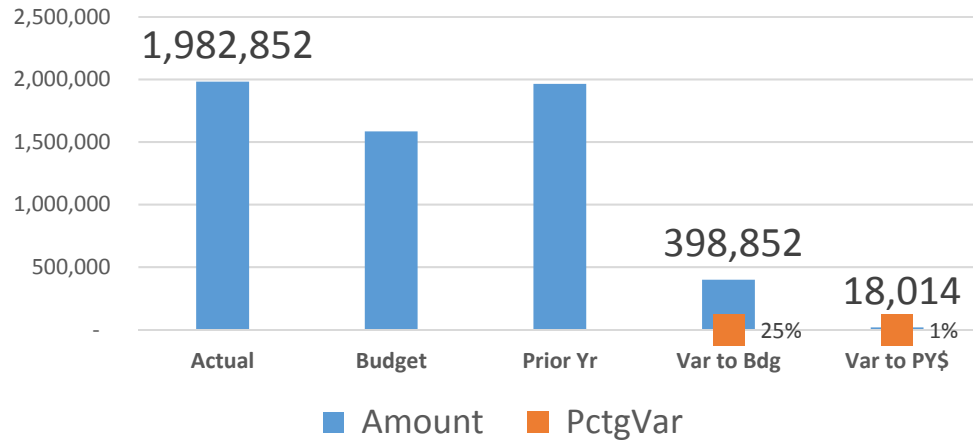


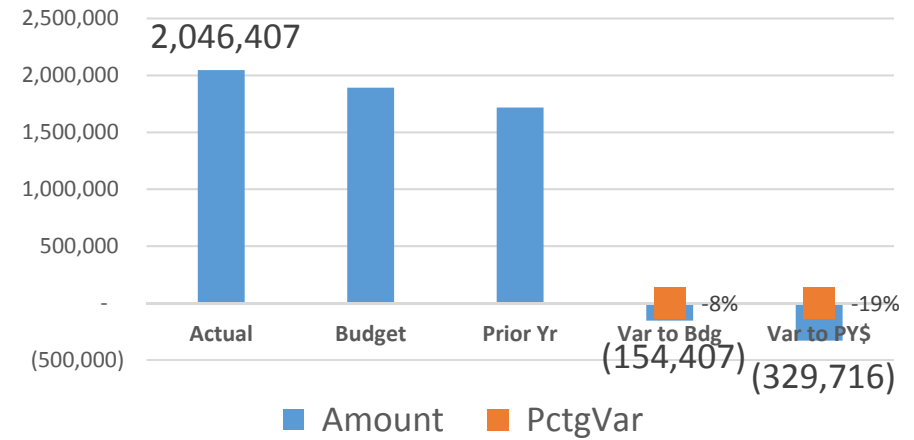
Operating Fund Performance

for the month of **December 2019**

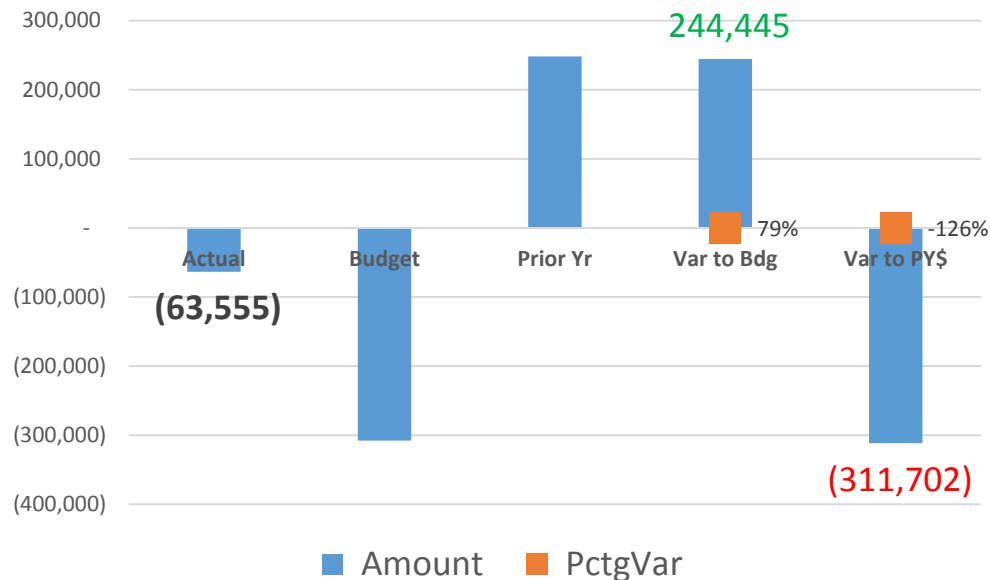
Operating Revenue



Operating Costs



Net Operating Results



Notables to Budget:

DHSki revenue fav \$345k NOR fav \$443k

XCSki revenue fav \$142k NOR fav \$85k

thin but good conditions and favorable weather

vsPY DEC - DHSki visits down 2%, XC visits up 11%

The Lodge, unfavorable \$28,000 in NOR

Rev off B 14%, cover volume off B 11%

Rev off py 12%, cover volume off B 29%

Holiday party reveue off B \$11k & off PY \$11k

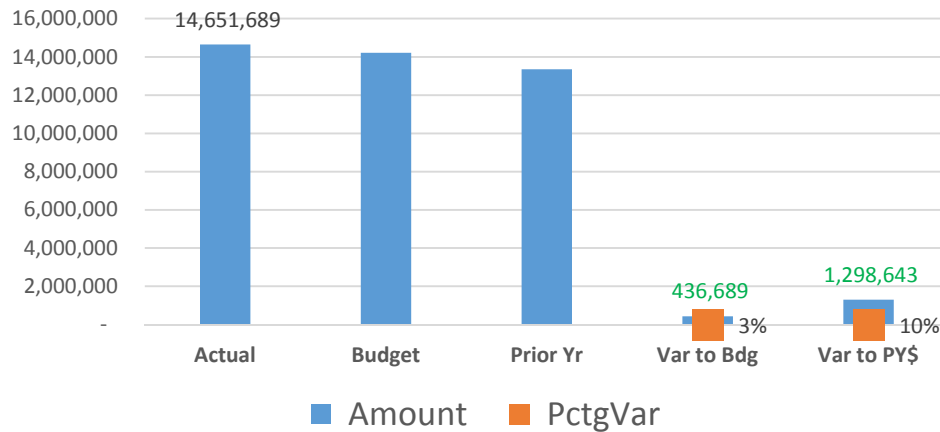
Forestry - NOR off unfav \$70,000 (29k timing and \$41k Firewise Camera)

Gen/Admin-NOR off \$205,000 (GMseverance \$235k offset by various misc fav variances)

