



Tahoe Donner Association

Finance Reports

November 2020

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MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members
Cc: Executive Assistant
From: Tom O'Neil - Controller
Date: December 16, 2020
Re: **November 2020 – Financial Results**



Operating Keynotes

1. Revenues:

- a. Monthly revenue for November totaled \$230,622 vs a budget of \$307,000. F&B revenue of \$72,521 fell short of budget by \$76,909 representing a 51% budget shortfall and 30% shortfall as compared to November 2019. Timber sales of \$28k, transfer fees of \$23k and helped to offset the COVID related revenue impact to F&B.
- b. Year to Date revenue of \$8.4 million vs. a budget of \$12.2 million represents a YTD budget shortfall of \$3.9 million and a \$4.3 year over year (YOY) shortfall. Overall gross revenue is under budget by 32% and 34% YOY. On the year, access fees are down \$925k, or 29% to budget and down 37% YOY. Food and beverage revenue is down \$1.9 million, or 49% to budget and 50% YOY. Lessons and rentals across all amenities are down \$805k, or 29% to budget.

2. Cost of Goods Sold (COGS):

- a. Monthly COGS were scaled down to reduced sales and so Gross Margin missed budgeted dollars by 23% vs. an overall revenue shortfall of 25% on the month.
- b. YTD the same holds true for COGS being scaled down with decreased sales. Our YTD gross margin is short of budgeted dollars by 31% whereas our YTD revenue shortfall is at 32% YTD.

3. Payroll:

- a. Monthly Payroll including burden expense was \$648k to a budget of \$861k. The reduction to payroll was driven by COVID restrictions at our amenities along with ongoing vacancies and/or reductions in our administrative staff. Of the \$213k savings to budget, HOA administrative departments accounted for \$86k of the savings, DH Ski \$32k, The Lodge \$34k, and Recreation \$27k were the primary drivers of lowered payroll expense for November.
- b. YTD Payroll has totaled \$8.1 million vs. a budget of \$11.6 million for a savings to budget of \$3.5 million which exceeds our Gross Margin shortfall YTD of \$3.4 million showing a scaled labor to reduced business levels across most departments and amenities.

4. OPEX:

- a. Monthly operating expenses of \$462k exceeded the November budgeted \$416 by \$46k. We spent \$121k over budget on Forestry work which drove an otherwise budget-beating month of November for OPEX.
- b. YTD operating expenses of \$4.5 million are \$740k or 14% under budget thru November. Administrative and office expenses are down \$395k, supplies and maintenance are down \$264k, Utilities are down \$41k, and staff expenses are down \$41k accounting for the YTD savings to budget.

5. NORBO (Contribution Margin).

- a. Monthly NORBO finished ahead of budget with payroll savings again exceeding the gross margin (revenue – COGS) deficit for the month.
- b. YTD NORBO is ahead of budget by \$833k through November, although we do expect December operating losses to offset most of our YTD gains as we face COVID restriction on capacities at DH Ski and XC along with partial shutdowns of our F&B operations in a traditionally our 4th strongest month of the year.

Refer to Key Metrics (F-2) for summary information related to month performance. Consolidated Operating Fund P&L (F-15) provides details by line item. Section F07 provides by amenity/department financial performance. All monthly financials and other key financial reports can be referenced 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.**

Tahoe Donner Association
 Annual Assessment Pace Report
 Source: MSDL - Period Sensitive Aged AR

