Supplies	-92,708	-94,050	-101,627	1,342	1%	8,919	9%	-94,050
-888	-580	-286	-308	-53%	-603	-211%	56535	Pest Control	-10,495	-10,575	-9,963	80	1%	-532	-5%	-10,575
-9,416	-4,671	-5,253	-4,745	-102%	-4,163	-79%	52020	Contract Fees	-32,620	-70,852	-79,477	38,232	54%	46,857	59%	-70,852
0	0	0	0	0%	0	0%	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	-1,000	-1,125	1,000	100%	1,125	100%	52023	Equine Care Services	-8,596	-9,300	-9,726	704	8%	1,130	12%	-9,300
-2,626	-2,300	-2,400	-326	-14%	-226	-9%	52024	Offsite Pasturing	-19,686	-17,100	-16,536	-2,586	-15%	-3,150	-19%	-17,100
-1,887	-1,430	-666	-457	-32%	-1,221	-183%	53705	Equipment Rental	-21,563	-20,650	-24,026	-913	-4%	2,463	10%	-20,650
0	0	0	0	0%	0	0%	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
-511	-900	-824	389	43%	313	38%	56505	Feed Hay Grain	-17,765	-13,500	-13,440	-4,265	-32%	-4,325	-32%	-13,500
-2,762	-4,690	-1,969	1,928	41%	-793	-40%	51560	Mbr Srv - Retail COGS	-5,632	-8,400	-7,942	2,768	33%	2,311	29%	-8,400
0	-550	-394	550	100%	394	100%	56503	Printed Forms/Ticket Stock	-10,186	-19,860	-11,556	9,674	49%	1,370	12%	-19,860
-1,281	-100	0	-1,181	-1181%	-1,281	0%	51037	Computer Software	-2,126	-5,300	-4,040	3,174	60%	1,914	47%	-5,300
-1,589	-2,545	-428	956	38%	-1,162	-272%	51038	Computer Hardware	-1,431	-2,200	-761	769	35%	-670	-88%	-2,200
-3,552	-3,035	-2,265	-517	-17%	-1,287	-57%	51050	Furniture and Office Equip	-10,760	-13,115	-8,398	2,355	18%	-2,362	-28%	-13,115
-2,480	-2,455	-3,974	-25	-1%	1,495	38%	51060	Office Supplies	-21,627	-28,510	-22,537	6,883	24%	910	4%	-28,510
-669	-4,040	-1,116	3,371	83%	447	40%	51061	Toner Cartridges	-27,247	-27,360	-21,933	113	0%	-5,314	-24%	-27,360
-1,830	-5,230	-4,611	3,400	65%	2,780	60%	53530	Signs	-7,698	-12,290	-9,680	4,992	37%	1,982	20%	-12,290
-9,761	-9,500	-10,905	-261	-3%	1,145	10%	56502	Operating Supplies	-62,425	-71,770	-78,033	9,345	13%	15,608	20%	-71,770
-485	-400	0	-85	-21%	-485	0%	56504	Paper Products - Restaurant	-76,052	-83,520	-86,560	7,468	9%	10,508	12%	-83,520
-1,603	-3,300	-2,581	1,697	51%	978	38%	56505	Candle & TableTop Supplies	-2,029	-2,000	-1,886	-29	-1%	-143	-8%	-2,000
-6,345	-5,790	-5,204	-555	-10%	-1,141	-22%	56511	Cleaning Supplies - Restaurant	-24,702	-34,550	-33,780	9,848	29%	9,078	27%	-34,550
-2,957	-5,425	-7,455	2,468	45%	4,499	60%	56540	Small Tools & Equipment	-28,227	-34,930	-34,930	6,703	19%	6,038	18%	-34,930
-290	0	-424	-290	0%	135	32%	56545	Safety Equipment	-20,460	-28,100	-18,365	7,640	27%	-2,095	-11%	-28,100