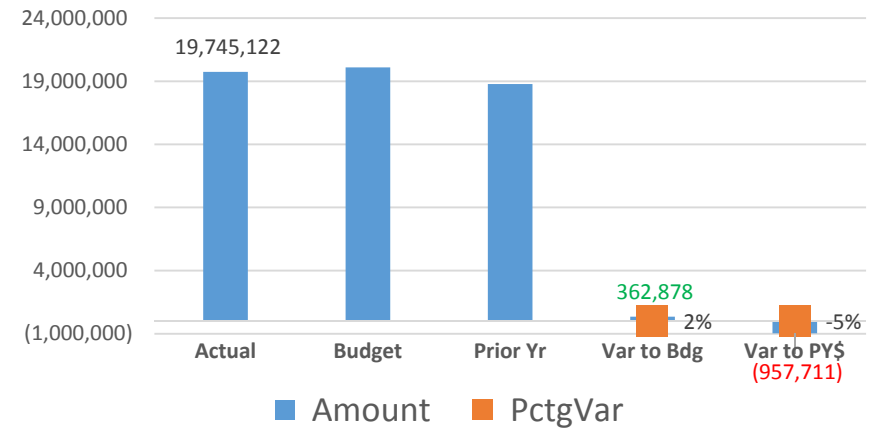
Operating Fund Performance

For the twelve months ending December 2019

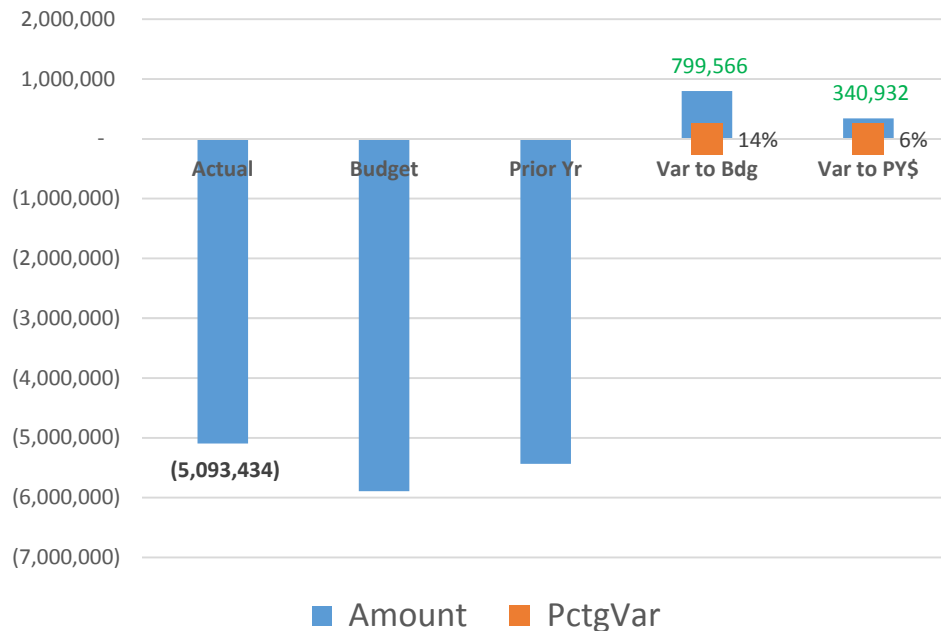
Operating Revenue



Operating Costs



Net Operating Results



Notable variances to Budget:

Golf revenue off \$453,000, NOR off \$418,000

winter impacted course conditions, driving

less player volume and lower pricing,

3% cost savings with revenue off 39%

Downhill Ski revenue up \$876k, NOR up \$957k

Great snow seasons driving demand and

strong yield improvements due to pricing strategy

XC Ski revenue up \$338k, NOR up \$218k

Gen/Adm - NOR off \$283k (GM Severance \$235k)

Forestry - NOR off \$91k (fire camera \$41k)

All other HOA - NOR fav \$388k (vacancies primarily)

OFD Members Equity transfer of \$1m to RRF in

October. Balance is now \$813,000 over policy

target as of 12/31/2019

		for the month of December 2019			For the twelve months ending December 2019		
		Value	Variance to Budget		Value	Variance to Budget	
1	Operating Revenue	\$ 1,982,852	\$ 398,852	25%	\$ 14,651,689	\$ 436,689	3%
2	Operating Costs	\$ (2,030,407)	\$ (154,407)	-8%	\$ (19,548,122)	\$ 362,878	2%
3	Net Operating Result	\$ (47,555)	\$ 244,445	84%	\$ (4,896,434)	\$ 799,566	14%
3.1 Flow-thru %			61%			183%	
4	Operating Expenses	\$ (547,945)	\$ (34,056)	-7%	\$ (5,262,635)	\$ (14,635)	0%
5	Payroll Direct	\$ (1,102,304)	\$ (166,400)	-18%	\$ (10,279,263)	\$ (46,263)	0%
6	Payroll Direct % of Rev	-56%	0.035	6%	-70%	0.018	3%
7	Non-Exempt FTEs	196	8.4	4%	166	8.0	5%
8	F&B COGS % of F&B Rev	-32.2%	(0.037)	-13%	-29.2%	(0.007)	-3%
9	Downhill Ski NOR	509,545	443,274	669%	1,250,847	956,747	325%
10	OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,234,502	\$ 813,002	57%

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	\$ 14,651,689	\$ 14,215,000	\$ 13,353,046	\$ 436,689	3%	\$ 1,298,643	10%
Operating Costs	(19,548,122)	(19,911,000)	(18,787,412)	362,878	2%	(760,711)	-4%
Net Operating Result	(4,896,434)	(5,696,000)	(5,434,366)	799,566	14%	537,932	10%
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	\$ (199,989)	\$ -	\$ 150,334	\$ (199,989)	NA	\$ (350,323)	233%
Replacement Reserve Fund							
Investment Income	\$ 280,462	\$ 172,000	\$ 211,998	\$ 108,462	63%	\$ 68,464	32%
Expenditures - Capital	(2,534,817)	(3,721,000)	(3,601,813)	1,186,183	32%	1,066,996	30%
Expenditures - Expense	(987,736)	(1,319,000)	(1,017,763)	331,264	25%	30,028	3%
Fund Expenses (allocated OH new 2019)	(103,000)	(103,000)	(33,621)	-	0%	(69,379)	-206%
Assets Sale Proceeds	45,163	30,000	90,537	15,163	51%	(45,374)	-50%
Net Result	(3,299,928)	(4,941,000)	(4,350,662)	1,641,072	33%	1,050,734	24%
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	\$ 2,361,072	\$ (280,000)	\$ 162,338	\$ 2,641,072	-943%	\$ 2,198,734	1354%
Development Fund							
Investment Income	\$ 160,459	\$ 86,000	\$ 91,945	\$ 74,459	87%	\$ 68,514	75%
Expenditures - Capital	(598,673)	(1,900,000)	(533,231)	1,301,327	68%	(65,443)	-12%
Expenditures - Expense	(11,859)	-	-	(11,859)	#DIV/0!	(11,859)	#DIV/0!
Fund Expenses (alloacted OH new 2019)	(132,001)	(132,000)	(13,940)	(1)	0%	(118,061)	-847%
Net Result	(582,074)	(1,946,000)	(455,225)	1,363,926	70%	(126,849)	-28%
Assessment Revenue	2,168,000	2,168,000	2,007,000	-	0%	161,000	8%
Change in Members' Equity	\$ 1,585,926	\$ 222,000	\$ 1,551,775	\$ 1,363,926	614%	\$ 34,151	2%
New Equipment Fund							
Investment Income	\$ 6,813	\$ 3,000	\$ 3,004	\$ 3,813	127%	\$ 3,809	127%
Expenditures - Capital	(115,955)	(187,000)	(184,406)	71,045	38%	68,451	37%
Expenditures - Expense	-	-	-	-	#DIV/0!	-	#DIV/0!
Net Result	(109,142)	(184,000)	(181,402)	74,858	41%	72,260	40%
Assessment Revenue	194,000	194,000	194,000	-	0%	-	0%
Change in Members' Equity	\$ 84,858	\$ 10,000	\$ 12,598	\$ 74,858	749%	\$ 72,260	574%
Property Fund							
Expenditures - Capital (<i>increase ME in Fund</i>)	\$ 3,249,445	\$ 5,808,000	\$ 4,319,450	\$ (2,558,555)	-44%	\$ (1,070,004)	-25%
Depreciation Expense / Chg in ME for Fund	(3,300,000)	(3,300,000)	(3,284,225)	-	0%	(15,775)	0%
Change in Members' Equity	\$ (50,555)	\$ 2,508,000	\$ 1,035,224	\$ (2,558,555)	-102%	\$ (1,085,779)	-105%
Consolidated Change in Members' Equity	\$ 3,781,313	\$ 2,460,000	\$ 2,912,269	\$ 1,321,313	54%	\$ 869,044	30%