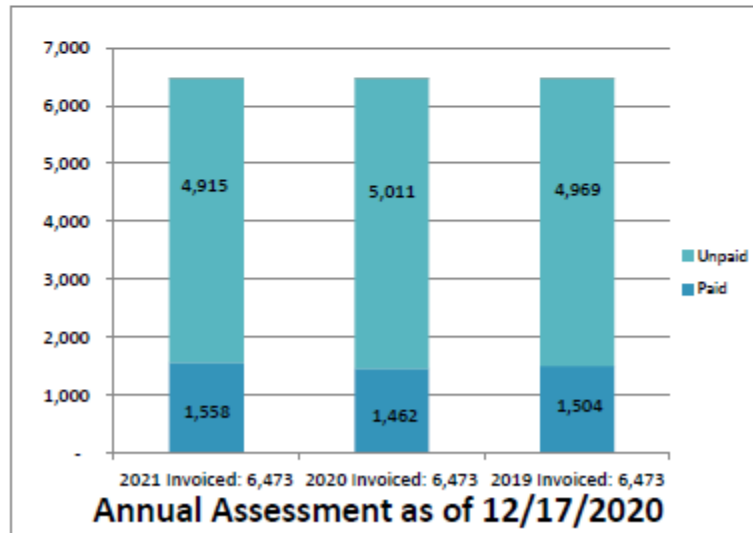
	2021 AA (term 72)				2020 AA (term 71)				2019 AA (term 69)			
	# Units	%	SAA	\$Total	# Units	%	SAA	\$Total	# Units	%	SAA	\$Total
Invoiced: 11/15/201X	6,473	100%	\$ 2,241	\$ 14,505,993	6,473	100%	\$ 2,065	\$ 13,366,745	6,473	100%	\$ 1,965	\$ 12,719,445
Payments Rcvd as of: 11/30/201X	(486)	-7.5%	\$ 2,241	\$ (1,088,873)	(423)	-6.5%	\$ 2,065	\$ (873,711)	(492)	-7.6%	\$ 1,965	\$ (967,143)
Balance as of: 11/30/201X	5,987	92.5%	\$ 2,241	\$ 13,417,120	6,050	93.5%	\$ 2,065	\$ 12,493,034	5,981	92.4%	\$ 1,965	\$ 11,752,302
Payments Rcvd as of: 12/9/201x	(743)	-11.5%	\$ 2,241	\$ (1,665,433)	(620)	-9.6%	\$ 2,065	\$ (1,280,924)	(488)	-7.5%	\$ 1,965	\$ (958,733)
Balance as of: 12/9/201x	5,244	81.0%	\$ 2,241	\$ 11,751,687	5,430	83.9%	\$ 2,065	\$ 11,212,110	5,493	84.9%	\$ 1,965	\$ 10,793,569
Payments Rcvd as of: 12/17/201x	(329)	-5.1%	\$ 2,065	\$ (678,879)	(418)	-6.5%	\$ 2,065	\$ (863,970)	(524)	-8.1%	\$ 1,965	\$ (1,028,922)
Balance as of: 12/17/201x	4,915	75.9%	\$ 2,065	\$ 11,072,808	5,011	77.4%	\$ 2,065	\$ 10,348,140	4,969	76.8%	\$ 1,965	\$ 9,764,647

Payments Received Total: (1,558) -24% \$ 2,241 \$ (3,433,185) (1,462) -23% \$ 2,065 \$ (3,018,605) (1,504) -23% \$ 1,965 \$ (2,954,798)

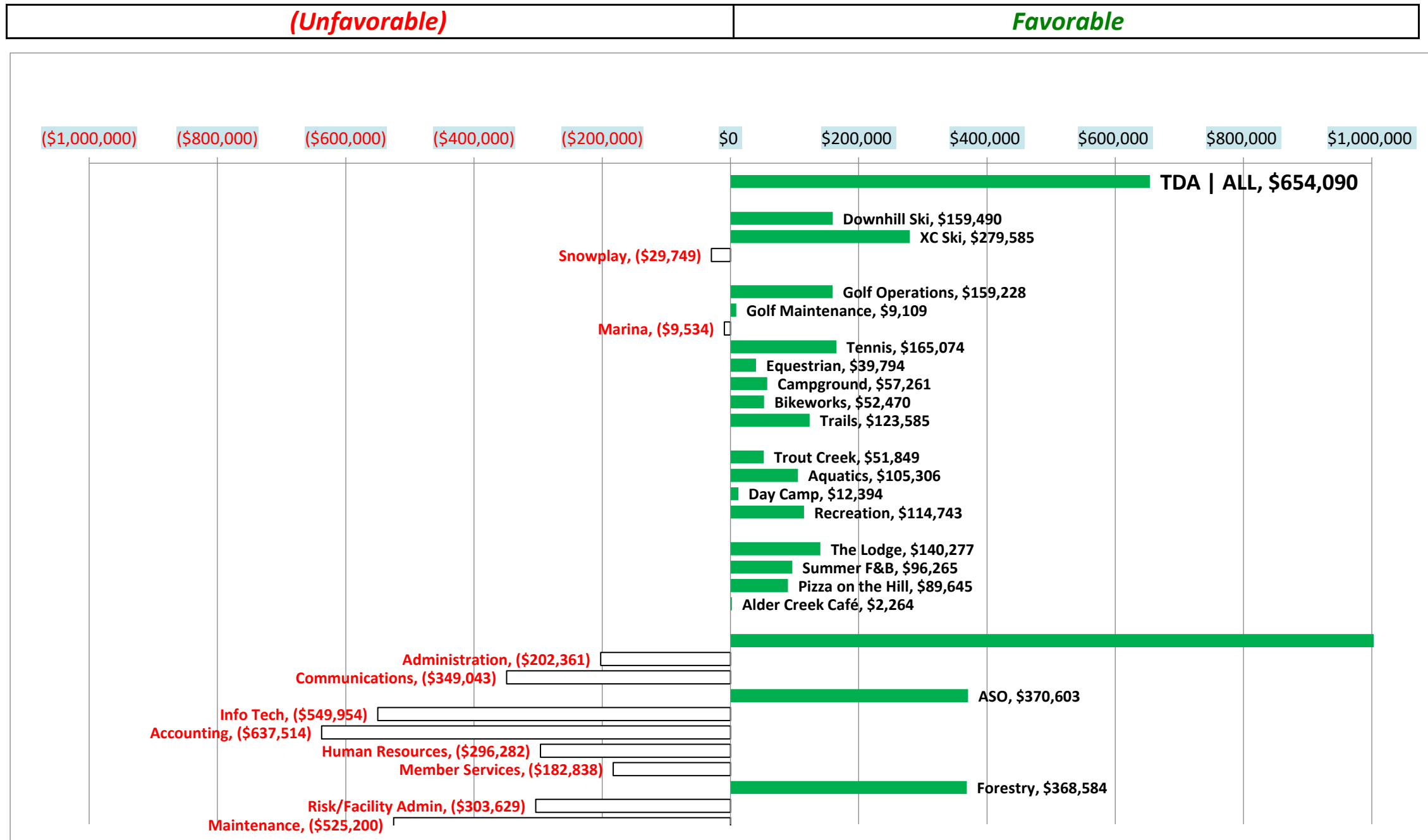
Variance (Qty/\$) 2020 vs 2019: 96 \$ 176 414,580
 %Variance 2020 vs 2019: 6.57% 8.52% 13.73%

