

CALENDAR MONTH	2020												Forecast	Budget
	1	2	3	4	5	6	7	8	9	10	11	12	NORBO	NORBO
	Actual								Forecast					
<b>Net Operating Income Before Rec Fee Income and Overhead Allocation</b>														
<b>Association Business</b>														
General	\$ (72,218)	\$ (50,354)	\$ (75,931)	\$ (77,696)	\$ (56,867)	\$ (77,967)	\$ (49,782)	\$ (42,030)	\$ (69,300)	\$ (69,300)	\$ (69,300)	\$ (69,500)	\$ (780,245)	\$ (943,000)
Administration	\$ (29,456)	\$ (22,508)	\$ 173,184	\$ (14,186)	\$ (23,307)	\$ (24,507)	\$ (47,794)	\$ (56,304)	\$ (69,779)	\$ (69,779)	\$ (69,779)	\$ (69,779)	\$ (323,993)	\$ (555,000)
Communications	\$ (37,928)	\$ (35,880)	\$ (30,230)	\$ (22,313)	\$ (30,565)	\$ (33,596)	\$ (37,477)	\$ (34,440)	\$ (33,730)	\$ (32,760)	\$ (33,110)	\$ (36,980)	\$ (399,010)	\$ (551,000)
ASO	\$ (26,768)	\$ (17,861)	\$ (2,216)	\$ (1,269)	\$ (11,274)	\$ (8,194)	\$ 11,122	\$ 10,979	\$ (18,401)	\$ (14,021)	\$ (12,468)	\$ (16,178)	\$ (106,548)	\$ (323,000)
MIS	\$ (57,160)	\$ (52,005)	\$ (44,253)	\$ (36,207)	\$ (47,324)	\$ (51,630)	\$ (50,346)	\$ (50,194)	\$ (52,285)	\$ (52,285)	\$ (52,285)	\$ (52,285)	\$ (598,259)	\$ (718,000)
Accounting	\$ (79,183)	\$ (78,437)	\$ (58,890)	\$ (37,546)	\$ (31,739)	\$ (56,289)	\$ (57,351)	\$ (50,496)	\$ (68,587)	\$ (68,587)	\$ (68,587)	\$ (68,587)	\$ (724,279)	\$ (946,000)
Human Resources	\$ (27,006)	\$ (25,839)	\$ (24,793)	\$ (21,773)	\$ (18,332)	\$ (23,311)	\$ (19,970)	\$ (29,252)	\$ (31,597)	\$ (34,597)	\$ (33,497)	\$ (47,697)	\$ (337,664)	\$ (379,000)
Member Services	\$ (22,718)	\$ (19,418)	\$ (14,301)	\$ 996	\$ (11,009)	\$ (19,373)	\$ (20,139)	\$ (18,614)	\$ (13,816)	\$ (10,848)	\$ (11,388)	\$ (9,788)	\$ (170,417)	\$ (252,000)
Forestry	\$ (63,548)	\$ (46,207)	\$ (33,906)	\$ (29,480)	\$ (98,776)	\$ (124,621)	\$ (207,928)	\$ (243,760)	\$ (315,662)	\$ (165,382)	\$ (111,381)	\$ (48,029)	\$ (1,488,681)	\$ (1,545,000)
Maintenance	\$ (66,804)	\$ (50,453)	\$ (40,859)	\$ (24,603)	\$ (31,937)	\$ (47,891)	\$ (55,783)	\$ (46,817)	\$ (61,389)	\$ (61,389)	\$ (61,389)	\$ (61,389)	\$ (610,701)	\$ (845,000)
Facility Administration	\$ (37,859)	\$ (32,015)	\$ (21,652)	\$ (13,688)	\$ (33,292)	\$ (29,206)	\$ (31,695)	\$ (30,112)	\$ (35,427)	\$ (36,257)	\$ (35,027)	\$ (35,767)	\$ (371,997)	\$ (326,000)