Consolidated PnL by Fund - YEAR TO DATE
preliminary draft 1/15/2020

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 Prior Yr	
				Amount	Pctg	Amount	Pctg
Operating Fund							
Operating Revenue	\$ 14,651,689	\$ 14,215,000	\$ 13,353,046	\$ 436,689	3%	\$ 1,298,643	10%
Operating Costs	(19,548,122)	(19,911,000)	(18,787,412)	362,878	2%	(760,711)	-4%
Net Operating Result	(4,896,434)	(5,696,000)	(5,434,366)	799,566	14%	537,932	10%
Replacement Reserve Fund							
Investment Income	280,462	172,000	211,998	108,462	63%	68,464	32%
Expenditures - Expense	(987,736)	(1,319,000)	(1,017,763)	331,264	25%	30,028	3%
Fund Expenses (allocated OH new 2019)	(103,000)	(103,000)	(33,621)	-	0%	(69,379)	-206%
Assets Sale Proceeds	45,163	30,000	90,537	15,163	51%	(45,374)	-50%
Net Result	(765,111)	(1,220,000)	(748,849)	454,889	37%	(16,262)	-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)	(132,001)	(132,000)	(13,940)	(1)	0%	(118,061)	-847%
Net Result	16,599	(46,000)	78,005	62,599	136%	(61,406)	-79%
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	6,813	3,000	3,004	3,813	127%	3,809	127%
Property Fund							
Depreciation Expense	(3,300,000)	(3,300,000)	(3,284,225)	-	0%	(15,775)	0%
Net Result, Before Assessment Revenue	\$ (8,938,132)	\$ (10,259,000)	\$ (9,386,431)	\$ 1,320,868	13%	\$ 448,299	5%
Assessment Revenue	12,719,445	12,719,000	12,298,700	445	0%	420,745	3%
Consolidated Change in Members' Equity	\$ 3,781,313	\$ 2,460,000	\$ 2,912,269	\$ 1,321,313	54%	\$ 869,044	30%
Capital Funds - Capital Expenditures (cash asset to capital asset, no change in Consolidated Members' Equity.....re-investing in the Association)							
Replacement Reserve Fund	(2,534,817)	(3,721,000)	(3,601,813)	1,186,183	32%	1,066,996	30%
Development Fund	(598,673)	(1,900,000)	(533,231)	1,301,327	68%	(65,443)	-12%
New Equipment Fund	(115,955)	(187,000)	(184,406)	71,045	38%	68,451	37%
Total Capital Expenditures	\$ (3,249,445)	\$ (5,808,000)	\$ (4,319,450)	\$ 2,558,555	44%	\$ 1,070,004	25%
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
Statement of Financial Position**

Consolidated

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	Variance of Current Month Increase (Decrease)					
					to Last Month Amount	Pctg	to Last Year End Amount	Pctg	to 12 Months Ago Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 303,327	\$ 340,467	\$ 337,615	\$ 337,615	(37,139)	-11%	(34,288)	-10%	(34,288)	-10%
Cash & Investments, non-Restricted	28,171,948	24,932,482	23,669,418	23,669,418	3,239,466	13%	4,502,530	19%	4,502,530	19%
Cash and Investments total	28,475,275	25,272,949	24,007,033	24,007,033	3,202,326	13%	4,468,242	19%	4,468,242	19%
Member's Dues & Receivables, Net	9,844,220	262,333	241,528	241,528	9,581,888	3653%	9,602,692	3976%	9,602,692	3976%
Other Receivables	269,198	139,431	259,249	259,249	129,767	93%	9,949	4%	9,949	4%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	313,053	296,630	314,923	314,923	16,423	6%	(1,870)	-1%	(1,870)	-1%
Prepaid Expenses & Other Assets	906,118	1,039,795	748,910	748,910	(133,677)	-13%	157,208	21%	157,208	21%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	79,801,058	-	0%	-	0%	-	0%
Less Accumulated Depreciation	(41,564,352)	(41,289,352)	(38,264,352)	(38,264,352)	(275,000)	-1%	(3,300,000)	-9%	(3,300,000)	-9%
NBV of Property & Equipment	38,236,706	38,511,706	41,536,706	41,536,706	(275,000)	-1%	(3,300,000)	-8%	(3,300,000)	-8%
Construction In Progress	3,267,593	2,861,296	18,147	18,147	406,297	14%	3,249,445	17906%	3,249,445	17906%
Net Property and Equipment	41,504,299	41,373,002	41,554,854	41,554,854	131,297	0%	(50,555)	0%	(50,555)	0%
Total Assets	\$ 81,312,163	\$ 68,384,139	\$ 67,126,497	\$ 67,126,497	12,928,024	19%	14,185,666	21%	14,185,666	21%
Liabilities										
Accounts Payable	\$ 752,166	\$ 553,915	\$ 487,502	\$ 487,502	198,252	36%	264,664	54%	264,664	54%
Accrued Liabilities	1,525,903	1,337,093	1,488,616	1,488,616	188,810	14%	37,287	3%	37,287	3%
Deferred Revenue, Annual Assessment	13,363,435	1,166,156	3,653,015	3,653,015	12,197,279	1046%	9,710,420	266%	9,710,420	266%
Deferred Revenue, Recreation Fee	630,940	407,135	529,630	529,630	223,805	55%	101,310	19%	101,310	19%
Deferred Revenue, All Other	887,805	601,609	619,597	619,597	286,196	48%	268,207	43%	268,207	43%
Deposits	555,395	652,364	532,931	532,931	(96,970)	-15%	22,464	4%	22,464	4%
Total Liabilities	17,715,644	4,718,272	7,311,291	7,311,291	12,997,372	275%	10,404,353	142%	10,404,353	142%
Members' Equity	63,596,518	63,665,867	59,815,205	59,815,205	(69,348)	0%	3,781,313	6%	3,781,313	6%
Total Liabilities and Members' Equity	\$ 81,312,163	\$ 68,384,139	\$ 67,126,497	\$ 67,126,497	12,928,024	19%	14,185,666	21%	14,185,666	21%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 9,825	\$ 9,836	\$ 9,241	\$ 9,241	(11)	0%	584	6%	584	6%