Variance (Qty/\$) 2020 vs 2018: 54 \$ 276 478,387
 %Variance 2020 vs 2018: 3.60% 14.05% 16.19%

	Annual Assessment as of 12/17/201x		
	2020	2019	2018
Paid	1,558	1,462	1,504
Unpaid	4,915	5,011	4,969
Invoiced	6,473	6,473	6,473
	76%	77%	77%
	24%	23%	23%



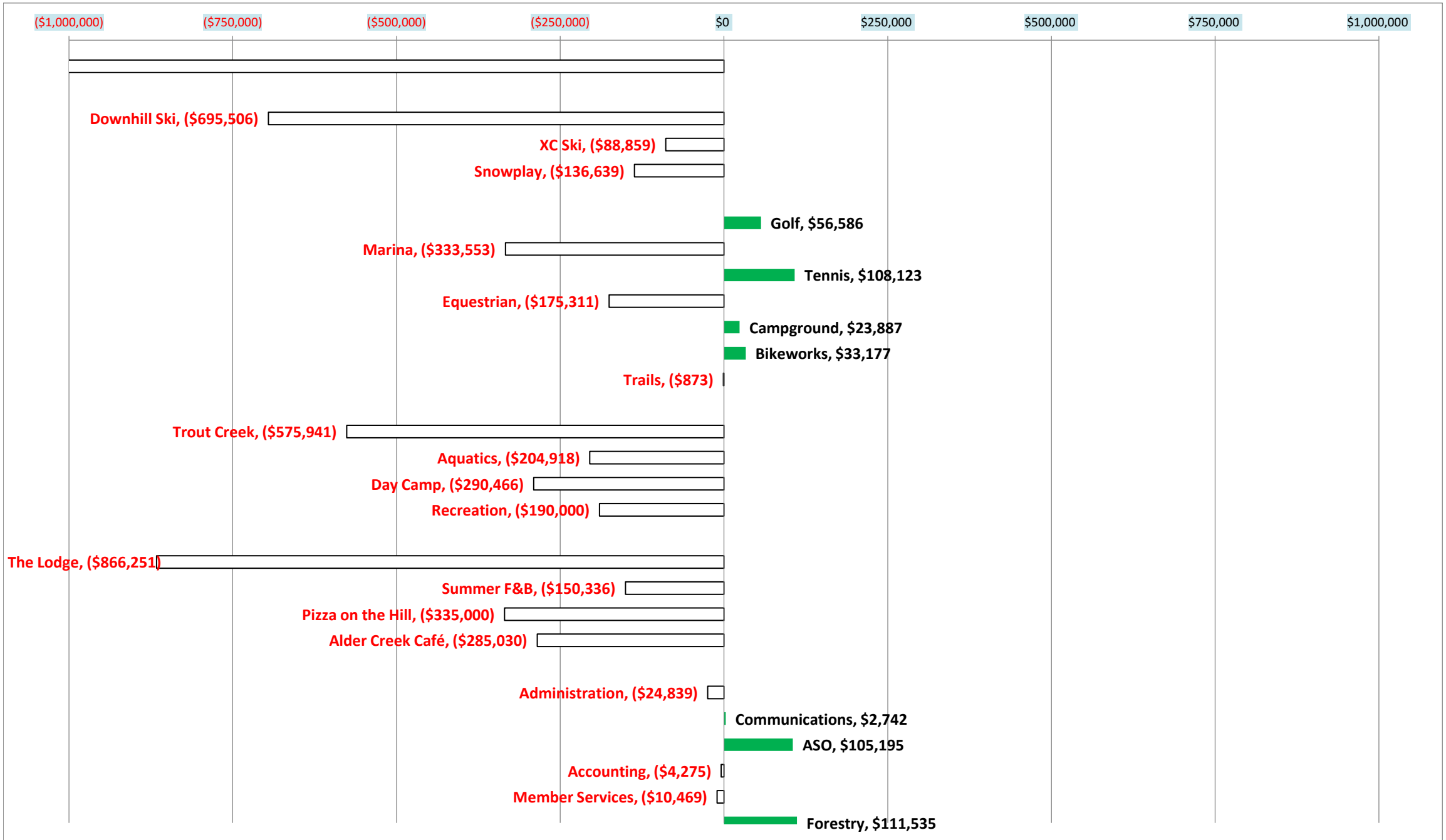
Tahoe Donner Association
Net Operating Results Before Overhead (NORBO) Report (operating revenue - operating costs = NORBO)
Year to Date November 2020