<b>Association Business Total</b>	<b>\$ (520,648)</b>	<b>\$ (430,977)</b>	<b>\$ (173,847)</b>	<b>\$ (277,765)</b>	<b>\$ (394,422)</b>	<b>\$ (496,585)</b>	<b>\$ (567,143)</b>	<b>\$ (591,040)</b>	<b>\$ (769,973)</b>	<b>\$ (615,205)</b>	<b>\$ (558,210)</b>	<b>\$ (515,979)</b>	<b>\$ (5,911,794)</b>	<b>\$ (7,383,000)</b>
<b>Amenities</b>														
Trails	\$ (15,543)	\$ (12,324)	\$ (8,426)	\$ (4,324)	\$ (7,657)	\$ (18,629)	\$ (15,158)	\$ (22,271)	\$ (30,476)	\$ (18,451)	\$ (10,434)	\$ (10,434)	\$ (174,126)	\$ (209,800)
Marina	\$ (5,272)	\$ (4,933)	\$ (966)	\$ (1,402)	\$ (20,031)	\$ (17,906)	\$ 40,196	\$ 32,019	\$ (13,385)	\$ (29,304)	\$ -	\$ -	\$ (20,984)	\$ 108,200
Equestrian	\$ (7,592)	\$ (5,084)	\$ (4,722)	\$ (2,826)	\$ (13,405)	\$ (25,068)	\$ (4,707)	\$ (10,578)	\$ (21,213)	\$ (13,005)	\$ (2,269)	\$ (1,000)	\$ (111,469)	\$ (81,000)
Tennis	\$ (1,826)	\$ (1,707)	\$ (1,973)	\$ (2,108)	\$ (4,560)	\$ (10,043)	\$ (5,251)	\$ (6,417)	\$ (4,214)	\$ (7,256)	\$ -	\$ -	\$ (45,355)	\$ (82,100)
Campground	\$ (2,772)	\$ (2,392)	\$ (2,071)	\$ (2,378)	\$ (3,629)	\$ 6,191	\$ 23,591	\$ 23,844	\$ (2,477)	\$ (3,350)	\$ (1,550)	\$ (1,350)	\$ 31,657	\$ 11,200
Cross Country Center	\$ 188,075	\$ 188,825	\$ 8,501	\$ (13,357)	\$ (12,619)	\$ (12,651)	\$ (12,829)	\$ (20,393)	\$ (23,441)	\$ (23,441)	\$ (61,007)	\$ 105,193	\$ 310,856	\$ 235,700
Golf Course Operations	\$ (26,282)	\$ (31,007)	\$ (20,024)	\$ (23,664)	\$ (48,404)	\$ (38,088)	\$ (64,101)	\$ (57,990)	\$ (91,935)	\$ (96,183)	\$ (29,963)	\$ (20,619)	\$ (548,258)	\$ (524,700)
The Lodge	\$ (43,803)	\$ (37,649)	\$ (60,658)	\$ (45,866)	\$ (44,417)	\$ (50,174)	\$ (29,742)	\$ (9,805)	\$ 49,293	\$ (60,112)	\$ (99,640)	\$ (69,425)	\$ (501,997)	\$ (206,500)
Trout Creek/Aquatics/Recreation	\$ (72,681)	\$ (68,446)	\$ (67,239)	\$ (37,295)	\$ (38,267)	\$ (54,437)	\$ (101,155)	\$ (60,198)	\$ (86,911)	\$ (73,817)	\$ (80,173)	\$ (80,058)	\$ (820,678)	\$ (775,100)
Bikeworks	\$ -	\$ -	\$ 1,901	\$ 2,058	\$ 4,260	\$ (777)	\$ 22,140	\$ 5,374	\$ (5,880)	\$ (12,600)	\$ -	\$ -	\$ 16,476	\$ 13,600
Pizza on the Hill	\$ (924)	\$ (1,333)	\$ (863)	\$ (1,241)	\$ (981)	\$ (2,745)	\$ (2,121)	\$ (2,361)	\$ -	\$ -	\$ -	\$ -	\$ (12,569)	\$ 1,000
Alder Creek Café	\$ (13,903)	\$ (11,479)	\$ (22,005)	\$ (9,584)	\$ (8,424)	\$ (13,089)	\$ (3,244)	\$ (4,710)	\$ (10,762)	\$ (10,762)	\$ (10,762)	\$ (10,762)	\$ (129,486)	\$ (23,300)
Downhill Ski Consolidated	\$ 587,547	\$ 870,962	\$ (57,752)	\$ (114,382)	\$ (55,027)	\$ (41,670)	\$ (60,089)	\$ (58,182)	\$ (49,256)	\$ (59,301)	\$ (172,142)	\$ (148,100)	\$ 642,608	\$ 1,464,800