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							
Variance to Budget					Variance to Budget							
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg
\$ (82,490)	\$ (80,418)	\$ (2,072)	-3%	Private Amenities	\$ 96,758	\$ 112,500	\$ (15,742)	-14%	\$ (179,247)	\$ (192,918)	\$ 13,671	7%
(12,292)	(15,922)	3,630	23%	Trout Creek Rec Ctr	83,758	98,700	(14,942)	-15%	(96,050)	(114,622)	18,572	16%
(18,856)	(17,136)	(1,720)	-10%	Aquatics	13,000	13,000	-	0%	(31,856)	(30,136)	(1,720)	-6%
(16,967)	(17,830)	863	5%	Beach Club Marina	-	-	-	0%	(16,967)	(17,830)	863	5%
(9,869)	(9,903)	34	0%	Tennis Center	-	-	-	0%	(9,869)	(9,903)	34	0%
(6,423)	(6,126)	(297)	-5%	Day Camps	-	-	-	0%	(6,423)	(6,126)	(297)	-5%
(18,081)	(13,501)	(4,580)	-34%	Recreation Programs	-	800	(800)	-100%	(18,081)	(14,301)	(3,780)	-26%
544,009	59,713	484,296	811%	Public Amenities	1,829,046	\$ 1,427,000	402,046	28%	(1,285,037)	\$ (1,367,287)	82,250	6%
509,545	66,271	443,274	669%	Downhill Ski	1,116,007	771,000	345,007	45%	(606,461)	(704,729)	98,268	14%
173,464	88,873	84,591	95%	Cross Country Ski	385,232	243,200	142,032	58%	(211,768)	(154,327)	(57,441)	-37%
35,150	36,838	(1,688)	-5%	Snowplay	63,200	83,000	(19,800)	-24%	(28,050)	(46,162)	18,112	39%
(51,791)	(48,061)	(3,730)	-8%	Golf	-	500	(500)	-100%	(51,791)	(48,561)	(3,230)	-7%
(5,645)	(5,752)	107	2%	Campground	-	-	-	0%	(5,645)	(5,752)	107	2%
(12,604)	(12,852)	248	2%	Equestrian	-	-	-	0%	(12,604)	(12,852)	248	2%
(3,974)	(3,054)	(920)	-30%	Bikeworks	-	-	-	0%	(3,974)	(3,054)	(920)	-30%
(13,378)	(13,385)	7	0%	Trails	-	-	-	0%	(13,378)	(13,385)	7	0%
(57,131)	(28,855)	(28,276)	-98%	The Lodge	189,398	221,500	(32,102)	-14%	(246,529)	(250,355)	3,826	2%
(4,717)	(6,133)	1,416	23%	Summer Food and Bev	-	-	-	0%	(4,717)	(6,133)	1,416	23%
(11,625)	(10,664)	(961)	-9%	Pizza on the Hill	-	50,000	(50,000)	-100%	(11,625)	(60,664)	49,039	81%
(13,286)	(3,513)	(9,773)	-278%	Alder Creek Café	75,209	57,800	17,409	30%	(88,494)	(61,313)	(27,181)	-44%
461,520	(20,705)	482,225	2329%	Amenities Total	1,925,804	1,539,500	386,304	25%	(1,464,284)	(1,560,205)	95,921	6%
(509,075)	(271,295)	(237,780)	-88%	HOA & Amenities Support Services	57,048	\$ 44,500	12,548	28%	(566,123)	\$ (315,795)	(250,328)	-79%
(242,389)	(189,656)	(52,733)	-28%	General	-	-	-	0%	(242,389)	(189,656)	(52,733)	-28%
(152,680)	-	(152,680)	#####	Administration	10,916	9,400	1,516	16%	(163,597)	(9,400)	(154,197)	-1640%
9,186	-	9,186	#####	Communications	19,150	18,000	1,150	6%	(9,965)	(18,000)	8,035	45%
1,524	-	1,524	#####	Information Tech	-	-	-	0%	1,524	-	1,524	#####
2,043	-	2,043	#####	Accounting	419	400	19	5%	1,625	(400)	2,025	506%
13,820	-	13,820	#####	Human Resources	-	-	-	0%	13,820	-	13,820	#####
(31,373)	(33,839)	2,466	7%	Architectural Standards	13,308	11,000	2,308	21%	(44,681)	(44,839)	158	0%
1,033	-	1,033	#####	Member Services	1,645	2,400	(755)	-31%	(612)	(2,400)	1,788	74%
(2,120)	-	(2,120)	#####	Risk & Facility Admin	-	-	-	0%	(2,120)	-	(2,120)	#####
(117,621)	(47,800)	(69,821)	-146%	Forestry	11,609	3,300	8,309	252%	(129,230)	(51,100)	(78,130)	-153%
9,503	-	9,503	#####	Maintenance	-	-	-	0%	9,503	-	9,503	#####
\$ (47,555)	\$ (292,000)	\$ 244,445	84%	TDA Operating Fund	\$ 1,982,852	\$ 1,584,000	\$ 398,852	25%	\$ (2,030,407)	\$ (1,876,000)	\$ (154,407)	-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	Including Allocated Overhead								Including Allocated Overhead		
Net Operating Results (NOR)					Revenue		Total Operating Expenses						ANNUAL BUDGET AMOUNTS		
Variance to Budget					Variance to Budget				Variance to Budget				Revenue	T O E	N O R
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	BUDGET	BUDGET	BUDGET
\$		\$			\$	\$	\$		\$	\$	\$		\$	\$	\$
(505,622)	(557,800)	52,178	9%	Private Amenities	2,702,379	2,753,000	(50,621)	-2%	(3,208,001)	(3,310,800)	102,799	3%	2,753,000	(3,310,800)	(557,800)
(153,042)	(187,600)	34,558	18%	Trout Creek Rec Ctr	1,066,112	1,094,000	(27,888)	-3%	(1,219,154)	(1,281,600)	62,446	5%	1,094,000	(1,281,600)	(187,600)
(221,610)	(209,200)	(12,410)	-6%	Aquatics	252,552	241,000	11,552	5%	(474,163)	(450,200)	(23,963)	-5%	241,000	(450,200)	(209,200)
148,941	147,300	1,641	1%	Beach Club Marina	698,828	750,000	(51,172)	-7%	(549,887)	(602,700)	52,813	9%	750,000	(602,700)	147,300
(89,644)	(93,300)	3,656	4%	Tennis Center	236,146	213,000	23,146	11%	(325,791)	(306,300)	(19,491)	-6%	213,000	(306,300)	(93,300)
(56,205)	(30,900)	(25,305)	-82%	Day Camps	247,719	275,000	(27,281)	-10%	(303,924)	(305,900)	1,976	1%	275,000	(305,900)	(30,900)
(134,061)	(184,100)	50,039	27%	Recreation Programs	201,021	180,000	21,021	12%	(335,081)	(364,100)	29,019	8%	180,000	(364,100)	(184,100)
(508,761)	(1,241,300)	732,539	59%	Public Amenities	11,150,758	10,776,000	374,758	3%	(11,659,519)	(12,017,300)	357,781	3%	10,776,000	(12,017,300)	(1,241,300)
1,250,847	294,100	956,747	325%	Downhill Ski	4,770,551	3,895,000	875,551	22%	(3,519,704)	(3,600,900)	81,196	2%	3,895,000	(3,600,900)	294,100
195,481	(22,600)	218,081	965%	Cross Country Ski	1,381,116	1,043,000	338,116	32%	(1,185,634)	(1,065,600)	(120,034)	-11%	1,043,000	(1,065,600)	(22,600)
54,258	59,400	(5,142)	-9%	Snowplay	242,718	282,000	(39,282)	-14%	(188,460)	(222,600)	34,140	15%	282,000	(222,600)	59,400
(745,559)	(327,300)	(418,259)	-128%	Golf	706,521	1,160,000	(453,479)	-39%	(1,452,080)	(1,487,300)	35,220	2%	1,160,000	(1,487,300)	(327,300)
(26,196)	(41,600)	15,404	37%	Campground	95,813	70,000	25,813	37%	(122,009)	(111,600)	(10,409)	-9%	70,000	(111,600)	(41,600)
(167,078)	(140,500)	(26,578)	-19%	Equestrian	238,635	255,000	(16,365)	-6%	(405,713)	(395,500)	(10,213)	-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)
(203,773)	(233,700)	29,927	13%	Trails	2,832	1,000	1,832	183%	(206,605)	(234,700)	28,095	12%	1,000	(234,700)	(233,700)
(376,720)	(337,000)	(39,720)	-12%	The Lodge	2,541,422	2,630,000	(88,578)	-3%	(2,918,141)	(2,967,000)	48,859	2%	2,630,000	(2,967,000)	(337,000)
(142,892)	(139,200)	(3,692)	-3%	Summer Food and Bev	201,526	270,000	(68,474)	-25%	(344,419)	(409,200)	64,781	16%	270,000	(409,200)	(139,200)
(163,929)	(151,700)	(12,229)	-8%	Pizza on the Hill	344,562	603,000	(258,438)	-43%	(508,491)	(754,700)	246,209	33%	603,000	(754,700)	(151,700)
(156,449)	(171,700)	15,251	9%	Alder Creek Café	490,425	450,000	40,425	9%	(646,874)	(621,700)	(25,174)	-4%	450,000	(621,700)	(171,700)
(1,014,383)	(1,799,100)	784,717	44%	Amenities Total	13,853,137	13,529,000	324,137	2%	(14,867,519)	(15,328,100)	460,581	3%	13,529,000	(15,328,100)	(1,799,100)
(3,882,051)	(3,896,900)	14,849	0%	HOA & Amenities Support Services	798,552	686,000	112,552	16%	(4,680,603)	(4,582,900)	(97,703)	-2%	686,000	(4,582,900)	(3,896,900)
(2,307,635)	(2,267,800)	(39,835)	-2%	General	-	-	-	0%	(2,307,635)	(2,267,800)	(39,835)	-2%	-	(2,267,800)	(2,267,800)
(242,937)	-	(242,937)	#####	Administration	264,741	184,000	80,741	44%	(507,678)	(184,000)	(323,678)	-176%	184,000	(184,000)	-
135,672	-	135,672	#####	Communications	229,509	210,000	19,509	9%	(93,837)	(210,000)	116,163	55%	210,000	(210,000)	-
64,838	-	64,838	#####	Information Tech	-	-	-	0%	64,838	-	64,838	#####	-	-	-
(18,260)	-	(18,260)	#####	Accounting	4,802	6,000	(1,198)	-20%	(23,063)	(6,000)	(17,063)	-284%	6,000	(6,000)	-
28,802	-	28,802	#####	Human Resources	-	-	-	0%	28,802	-	28,802	#####	-	-	-
(337,982)	(365,700)	27,718	8%	Architectural Standards	174,660	196,000	(21,340)	-11%	(512,642)	(561,700)	49,058	9%	196,000	(561,700)	(365,700)
27,626	-	27,626	#####	Member Services	29,865	34,000	(4,135)	-12%	(2,239)	(34,000)	31,761	93%	34,000	(34,000)	-
24,850	-	24,850	#####	Risk & Facility Admin	-	-	-	0%	24,850	-	24,850	#####	-	-	-
(1,354,398)	(1,263,400)	(90,998)	-7%	Forestry	94,975	56,000	38,975	70%	(1,449,373)	(1,319,400)	(129,973)	-10%	56,000	(1,319,400)	(1,263,400)
97,374	-	97,374	#####	Maintenance	-	-	-	0%	97,374	-	97,374	#####	-	-	-
\$ (4,896,434)	\$ (5,696,000)	\$ 799,566	14%	TDA Operating Fund	\$ 14,651,689	\$ 14,215,000	\$ 436,689	3%	\$ (19,548,122)	\$ (19,911,000)	\$ 362,878	2%	\$ 14,215,000	\$ (19,911,000)	\$ (5,696,000)