Tahoe Donner Association Operating Revenue Variances Report Year to Date November 2020

(Unfavorable) Variance

Favorable Variance



**Tahoe Donner Association
Visitation Report
November 2020**

Month							Department	Year to Date						ANNUAL BUDGET	
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		
3,090	9,970	7,749	(6,880)	-69%	(4,659)	-60%	Private Amenities	127,074	203,850	194,149	(76,776)	-38%	(67,075)	-35%	212,600
3,090	9,970	7,749	(6,880)	-69%	(4,659)	-60%	Trout Creek Rec Ctr	63,934	134,650	126,216	(70,716)	-53%	(62,282)	-49%	143,000
-	-	-	-	0%	-	0%	NW Pool	-	4,100	3,983	(4,100)	-100%	(3,983)	-100%	4,100
-	-	-	-	0%	-	0%	Beach Club Marina	44,077	40,800	36,614	3,277	8%	7,463	20%	40,800
-	-	-	-	0%	-	0%	Tennis Center	19,063	19,900	22,931	(837)	-4%	(3,868)	-17%	19,900
-	-	-	-	0%	-	0%	Day Camps	-	4,400	4,405	(4,400)	-100%	(4,405)	-100%	4,800
2,967	5,325	4,271	(2,358)	-44%	(1,304)	-31%	Public Amenities	116,979	205,530	213,318	(88,551)	-43%	(96,339)	-45%	233,700
-	-	-	-	0%	-	0%	DH Ski - Total Skier Visits	29,061	36,000	36,567	(6,939)	-19%	(7,506)	-21%	45,000
1,399	500	673	899	180%	726	108%	XC Ski - Total Skier Visits	26,484	22,500	29,400	3,984	18%	(2,916)	-10%	27,000
-	125	343	(125)	-100%	(343)	-100%	Snowplay - Total Tubers	5,689	12,505	10,010	(6,816)	-55%	(4,321)	-43%	16,000
-	-	-	-	0%	-	0%	Golf Rounds	-	-	12,775	-	0%	(12,775)	-100%	-
-	-	-	-	0%	-	0%	Campground Campers	2,599	2,100	2,202	499	24%	397	18%	2,100
-	-	-	-	0%	-	0%	Equestrian Visitors	3,585	5,500	4,295	(1,915)	-35%	(710)	-17%	5,500
-	-	-	-	0%	-	0%	Bikeworks Rentals	4,016	2,500	2,479	1,516	61%	1,537	62%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
769	2,930	1,913	(2,161)	-74%	(1,144)	-60%	The Lodge Covers	23,054	47,355	43,337	(24,301)	-51%	(20,283)	-47%	52,000
-	-	-	-	0%	-	0%	Summer Food and Bev	350	10,600	13,619	(10,250)	-97%	(13,269)	-97%	10,600
-	-	-	-	0%	-	0%	Pizza on the Hill Covers	-	24,000	24,069	(24,000)	-100%	(24,069)	-100%	24,000
799	1,770	1,342	(971)	-55%	(543)	-40%	Alder Creek Café Covers	22,141	42,470	34,565	(20,329)	-48%	(12,424)	-36%	49,000
6,057	15,295	12,020	(9,238)	-60%	(5,963)	-50%	Amenities Total	244,053	409,380	407,467	(165,327)	-40%	(163,414)	-40%	446,300
-	-	2	-	0%	(2)	-100%	HOA & Amenities Support Services	7,431	6,473	7,378	958	15%	53	1%	6,473
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
-	-	2	-	0%	(2)	-100%	STR Registrants (916 @ 12/31/2019)	958	-	905	958	0%	53	6%	-
-	-	-	-	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
Consolidated Statement of Revenues, Expenses and Changes in Members' Equity
For the eleven months ending November 2020