Snowplay	\$ 26,675	\$ 6,674	\$ (9,992)	\$ (3,848)	\$ (1,985)	\$ (2,068)	\$ (1,761)	\$ (1,390)	\$ -	\$ -	\$ (16,524)	\$ 15,185	\$ 10,966	\$ 94,000
<b>Amenities Total</b>	<b>\$ 611,699</b>	<b>\$ 890,107</b>	<b>\$ (246,289)</b>	<b>\$ (260,217)</b>	<b>\$ (255,146)</b>	<b>\$ (281,154)</b>	<b>\$ (214,231)</b>	<b>\$ (193,058)</b>	<b>\$ (290,655)</b>	<b>\$ (407,580)</b>	<b>\$ (484,464)</b>	<b>\$ (221,369)</b>	<b>\$ (1,352,358)</b>	<b>\$ 26,000</b>
<b>Rec Fee Income</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 61,000</b>	<b>\$ 57,595</b>	<b>\$ 11,067</b>	<b>\$ 63,679</b>	<b>\$ 180,888</b>	<b>\$ 163,107</b>	<b>\$ 98,296</b>	<b>\$ 62,089</b>	<b>\$ 47,059</b>	<b>\$ 66,667</b>	<b>\$ 937,447</b>	<b>\$ 1,270,000</b>
<b>Net Operating Income Before Overhead Allocation</b>	<b>\$ 154,051</b>	<b>\$ 522,130</b>	<b>\$ (359,136)</b>	<b>\$ (480,387)</b>	<b>\$ (638,501)</b>	<b>\$ (714,060)</b>	<b>\$ (600,486)</b>	<b>\$ (620,991)</b>	<b>\$ (962,332)</b>	<b>\$ (960,697)</b>	<b>\$ (995,615)</b>	<b>\$ (670,681)</b>	<b>\$ (6,326,705)</b>	<b>\$ (6,087,000)</b>
<b>Cumulative Net Operating Income Before Overhead</b>	<b>\$ 154,051</b>	<b>\$ 676,181</b>	<b>\$ 317,045</b>	<b>\$ (163,342)</b>	<b>\$ (801,843)</b>	<b>\$ (1,515,903)</b>	<b>\$ (2,116,389)</b>	<b>\$ (2,737,380)</b>	<b>\$ (3,699,712)</b>	<b>\$ (4,660,408)</b>	<b>\$ (5,656,023)</b>	<b>\$ (6,326,705)</b>		<b>\$ (239,705)</b>
<b>Per 2020 Budget</b>	<b>\$ 15,000</b>	<b>\$ 317,000</b>	<b>\$ (38,000)</b>	<b>\$ (610,000)</b>	<b>\$ (850,000)</b>	<b>\$ (835,000)</b>	<b>\$ (313,000)</b>	<b>\$ (641,000)</b>	<b>\$ (1,024,000)</b>	<b>\$ (968,000)</b>	<b>\$ (1,017,000)</b>	<b>\$ (123,000)</b>		
<b>Cumulative Budget</b>	<b>\$ 15,000</b>	<b>\$ 332,000</b>	<b>\$ 294,000</b>	<b>\$ (316,000)</b>	<b>\$ (1,166,000)</b>	<b>\$ (2,001,000)</b>	<b>\$ (2,314,000)</b>	<b>\$ (2,955,000)</b>	<b>\$ (3,979,000)</b>	<b>\$ (4,947,000)</b>	<b>\$ (5,964,000)</b>	<b>\$ (6,087,000)</b>		
<b>Variance to Budget</b>	<b>\$ 139,051</b>	<b>\$ 205,130</b>	<b>\$ (321,136)</b>	<b>\$ 129,613</b>	<b>\$ 211,499</b>	<b>\$ 120,940</b>	<b>\$ (287,486)</b>	<b>\$ 20,009</b>	<b>\$ 61,668</b>	<b>\$ 7,303</b>	<b>\$ 21,385</b>	<b>\$ (547,681)</b>		
<b>Cumulative Variance</b>	<b>\$ 139,051</b>	<b>\$ 344,181</b>	<b>\$ 23,045</b>	<b>\$ 152,658</b>	<b>\$ 364,157</b>	<b>\$ 485,097</b>	<b>\$ 197,611</b>	<b>\$ 217,620</b>	<b>\$ 279,288</b>	<b>\$ 286,592</b>	<b>\$ 307,977</b>	<b>\$ (239,705)</b>		