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

Q4 Oct-Dec, 2019

Including Allocated Overhead								Including Allocated Overhead							
Net Operating Results (NOR)							Department	Revenue				Total Operating Expenses			
			Variance to Budget		Variance to PriorYr			Variance to Budget				Variance to Budget			
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg
\$ (269,329)	\$ (292,583)	\$ (54,995)	\$ 23,254	8%	\$ (214,334)	-390%	Private Amenities	\$ 308,026	\$ 327,900	\$ (19,874)	-6%	\$ (577,355)	\$ (620,483)	\$ 43,128	7%
(71,910)	(82,322)	(10,016)	10,412	13%	(61,894)	-618%	Trout Creek Rec Ctr	213,935	242,100	(28,165)	-12%	(285,845)	(324,422)	38,577	12%
(44,068)	(40,428)	8,742	(3,640)	-9%	(52,810)	-604%	Aquatics	42,000	42,000	-	0%	(86,068)	(82,428)	(3,640)	-4%
(50,003)	(61,749)	(23,209)	11,746	19%	(26,795)	-115%	Beach Club Marina	14,185	13,300	885	7%	(64,188)	(75,049)	10,861	14%
(28,247)	(31,686)	(5,247)	3,439	11%	(23,000)	-438%	Tennis Center	16,538	13,400	3,138	23%	(44,785)	(45,086)	301	1%
(23,181)	(23,841)	(6,079)	660	3%	(17,102)	-281%	Day Camps	-	-	-	0%	(23,181)	(23,841)	660	3%
(51,919)	(52,557)	(19,186)	638	1%	(32,733)	-171%	Recreation Programs	21,368	17,100	4,268	25%	(73,287)	(69,657)	(3,630)	-5%
(326,826)	(888,187)	72,519	561,361	63%	(399,345)	-551%	Public Amenities	2,232,294	\$ 1,939,500	292,794	15%	(2,559,119)	\$ (2,827,687)	268,568	9%
204,107	(285,829)	300,881	489,936	171%	(96,774)	-32%	Downhill Ski	1,117,407	771,000	346,407	45%	(913,300)	(1,056,829)	143,529	14%
77,933	(30,865)	48,994	108,798	352%	28,939	59%	Cross Country Ski	413,776	262,400	151,376	58%	(335,843)	(293,265)	(42,578)	-15%
18,886	15,016	32,862	3,870	26%	(13,976)	-43%	Snowplay	65,026	88,000	(22,974)	-26%	(46,140)	(72,984)	26,844	37%
(234,376)	(186,533)	(117,772)	(47,843)	-26%	(116,604)	-99%	Golf	38,747	63,700	(24,953)	-39%	(273,123)	(250,233)	(22,890)	-9%
(17,832)	(18,347)	(8,745)	515	3%	(9,086)	-104%	Campground	423	-	423	0%	(18,255)	(18,347)	92	1%
(58,405)	(55,465)	(40,510)	(2,940)	-5%	(17,896)	-44%	Equestrian	1,765	-	1,765	0%	(60,170)	(55,465)	(4,705)	-8%
(10,206)	(8,625)	(943)	(1,581)	-18%	(9,264)	-983%	Bikeworks	5,239	6,400	(1,161)	-18%	(15,445)	(15,025)	(420)	-3%
(40,862)	(41,401)	(14,802)	539	1%	(26,059)	-176%	Trails	(718)	-	(718)	0%	(40,144)	(41,401)	1,257	3%
(155,041)	(146,520)	(63,861)	(8,521)	-6%	(91,180)	-143%	The Lodge	461,114	536,900	(75,786)	-14%	(616,155)	(683,420)	67,265	10%
(31,510)	(38,459)	(19,635)	6,949	18%	(11,874)	-60%	Summer Food and Bev	736	7,400	(6,664)	-90%	(32,246)	(45,859)	13,613	30%
(36,258)	(47,768)	(29,419)	11,510	24%	(6,840)	-23%	Pizza on the Hill	7,560	110,000	(102,440)	-93%	(43,819)	(157,768)	113,949	72%
(43,261)	(43,391)	(14,530)	130	0%	(28,731)	-198%	Alder Creek Café	121,218	93,700	27,518	29%	(164,480)	(137,091)	(27,389)	-20%
(596,155)	(1,180,770)	17,524	584,615	50%	(613,679)	#####	Amenities Total	2,540,319	2,267,400	272,919	12%	(3,136,474)	(3,448,170)	311,696	9%
(1,274,268)	(954,230)	(1,482,654)	(320,038)	-34%	208,385	14%	HOA & Amenities Support Services	184,426	\$ 138,600	45,826	33%	(1,458,695)	\$ (1,092,830)	(365,865)	-33%
(605,329)	(571,016)	(114,720)	(34,313)	-6%	(490,609)	-428%	General	-	-	-	0%	(605,329)	(571,016)	(34,313)	-6%
(304,039)	-	(279,846)	(304,039)	#####	(24,193)	-9%	Administration	37,044	28,100	8,944	32%	(341,083)	(28,100)	(312,983)	#####
32,213	-	(129,998)	32,213	#####	162,211	125%	Communications	52,050	45,900	6,150	13%	(19,837)	(45,900)	26,063	57%
2,815	-	(152,857)	2,815	#####	155,672	102%	Information Tech	-	-	-	0%	2,815	-	2,815	#####
2,106	-	(182,460)	2,106	#####	184,566	101%	Accounting	771	1,100	(329)	-30%	1,334	(1,100)	2,434	221%
30,482	-	(102,910)	30,482	#####	133,392	130%	Human Resources	-	-	-	0%	30,482	-	30,482	#####
(85,538)	(96,109)	(54,674)	10,571	11%	(30,864)	-56%	Architectural Standards	46,108	42,800	3,308	8%	(131,646)	(138,909)	7,263	5%
7,384	-	(51,396)	7,384	#####	58,780	114%	Member Services	3,032	4,700	(1,668)	-35%	4,353	(4,700)	9,053	193%
4,091	-	(80,171)	4,091	#####	84,262	105%	Risk & Facility Admin	-	-	-	0%	4,091	-	4,091	#####
(395,396)	(287,105)	(143,587)	(108,291)	-38%	(251,808)	-175%	Forestry	45,422	16,000	29,422	184%	(440,818)	(303,105)	(137,713)	-45%
36,943	-	(190,034)	36,943	#####	226,977	119%	Maintenance	-	-	-	0%	36,943	-	36,943	#####
\$ (1,870,423)	\$ (2,135,000)	\$ (1,465,130)	\$ 264,577	12%	\$ (405,293)	-28%	TDA Operating Fund	\$ 2,724,746	\$ 2,406,000	\$ 318,746	13%	\$ (4,595,169)	\$ (4,541,000)	\$ (54,169)	-1%