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	\$ 8,339,979	\$ 12,267,000	\$ 12,668,836	\$ (3,927,021)	-32%	\$ (4,328,857)	-34%
Operating Costs	(13,470,906)	(18,052,000)	(17,517,715)	4,581,094	25%	4,046,809	23%
Net Operating Result	(5,130,927)	(5,785,000)	(4,848,879)	654,073	11%	(282,049)	-6%
Assessment Revenue	5,309,911	5,785,000	5,404,000	(475,089)	8%	(94,089)	-2%
Members Equity Transfer	-	-	(1,000,000)	-	0%	1,000,000	-100%
Change in Members' Equity	\$ 178,984	\$ -	\$ (444,879)	\$ 178,984	NA	\$ 623,862	140%
Replacement Reserve Fund							
Investment Income	\$ 171,043	\$ 223,663	\$ 261,479	\$ (52,620)	-24%	\$ (90,436)	-35%
Expenditures - Capital	(3,738,031)	(5,468,834)	(2,159,992)	1,730,803	32%	(1,578,039)	-73%
Expenditures - Expense	(768,817)	(936,834)	(947,498)	168,017	18%	178,681	19%
Fund Expenses (allocated OH new 2019)	(45,024)	(100,977)	(91,876)	55,953	55%	46,852	51%
Assets Sale Proceeds	34,454	27,500	45,143	6,954	25%	(10,689)	-24%
Net Result	(4,346,374)	(6,255,482)	(2,892,744)	1,909,108	31%	(1,453,630)	-50%
Assessment Revenue	4,985,000	4,985,000	4,661,000	-	0%	324,000	7%
Members Equity Transfer	-	-	1,000,000	-	0%	(1,000,000)	-100%
Change in Members' Equity	\$ 638,626	\$ (1,270,482)	\$ 2,768,256	\$ 1,909,108	-150%	\$ (2,129,630)	-77%
Development Fund							
Investment Income	\$ 101,816	\$ 119,166	\$ 155,452	\$ (17,350)	-15%	\$ (53,636)	-35%
Expenditures - Capital	(378,392)	(2,831,584)	(574,854)	2,453,192	87%	196,462	34%
Expenditures - Expense	-	-	(10,309)	-	0%	10,309	100%
Fund Expenses (alloacted OH new 2019)	(13,666)	(123,189)	(121,378)	109,523	89%	107,712	89%
Net Result	(290,242)	(2,835,607)	(551,089)	2,545,365	90%	260,847	47%
Assessment Revenue	2,298,000	2,298,000	2,168,000	-	0%	130,000	6%
Change in Members' Equity	\$ 2,007,758	\$ (537,607)	\$ 1,616,911	\$ 2,545,365	-473%	\$ 390,847	24%
New Equipment Fund							
Investment Income	\$ 2,640	\$ 4,584	\$ 6,527	\$ (1,944)	-42%	\$ (3,887)	-60%
Expenditures - Capital	(45,658)	(73,334)	(108,302)	27,676	38%	62,644	58%
Expenditures - Expense	-	-	-	-	0%	-	0%
Net Result	(43,018)	(68,750)	(101,775)	25,732	37%	58,757	58%
Assessment Revenue	194,000	194,000	194,000	-	0%	-	0%
Change in Members' Equity	\$ 150,982	\$ 125,250	\$ 92,225	\$ 25,732	21%	\$ 58,757	64%
Property Fund							
Expenditures - Capital (<i>increase ME in Fund</i>)	\$ 4,179,417	\$ 8,373,752	\$ 2,843,149	\$ (4,194,335)	-50%	\$ 1,336,268	47%
Depreciation Expense / Chg in ME for Fund	(3,208,328)	(3,208,334)	(3,025,000)	6	0%	(183,328)	-6%
Book Gain (Loss) on Asset Disposals	-	-	-	-	0%	-	0%
Change in Members' Equity	\$ 971,089	\$ 5,165,418	\$ (181,851)	\$ (4,194,329)	-81%	\$ 1,152,940	-634%
Consolidated Change in Members' Equity	\$ 3,947,439	\$ 3,482,579	\$ 3,850,661	\$ 464,860	13%	\$ 96,777	3%

Tahoe Donner Association
Consolidated Statement of Revenues, Expenses and Changes in Members' Equity
November 2020