							56550	Spoilage	-15,394	0	-6,445	-15,394	0%	-8,949	-139%	0
-17	-800	0	783	98%	-17	0%	51025	Entertainment	-149	-7,850	-553	7,701	98%	404	73%	-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
-4,227	-7,165	-6,998	2,938	41%	2,771	40%	55532	Special Programs	-48,496	-56,070	-59,727	7,574	14%	11,232	19%	-56,070
0	0	0	0	0%	0	0%	55536	Opening event expense- Lodge	-43	0	0	-43	0%	-43	0%	0
0	0	-180	180	100%	180	100%	55537	Catering Rentals	-10,826	-7,400	-10,737	-3,426	-46%	-89	-1%	-7,400
-310	0	-1,053	-310	0%	743	71%	56013	Concert Expenses	-63,044	-77,000	-76,168	13,956	18%	13,124	17%	-77,000
-150	0	-121	-150	0%	-29	-24%	55550	Ski Team Expense	-2,567	-1,500	-1,852	-1,067	-71%	-716	-39%	-1,500

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

December 2019							Year-to-Date December 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			
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
0	-1,600	0	1,600	100%	0	0%	55545	0	-7,000	-3,000	7,000	100%	3,000	100%	-7,000
0	-300	-203	300	100%	203	100%	55560	-2,881	-3,700	-2,974	819	22%	94	3%	-3,700
-41,182	-200	-360	-40,982	-20491%	-40,822	-11340%	51520	-50,322	-12,400	-12,058	-37,922	-306%	-38,264	-317%	-12,400
0	0	-300	0	0%	300	100%	51530	-21,505	-20,000	-14,921	-1,505	-8%	-6,584	-44%	-20,000
-904	-700	-1,029	-204	-29%	125	12%	55538	-11,307	-11,200	-11,192	-107	-1%	-114	-1%	-11,200
-662	-5,350	-3,514	4,688	88%	2,852	81%	55525	-52,621	-76,200	-70,783	23,579	31%	18,161	26%	-76,200
-5,336	-3,295	-4,619	-2,041	-62%	-718	-16%	51020	-31,366	-27,840	-28,426	-3,526	-13%	-2,940	-10%	-27,840
-12,007	-11,446	-10,019	-561	-5%	-1,988	-20%	51035	-154,986	-119,050	-132,085	-35,936	-30%	-22,902	-17%	-119,050
-521	-715	-390	194	27%	-131	-34%	51096	-5,603	-8,010	-5,681	2,407	30%	78	1%	-8,010
-9,508	-2,900	-4,759	-6,608	-228%	-4,749	-100%	51515	-54,600	-36,000	-71,549	-18,600	-52%	16,949	24%	-36,000
0	0	0	0	0%	0	0%	51516	-38,058	-41,000	-47,955	2,942	7%	9,897	21%	-41,000
-2,353	-4,200	-2,275	1,847	44%	-78	-3%	51063	-31,490	-30,450	-35,318	-1,040	-3%	3,827	11%	-30,450
0	0	0	0	0%	0	0%	51064	-18	0	0	-18	0%	-18	0%	0
-679	-1,170	-616	491	42%	-63	-10%	51065	-11,101	-15,450	-10,005	4,349	28%	-1,096	-11%	-15,450
0	0	-277	0	0%	277	100%	51510	-10,041	-10,400	-9,976	359	3%	-64	-1%	-10,400
-926	-774	-996	-152	-20%	70	7%	51535	-13,599	-9,288	-16,801	-4,311	-46%	3,202	19%	-9,288
-5,207	-11,200	-8,477	5,993	54%	3,270	39%	51545	-75,672	-84,400	-77,604	8,728	10%	1,932	2%	-84,400
-1,423	-2,000	-1,330	577	29%	-94	-7%	51546	-26,964	-28,400	-20,275	1,436	5%	-6,689	-33%	-28,400