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				
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
\$ (902)	\$ 1,170	\$ (10,080)	\$ (2,072)	-177%	\$ 9,178	91%	Private Amenities	\$ 96,758	\$ (15,742)	-14%	\$ (8,581)	-8%	\$ (97,659)	\$ 13,671	12%	\$ 17,759	15%
13,077	9,447	4,602	3,630	38%	8,475	184%	Trout Creek Rec Ctr	83,758	(14,942)	-15%	(9,946)	-11%	(70,681)	18,572	21%	18,421	21%
(980)	740	(1,838)	(1,720)	-232%	857	47%	Aquatics	13,000	-	0%	1,000	8%	(13,980)	(1,720)	-14%	(143)	-1%
(4,874)	(5,737)	(4,931)	863	15%	56	1%	Beach Club Marina	-	-	0%	-	0%	(4,874)	863	15%	56	1%
(1,724)	(1,758)	(1,145)	34	2%	(580)	-51%	Tennis Center	-	-	0%	-	0%	(1,724)	34	2%	(580)	-51%
(367)	(70)	672	(297)	-425%	(1,039)	-155%	Day Camps	-	-	0%	-	0%	(367)	(297)	-425%	(1,039)	-155%
(6,032)	(1,452)	(7,440)	(4,580)	-315%	1,408	19%	Recreation Programs	-	(800)	-100%	365	100%	(6,032)	(3,780)	-168%	1,043	15%
712,535	228,239	644,207	484,296	212%	68,328	11%	Public Amenities	1,829,046	402,046	28%	35,056	2%	(1,116,511)	82,250	7%	33,272	3%
553,189	109,915	512,054	443,274	403%	41,136	8%	Downhill Ski	1,116,007	345,007	45%	39,909	4%	(562,817)	98,268	15%	1,227	0%
193,376	108,785	133,781	84,591	78%	59,595	45%	Cross Country Ski	385,232	142,032	58%	79,350	26%	(191,856)	(57,441)	-43%	(19,755)	-11%
40,274	41,962	39,482	(1,688)	-4%	792	2%	Snowplay	63,200	(19,800)	-24%	(9,428)	-13%	(22,926)	18,112	44%	10,220	31%
(31,643)	(27,913)	(17,493)	(3,730)	-13%	(14,149)	-81%	Golf	-	(500)	-100%	(2,723)	-100%	(31,643)	(3,230)	-11%	(11,426)	-57%
(2,381)	(2,488)	(2,564)	107	4%	183	7%	Campground	-	-	0%	-	0%	(2,381)	107	4%	183	7%
(5,779)	(6,027)	(4,986)	248	4%	(793)	-16%	Equestrian	-	-	0%	-	0%	(5,779)	248	4%	(793)	-16%
(920)	-	321	(920)	0%	(1,241)	-387%	Bikeworks	-	-	0%	-	0%	(920)	(920)	0%	(1,241)	-387%
(7,809)	(7,816)	(7,966)	7	0%	157	2%	Trails	-	-	0%	-	0%	(7,809)	7	0%	157	2%
(19,443)	8,833	(6,533)	(28,276)	-320%	(12,910)	-198%	The Lodge	189,398	(32,102)	-14%	(25,234)	-12%	(208,841)	3,826	2%	12,324	6%
(90)	(1,506)	1,343	1,416	94%	(1,433)	-107%	Summer Food and Bev	-	-	0%	-	0%	(90)	1,416	94%	(1,433)	-107%
(915)	46	(10,675)	(961)	-2088%	9,760	91%	Pizza on the Hill	-	(50,000)	-100%	(44,907)	-100%	(915)	49,039	98%	54,667	98%
(5,325)	4,448	7,445	(9,773)	-220%	(12,769)	-172%	Alder Creek Café	75,209	17,409	30%	(1,910)	-2%	(80,533)	(27,181)	-51%	(10,859)	-16%
711,634	229,409	634,127	482,225	210%	77,506	12%	Amenities Total	1,925,804	386,304	25%	26,476	1%	(1,214,170)	95,921	7%	51,031	4%
(775,189)	(537,409)	(385,980)	(237,780)	-44%	(389,208)	-101%	HOA & Amenities Support Services	57,048	12,548	28%	(8,462)	-13%	(832,237)	(250,328)	-43%	(380,746)	-84%
(131,476)	(78,743)	1,453	(52,733)	-67%	(132,929)	-9149%	General	-	-	0%	-	0%	(131,476)	(52,733)	-67%	(132,929)	#####
(205,293)	(52,613)	(105,339)	(152,680)	-290%	(99,954)	-95%	Administration	10,916	1,516	16%	12,218	939%	(216,210)	(154,197)	-249%	(112,172)	-108%
(38,154)	(47,340)	(42,382)	9,186	19%	4,228	10%	Communications	19,150	1,150	6%	1,970	11%	(57,305)	8,035	12%	2,257	4%
(54,564)	(56,088)	(50,745)	1,524	3%	(3,819)	-8%	Information Tech	-	-	0%	-	0%	(54,564)	1,524	3%	(3,819)	-8%
(69,686)	(71,729)	(57,500)	2,043	3%	(12,185)	-21%	Accounting	419	19	5%	(149)	-26%	(70,104)	2,025	3%	(12,036)	-21%
(38,652)	(52,472)	(37,353)	13,820	26%	(1,299)	-3%	Human Resources	-	-	0%	-	0%	(38,652)	13,820	26%	(1,299)	-3%
(20,158)	(22,624)	(18,204)	2,466	11%	(1,954)	-11%	Architectural Standards	13,308	2,308	21%	497	4%	(33,466)	158	0%	(2,451)	-8%
(20,720)	(21,753)	(15,622)	1,033	5%	(5,098)	-33%	Member Services	1,645	(755)	-31%	(785)	-32%	(22,365)	1,788	7%	(4,313)	-24%
(31,514)	(29,394)	(25,302)	(2,120)	-7%	(6,212)	-25%	Risk & Facility Admin	-	-	0%	-	0%	(31,514)	(2,120)	-7%	(6,212)	-25%
(100,963)	(31,142)	28,356	(69,821)	-224%	(129,320)	-456%	Forestry	11,609	8,309	252%	(22,214)	-66%	(112,572)	(78,130)	-227%	(107,106)	#####
(64,008)	(73,511)	(63,342)	9,503	13%	(666)	-1%	Maintenance	-	-	0%	-	0%	(64,008)	9,503	13%	(666)	-1%
\$ (63,555)	\$ (308,000)	\$ 248,147	\$ 244,445	79%	\$ (311,702)	-126%	TDA Operating Fund	\$ 1,982,852	\$ 398,852	25%	\$ 18,014	1%	\$ (2,046,407)	\$ (154,407)	-8%	\$ (329,716)	-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								
			Variance to Budget		Variance to PriorYr						Variance to Budget		Variance to PriorYr					Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg				
\$ 397,078	\$ 344,900	\$ 388,086	\$ 52,178	15%	\$ 8,992	2%	Private Amenities	\$ 2,702,379	\$ (50,621)	-2%	\$ 60,281	2%	\$ (2,305,301)	\$ 102,799	4%	\$ (51,288)	-2%				