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	\$ 230,622	\$ 307,000	\$ 292,870	\$ (76,378)	-25%	\$ (62,248)	-21%
Operating Costs	(1,139,490)	(1,308,000)	(1,221,103)	168,510	13%	81,613	7%
Net Operating Result	<u>(908,868)</u>	<u>(1,001,000)</u>	<u>(928,233)</u>	92,132	9%	19,365	2%
Replacement Reserve Fund							
Investment Income	9,304	20,333	19,841	(11,029)	-54%	(10,538)	-53%
Expenditures - Expense	(63,137)	(85,167)	(141,469)	22,030	26%	78,332	55%
Fund Expenses (allocated OH new 2019)	(3,302)	(8,434)	(7,750)	5,132	61%	4,448	57%
Assets Sale Proceeds	508	2,500	-	(1,992)	-80%	508	#DIV/0!
Net Result	<u>(56,628)</u>	<u>(70,768)</u>	<u>(129,377)</u>	14,140	20%	72,750	56%
Development Fund							
Investment Income	4,901	10,833	12,369	(5,932)	-55%	(7,468)	-60%
Expenditures - Expense	-	-	-	-	0%	-	0%
Fund Expenses (allocated OH new 2019)	(833)	(10,399)	(11,000)	9,566	92%	10,167	92%
Net Result	<u>4,068</u>	<u>434</u>	<u>1,369</u>	3,634	-837%	2,699	197%
New Equipment Fund							
Investment Income	2	417	531	(415)	-99%	(529)	-100%
Expenditures - Expense	-	-	-	-	0%	-	0%
Fund Expenses	-	-	-	-	0%	-	0%
Net Result	<u>2</u>	<u>417</u>	<u>531</u>	(415)	-99%	(529)	-100%
Property Fund							
Depreciation Expense	(291,666)	(291,667)	(275,000)	1	0%	(16,666)	-6%
Book Gain (Loss) on Asset Disposals	-	-	-	-	0%	-	0%
Net Result, Before Assessment Revenue	\$ (1,253,092)	\$ (1,362,584)	\$ (1,330,711)	\$ 109,492	8%	\$ 77,619	6%
Assessment Revenue	924,868	1,001,000	947,000	(76,132)	8%	(22,132)	-2%
Consolidated Change in Members' Equity	\$ (328,224)	\$ (361,584)	\$ (383,711)	\$ 33,360	9%	\$ 55,487	14%

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

Replacement Reserve Fund	(179,249)	(497,167)	(415,564)	317,918	64%	236,314	57%
Development Fund	(39,818)	(257,417)	(58,449)	217,599	85%	18,631	32%
New Equipment Fund	(17,007)	(6,667)	-	(10,340)	-155%	(17,007)	#DIV/0!
Total Capital Expenditures	<u>\$ (236,074)</u>	<u>\$ (761,251)</u>	<u>\$ (474,012)</u>	<u>\$ 525,177</u>	<u>69%</u>	<u>\$ 237,938</u>	<u>50%</u>

Members Equity Transfers:

From - Operating Fund	-	-	-	-	-	-	-
To - Replacement Reserve Fund	-	-	-	-	-	-	-
To - Development Fund	-	-	-	-	-	-	-



Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
for the month of **November 2020**