-707	0	-132	-707	0%	-575	-434%	51547	-3,319	-100	-4,892	-3,219	-3219%	1,573	32%	-100
2,753	-400	33,516	3,153	788%	-30,763	-92%	56601	-77,331	-5,000	27,744	-72,331	-1447%	-105,075	-379%	-5,000
2,481	-2,000	2,551	4,481	224%	-70	-3%	52210	-9,519	-14,000	-9,449	4,481	32%	-70	-1%	-14,000
-947	-834	110	-113	-14%	-1,057	-962%	52215	-1,169	-10,000	-39,979	8,831	88%	38,811	97%	-10,000
-50,437	-36,240	-47,096	-14,197	-39%	-3,341	-7%	52220	-336,810	-307,140	-287,114	-29,670	-10%	-49,696	-17%	-307,140
-1,745	0	0	-1,745	0%	-1,745	-872295%	52225	-1,371	0	2,423	-1,371	0%	-3,793	-157%	0
-361	100	0	-461	-461%	-361	0%	57009	2,176	1,200	3,507	976	81%	-1,331	-38%	1,200
0	-2,435	0	2,435	100%	0	0%	59999	0	-30,000	0	30,000	100%	0	0%	-30,000
-76,114	-60,600	-47,375	-15,514	-26%	-28,739	-61%	52025	-610,514	-590,000	-476,875	-20,514	-3%	-133,639	-28%	-590,000
-31,755	-20,700	-21,175	-11,055	-53%	-10,579	-50%	57030	-248,599	-246,000	-232,243	-2,599	-1%	-16,356	-7%	-246,000
18,265	-3,750	30,518	22,015	587%	-12,253	-40%	5702...	-22,985	-45,000	-10,732	22,015	49%	-12,253	-114%	-45,000
-234,130	-197,318	-119,737	-36,812	-19%	-114,393	-96%	TOTAL ADMINISTRATIVE & O	-2,131,953	-2,122,508	-1,877,672	-9,445	0%	-254,281	-14%	-2,122,508
-551,598	-529,889	-388,473	-21,709	-4%	-163,124	-42%	TOTAL OPERATING EXPENSES	-5,447,288	-5,445,000	-5,072,239	-2,288	0%	-375,049	-7%	-5,445,000
-1,873,587	-1,740,800	-1,531,812	-132,787	-8%	-341,775	-22%	TOTAL PAYROLL AND OPERAT	-18,177,251	-18,495,000	-17,213,889	317,749	2%	-963,363	-6%	-18,495,000
-13,536	-308,000	248,147	294,464	96%	-261,683	-105%	NORBO (before AO)	-5,043,415	-5,893,000	-5,434,366	849,585	14%	390,951	7%	-5,893,000
16,000	16,000	0	0	0%	16,000	0%	59025	197,000	197,000	0	0	0%	197,000	0%	197,000
2,464	-292,000	248,147	294,464	101%	-245,683	-99%	NOR (after AO)	-4,846,415	-5,696,000	-5,434,366	849,585	15%	587,951	11%	-5,696,000
-2,024,217	-1,876,000	-1,716,691	-148,217	-8%	-307,526	-18%	T O C post AO	-19,541,933	-19,911,000	-18,787,412	369,067	2%	-754,521	-4%	-19,911,000
-2,040,217	-1,892,000	-1,716,691	-148,217	-8%	-323,526	-19%	T O C pre AO	-19,738,933	-20,108,000	-18,787,412	369,067	2%	-951,521	-5%	-20,108,000
-100.1%	-84.4%	-114.5%	-15.7%	-18.6%	14.3%	12.5%	REV to TOC (CRR%)	-75.2%	-71.4%	-71.1%	-03.8%	-05.3%	-04.1%	-05.8%	-71.4%
292,445	292,000	309,700	445	0%	-17,255	-6%	Assessment Revenue, Operati	5,696,445	5,696,000	6,084,700	445	0%	-388,255	-6%	5,696,000
294,909	0	557,847	294,909	0%	-262,938	-47%	NOR AFTER Assessment Reve	850,030	0	650,334	850,030	0%	199,696	31%	0