127,658	93,100	148,162	34,558	37%	(20,504)	-14%	Trout Creek Rec Ctr	1,066,112	(27,888)	-3%	(10,588)	-1%	(938,454)	62,446	6%	(9,916)	-1%				
(23,810)	(11,400)	20,140	(12,410)	-109%	(43,950)	-218%	Aquatics	252,552	11,552	5%	26,528	12%	(276,363)	(23,963)	-9%	(70,478)	-34%				
282,741	281,100	245,431	1,641	1%	37,309	15%	Beach Club Marina	698,828	(51,172)	-7%	20,412	3%	(416,087)	52,813	11%	16,897	4%				
456	(3,200)	(21,149)	3,656	114%	21,605	102%	Tennis Center	236,146	23,146	11%	13,501	6%	(235,691)	(19,491)	-9%	8,104	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%				
(761)	(50,800)	(35,732)	50,039	99%	34,971	98%	Recreation Programs	201,021	21,021	12%	19,375	11%	(201,781)	29,019	13%	15,596	7%				
1,355,839	623,300	374,472	732,539	118%	981,368	262%	Public Amenities	11,150,758	374,758	3%	1,264,963	13%	(9,794,919)	357,781	4%	(283,596)	-3%				
1,733,747	777,000	653,792	956,747	123%	1,079,955	165%	Downhill Ski	4,770,551	875,551	22%	1,339,530	39%	(3,036,804)	81,196	3%	(259,575)	-9%				
415,781	197,700	198,166	218,081	110%	217,615	110%	Cross Country Ski	1,381,116	338,116	32%	423,953	44%	(965,334)	(120,034)	-14%	(206,337)	-27%				
110,958	116,100	72,567	(5,142)	-4%	38,391	53%	Snowplay	242,718	(39,282)	-14%	41,146	20%	(131,760)	34,140	21%	(2,755)	-2%				
(522,659)	(104,400)	(113,147)	(418,259)	-401%	(409,513)	-362%	Golf	706,521	(453,479)	-39%	(396,303)	-36%	(1,229,180)	35,220	3%	(13,209)	-1%				
9,904	(5,500)	10,064	15,404	280%	(160)	-2%	Campground	95,813	25,813	37%	9,056	10%	(85,909)	(10,409)	-14%	(9,216)	-12%				
(91,578)	(65,000)	(84,566)	(26,578)	-41%	(7,013)	-8%	Equestrian	238,635	(16,365)	-6%	11,241	5%	(330,213)	(10,213)	-3%	(18,253)	-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%				
(142,173)	(172,100)	(147,800)	29,927	17%	5,628	4%	Trails	2,832	1,832	183%	2,328	462%	(145,005)	28,095	16%	3,300	2%				
40,280	80,000	28,822	(39,720)	-50%	11,458	40%	The Lodge	2,541,422	(88,578)	-3%	6,779	0%	(2,501,141)	48,859	2%	4,679	0%				
(91,692)	(88,000)	(60,784)	(3,692)	-4%	(30,908)	-51%	Summer Food and Bev	201,526	(68,474)	-25%	(56,690)	-22%	(293,219)	64,781	18%	25,782	8%				
(45,429)	(33,200)	(74,431)	(12,229)	-37%	29,002	39%	Pizza on the Hill	344,562	(258,438)	-43%	(246,360)	-42%	(389,991)	246,209	39%	275,362	41%				
(68,349)	(83,600)	(109,529)	15,251	18%	41,180	38%	Alder Creek Café	490,425	40,425	9%	102,533	26%	(558,774)	(25,174)	-5%	(61,353)	-12%				
1,752,917	968,200	762,558	784,717	81%	990,360	130%	Amenities Total	13,853,137	324,137	2%	1,325,244	11%	(12,100,219)	460,581	4%	(334,884)	-3%				
(6,846,351)	(6,861,200)	(6,196,923)	14,849	0%	(649,428)	-10%	HOA & Amenities Support Services	798,552	112,552	16%	(26,601)	-3%	(7,644,903)	(97,703)	-1%	(622,827)	-9%				
(1,100,435)	(1,060,600)	(833,142)	(39,835)	-4%	(267,293)	-32%	General	-	-	0%	-	0%	(1,100,435)	(39,835)	-4%	(267,293)	-32%				
(868,137)	(625,200)	(774,570)	(242,937)	-39%	(93,568)	-12%	Administration	264,741	80,741	44%	19,711	8%	(1,132,878)	(323,678)	-40%	(113,279)	-11%				
(398,028)	(533,700)	(493,807)	135,672	25%	95,780	19%	Communications	229,509	19,509	9%	27,143	13%	(627,537)	116,163	16%	68,636	10%				
(612,562)	(677,400)	(631,806)	64,838	10%	19,244	3%	Information Tech	-	-	0%	-	0%	(612,562)	64,838	10%	19,244	3%				
(833,460)	(815,200)	(760,917)	(18,260)	-2%	(72,543)	-10%	Accounting	4,802	(1,198)	-20%	(1,484)	-24%	(838,263)	(17,063)	-2%	(71,059)	-9%				
(383,598)	(412,400)	(373,965)	28,802	7%	(9,634)	-3%	Human Resources	-	-	0%	-	0%	(383,598)	28,802	7%	(9,634)	-3%				
(213,882)	(241,600)	(174,883)	27,718	11%	(38,999)	-22%	Architectural Standards	174,660	(21,340)	-11%	(27,023)	-13%	(388,542)	49,058	11%	(11,976)	-3%				
(222,874)	(250,500)	(212,291)	27,626	11%	(10,583)	-5%	Member Services	29,865	(4,135)	-12%	(2,513)	-8%	(252,739)	31,761	11%	(8,070)	-3%				
(315,050)	(339,900)	(328,753)	24,850	7%	13,703	4%	Risk & Facility Admin	-	-	0%	-	0%	(315,050)	24,850	7%	13,703	4%				
(1,170,098)	(1,079,100)	(876,645)	(90,998)	-8%	(293,453)	-33%	Forestry	94,975	38,975	70%	(42,435)	-31%	(1,265,073)	(129,973)	-11%	(251,017)	-25%				
(728,226)	(825,600)	(736,144)	97,374	12%	7,919	1%	Maintenance	-	-	0%	-	0%	(728,226)	97,374	12%	7,919	1%				
\$ (5,093,434)	\$ (5,893,000)	\$ (5,434,366)	\$ 799,566	14%	\$ 340,932	6%	TDA Operating Fund	\$ 14,651,689	\$ 436,689	3%	\$ 1,298,643	10%	\$ (19,745,122)	\$ 362,878	2%	\$ (957,711)	-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 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
\$ (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								
			Variance to Budget		Variance to PriorYr						Variance to Budget		Variance to PriorYr					Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	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 Support Services	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%	General	-	-	0%	-	0%	(502,630)	36,891	7%	(8,612)	-2%				
(356,081)	(349,729)	(426,589)	(6,352)	-2%	70,507	17%	Administration	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%	Communications	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
\$ (13,271)	\$ (18,075)	\$ (32,961)	\$ 4,804	27%	\$ 19,690	60%	Private Amenities	\$ 178,619	\$ (24,381)	-12%	\$ (16,274)	-8%	\$ (191,890)	\$ 29,185	13%	\$ 35,963	16%
13,047	589	(1,949)	12,458	2115%	14,997	769%	Trout Creek Rec Ctr	152,434	(23,266)	-13%	(18,216)	-11%	(139,386)	35,725	20%	33,212	19%
3,239	5,980	2,383	(2,741)	-46%	856	36%	Aquatics	26,000	-	0%	2,000	8%	(22,761)	(2,741)	-14%	(1,144)	-5%
(9,810)	(11,491)	(10,934)	1,681	15%	1,124	10%	Beach Club Marina	18	18	0%	18	0%	(9,828)	1,663	14%	1,106	10%
(4,786)	(3,556)	(3,984)	(1,230)	-35%	(802)	-20%	Tennis Center	-	-	0%	-	0%	(4,786)	(1,230)	-35%	(802)	-20%
(711)	(140)	362	(571)	-408%	(1,073)	-296%	Day Camps	-	-	0%	-	0%	(711)	(571)	-408%	(1,073)	-296%
(14,251)	(9,457)	(18,839)	(4,794)	-51%	4,588	24%	Recreation Programs	167	(1,133)	-87%	(76)	-31%	(14,418)	(3,661)	-34%	4,663	24%
409,325	(142,818)	343,304	552,143	387%	66,020	19%	Public Amenities	1,964,063	331,663	20%	(51,890)	-3%	(1,554,738)	220,480	12%	117,911	7%
399,354	(84,316)	368,915	483,670	574%	30,439	8%	Downhill Ski	1,116,957	345,957	45%	40,248	4%	(717,603)	137,713	16%	(9,809)	-1%
155,661	54,987	84,265	100,674	183%	71,396	85%	Cross Country Ski	413,441	151,041	58%	90,141	28%	(257,781)	(50,368)	-24%	(18,746)	-8%
38,963	32,411	35,085	6,552	20%	3,878	11%	Snowplay	65,026	(22,974)	-26%	(7,602)	-10%	(26,064)	29,525	53%	11,480	31%
(76,798)	(66,183)	(56,844)	(10,615)	-16%	(19,954)	-35%	Golf	(120)	(1,120)	-112%	(3,801)	-103%	(76,678)	(9,495)	-14%	(16,153)	-27%
(4,672)	(5,026)	(3,877)	354	7%	(796)	-21%	Campground	-	-	0%	-	0%	(4,672)	354	7%	(796)	-21%
(11,894)	(11,122)	(11,169)	(772)	-7%	(725)	-6%	Equestrian	-	-	0%	-	0%	(11,894)	(772)	-7%	(725)	-6%
(988)	-	(190)	(988)	#####	(798)	-421%	Bikeworks	-	-	0%	-	0%	(988)	(988)	#####	(798)	-421%
(14,539)	(15,641)	6,291	1,102	7%	(20,830)	-331%	Trails	-	-	0%	-	0%	(14,539)	1,102	7%	(20,830)	-331%
(57,401)	(23,763)	(46,968)	(33,638)	-142%	(10,433)	-22%	The Lodge	276,943	(88,757)	-24%	(88,874)	-24%	(334,344)	55,119	14%	78,441	19%
24	(3,027)	(3,229)	3,051	101%	3,253	101%	Summer Food and Bev	500	500	0%	-	0%	(476)	2,551	84%	3,253	87%
(2,204)	(12,124)	(25,070)	9,920	82%	22,866	91%	Pizza on the Hill	-	(73,000)	-100%	(71,393)	-100%	(2,204)	82,920	97%	94,259	98%
(16,181)	(9,014)	(3,905)	(7,167)	-80%	(12,276)	-314%	Alder Creek Caf�	91,315	20,015	28%	(10,610)	-10%	(107,497)	(27,183)	-34%	(1,666)	-2%
396,053	(160,893)	310,343	556,946	346%	85,710	28%	Amenities Total	2,142,682	307,282	17%	(68,164)	-3%	(1,746,628)	249,665	13%	153,874	8%
(1,404,841)	(1,111,107)	(908,406)	(293,734)	-26%	(496,436)	-55%	HOA & Amenities Support Services	133,040	42,440	47%	4,869	4%	(1,537,882)	(336,175)	-28%	(501,305)	-48%
(216,951)	(164,822)	(24,650)	(52,129)	-32%	(192,301)	-780%	General	-	-	0%	-	0%	(216,951)	(52,129)	-32%	(192,301)	-780%
(399,397)	(105,664)	(228,179)	(293,733)	-278%	(171,218)	-75%	Administration	22,935	4,035	21%	6,534	40%	(422,332)	(297,768)	-239%	(177,751)	-73%
(65,648)	(95,720)	(88,060)	30,072	31%	22,412	25%	Communications	37,167	4,467	14%	8,523	30%	(102,815)	25,605	20%	13,889	12%
(107,880)	(111,337)	(102,433)	3,457	3%	(5,447)	-5%	Information Tech	-	-	0%	-	0%	(107,880)	3,457	3%	(5,447)	-5%
(133,045)	(137,402)	(117,683)	4,357	3%	(15,362)	-13%	Accounting	560	(40)	-7%	(312)	-36%	(133,605)	4,397	3%	(15,050)	-13%
(67,915)	(88,881)	(71,208)	20,966	24%	3,294	5%	Human Resources	-	-	0%	-	0%	(67,915)	20,966	24%	3,294	5%
(33,303)	(40,817)	(37,927)	7,514	18%	4,624	12%	Architectural Standards	30,544	4,944	19%	2,356	8%	(63,847)	2,570	4%	2,269	3%
(39,562)	(44,209)	(34,731)	4,647	11%	(4,830)	-14%	Member Services	2,533	(1,067)	-30%	(968)	-28%	(42,095)	5,715	12%	(3,862)	-10%
(58,904)	(57,002)	(45,239)	(1,902)	-3%	(13,665)	-30%	Risk & Facility Admin	-	-	0%	-	0%	(58,904)	(1,902)	-3%	(13,665)	-30%
(161,482)	(117,568)	(36,529)	(43,914)	-37%	(124,953)	-342%	Forestry	39,302	30,102	327%	(11,263)	-22%	(200,784)	(74,016)	-58%	(113,691)	-131%
(120,754)	(147,685)	(121,765)	26,931	18%	1,011	1%	Maintenance	-	-	0%	-	0%	(120,754)	26,931	18%	1,011	1%
\$ (1,008,788)	\$ (1,272,000)	\$ (598,062)	\$ 263,212	21%	\$ (410,726)	-69%	TDA Operating Fund	\$ 2,275,722	\$ 349,722	18%	\$ (63,295)	-3%	\$ (3,284,510)	\$ (86,510)	-3%	\$ (347,431)	-12%