Total Operating Fund - Month							Component	Amenities - Month				Homeowners Association - Month					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Component	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
\$ 230,622	\$ 307,000	\$ 292,870	\$ (76,378)	-25%	\$ (62,248)	-21%	Revenue	\$ 146,446	\$ (114,184)	-44%	\$ (70,431)	-32%	\$ 84,176	\$ 37,806	82%	\$ 8,184	11%
47,059	71,000	65,000	(23,941)	-34%	(17,941)	-28%	Recreation Fee	47,059	(23,941)	-34%	(17,941)	-28%	-	-	0%	-	0%
12,144	24,300	24,669	(12,156)	-50%	(12,525)	-51%	Access & Use Fees	12,144	(12,156)	-50%	(12,525)	-51%	-	-	0%	-	0%
72,521	149,430	103,529	(76,909)	-51%	(31,008)	-30%	Food and Beverage	72,521	(76,909)	-51%	(31,008)	-30%	-	-	0%	-	0%
37,245	4,400	7,891	32,845	746%	29,354	372%	Retail Product	8,158	4,458	120%	901	12%	29,086	28,386	4055%	28,453	4490%
5,978	12,000	14,819	(6,022)	-50%	(8,841)	-60%	Lessons & Rentals	5,978	(6,022)	-50%	(8,841)	-60%	-	-	0%	-	0%
55,675	45,870	76,962	9,805	21%	(21,287)	-28%	Other	585	385	193%	(1,018)	-63%	55,090	9,420	21%	(20,269)	-27%
(29,399)	(47,000)	(43,157)	17,602	37%	13,759	32%	Cost of Goods Sold	(29,008)	17,992	38%	14,165	33%	(391)	(391)	0%	(406)	2704%
(503,937)	(672,750)	(682,399)	168,813	25%	178,462	26%	Payroll Direct	(209,085)	104,163	33%	29,071	12%	(294,852)	64,650	18%	149,391	34%
(144,341)	(188,333)	(161,417)	43,992	23%	17,076	11%	Payroll Burden	(64,573)	23,007	26%	5,887	8%	(79,768)	20,985	21%	11,189	12%
(648,278)	(861,083)	(843,816)	212,805	25%	195,538	23%	Payroll Total	(273,658)	127,170	32%	34,958	11%	(374,620)	85,635	19%	160,581	30%
(461,813)	(399,917)	(334,129)	(61,896)	-15%	(127,684)	-38%	Expenses	(199,925)	295,881	60%	217,330	52%	(261,888)	(357,777)	373%	(345,014)	415%
(29,854)	(40,650)	(29,869)	10,796	27%	15	0%	Personnel Costs	(8,255)	12,700	61%	9,433	53%	(21,600)	(1,905)	-10%	(9,418)	-77%
(68,088)	(77,125)	(61,655)	9,037	12%	(6,433)	-10%	Utiilities	(52,982)	7,063	12%	(8,289)	-19%	(15,105)	1,975	12%	1,856	11%
(5,729)	(8,105)	(7,130)	2,376	29%	1,401	20%	Fuel Costs	(2,462)	(437)	-22%	(650)	-36%	(3,267)	2,813	46%	2,051	39%
(169,499)	(63,545)	(73,064)	(105,954)	-167%	(96,435)	-132%	Supplies	(36,168)	8,397	19%	(547)	-2%	(133,331)	(114,351)	-602%	(95,888)	-256%
(38,372)	(60,886)	(39,884)	22,514	37%	1,512	4%	Repairs & Maintenance	(20,814)	19,401	48%	6,861	25%	(17,558)	3,113	15%	(5,349)	-44%
(121,037)	(300)	(22,205)	(120,737)	#####	(98,831)	-445%	Forestry Land Maint	-	-	0%	370	100%	(121,037)	(120,737)	#####	(99,202)	-454%
(76,270)	(76,270)	(65,600)	-	0%	(10,670)	-16%	Insurance	(50,920)	-	0%	(12,820)	-34%	(25,350)	-	0%	2,150	8%
(25,620)	(27,600)	(23,463)	1,980	7%	(2,157)	-9%	Taxes-Property&Income	(16,664)	1,436	8%	(16,664)	0%	(8,956)	544	6%	14,507	62%
(3,168)	(7,890)	(4,522)	4,722	60%	1,353	30%	Credit Card Fees	(2,413)	4,327	64%	1,368	36%	(755)	395	34%	(15)	-2%
(8,413)	(14,366)	(11,014)	5,953	41%	2,602	24%	Licenses Permits Fees	(4,550)	4,852	52%	731	14%	(3,863)	1,101	22%	1,871	33%
84,236	(39,180)	(12,723)	123,416	315%	96,960	762%	All other expenses	(4,697)	1,938	29%	952	17%	88,933	121,478	373%	96,008	1357%
-	16,000	17,000	(16,000)	100%	(17,000)	100%	Allocated Overhead	-	236,204	100%	236,586	100%	-	(252,204)	100%	(253,586)	100%
\$ (908,868)	\$ (1,001,000)	\$ (928,233)	\$ 92,132	9%	\$ 19,365	2%	Net Operating Result	\$ (356,145)	\$ 326,859	48%	\$ 196,021	36%	\$ (552,722)	\$ (234,726)	-74%	\$ (176,656)	-47%
(1,139,490)	(1,308,000)	(1,221,103)	168,510	13%	81,613	7%	Total Operating Costs	(502,591)	441,043	47%	266,453	35%	(636,899)	(272,533)	-75%	(184,839)	-41%
924,868	1,001,000	947,000	(76,132)	-8%	(22,132)	-2%	Assessment Revenue					924,868	(76,132)	-8%	(22,132)	-2%	
-	-	-	-	0%	-	0%	Replacement Reserve Fund					-	-	0%	-	0%	
-	-	-	-	0%	-	0%	Development Fund					-	-	0%	-	0%	
-	-	-	-	0%	-	0%	New Equipment Fund					-	-	0%	-	0%	
924,868	1,001,000	947,000	(76,132)	-8%	(22,132)	-2%	Net, Operating Fund Portion					924,868	(76,132)	-8%	(22,132)	-2%	
\$ 16,000	\$ -	\$ 18,767	\$ 16,000	NA	\$ (2,767)	-15%	Net Result	\$ (356,145)	\$ 326,859	-48%	\$ 196,021	36%	\$ 372,146	\$ (310,858)	46%	\$ (198,788)	35%



Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
For the eleven months ending November 2020



Total Operating Fund			Variance to Budget		Variance to PriorYr		Component	Amenities				Homeowners Association					
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
\$ 8,339,979	\$ 12,267,000	\$ 12,668,836	\$ (3,927,021)	-32%	\$ (4,328,857)	-34%	Revenue	\$ 7,484,140	\$ (4,106,910)	-35%	\$ (4,443,193)	-37%	\$ 855,839	\$ 179,889	27%	\$ 114,335	15%
870,780	1,191,000	1,061,450	(320,220)	-27%	(190,670)	-18%	Recreation Fee	870,780	(320,220)	-27%	(190,670)	-18%	-	-	0%	-	0%
2,424,326	3,278,450	3,708,552	(854,124)	-26%	(1,284,227)	-35%	Access & Use Fees	2,424,326	(854,124)	-26%	(1,284,227)	-35%	-	-	0%	-	0%
1,918,565	3,788,100	3,825,385	(1,869,535)	-49%	(1,906,819)	-50%	Food and Beverage	1,918,565	(1,873,935)	-49%	(1,916,811)	-50%	-	4,400	-100%	9,991	-100%
361,239	409,000	507,453	(47,761)	-12%	(146,214)	-29%	Retail Product	267,846	(125,454)	-32%	(213,361)	-44%	93,393	77,693	495%	67,147	256%
1,892,117	2,769,300	2,689,657	(877,183)	-32%	(797,539)	-30%	Lessons & Rentals	1,877,782	(878,018)	-32%	(798,599)	-30%	14,335	835	6%	1,060	8%
872,952	831,150	876,340	41,802	5%	(3,388)	0%	Other	124,841	(55,159)	-31%	(39,525)	-24%	748,111	96,961	15%	36,137	5%
(770,357)	(1,326,000)	(1,395,051)	555,643	42%	624,694	45%	Cost of Goods Sold	(770,357)	555,643	42%	624,709	45%	-	-	0%	(15)	100%
(6,434,098)	(9,193,250)	(9,176,959)	2,759,152	30%	2,742,861	30%	Payroll Direct	(3,531,594)	1,632,860	32%	1,870,899	35%	(2,902,504)	1,126,292	28%	871,962	23%
(1,744,612)	(2,449,663)	(2,231,015)	705,051	29%	486,403	22%	Payroll Burden	(932,228)	380,908	29%	387,242	29%	(812,384)	324,143	29%	99,161	11%
(8,178,711)	(11,642,913)	(11,407,974)	3,464,202	30%	3,229,264	28%	Payroll Total	(4,463,823)	2,013,767	31%	2,258,141	34%	(3,714,888)	1,450,435	28%	971,123	21%
(4,521,822)	(5,083,087)	(4,714,690)	561,265	11%	192,868	4%	Expenses	(2,342,735)	3,156,556	57%	2,943,470	56%	(2,179,087)	(2,595,291)	624%	(2,750,602)	481%
(459,033)	(406,672)	(365,501)	(52,361)	-13%	(93,532)	-26%	Personnel Costs	(177,142)	53,150	23%	49,889	22%	(281,891)	(105,511)	-60%	(143,421)	-104%
(786,559)	(806,710)	(868,413)	20,151	2%	81,854	9%	Utiilities	(581,168)	27,762	5%	90,112	13%	(205,391)	(7,611)	-4%	(8,259)	-4%
(125,940)	(146,855)	(182,117)	20,915	14%	56,177	31%	Fuel Costs	(85,059)	(1,784)	-2%	31,319	27%	(40,881)	22,699	36%	24,858	38%
(1,172,128)	(1,453,075)	(1,304,877)	280,947	19%	132,749	10%	Supplies	(434,614)	269,801	38%	302,704	41%	(737,514)	11,146	1%	(169,956)	-30%
(473,372)	(633,083)	(663,927)	159,711	25%	190,555	29%	Repairs & Maintenance	(290,700)	122,265	30%	138,263	32%	(182,672)	37,446	17%	52,292	22%
(569,554)	(480,660)	(379,511)	(88,894)	-18%	(190,043)	-50%	Forestry Land Maint	-	1,300	100%	1,514	100%	(569,554)	(90,194)	-19%	(191,557)	-51%
(673,160)	(672,970)	(534,400)	(190)	0%	(138,760)	-26%	Insurance	(394,120)	-	0%	(111,220)	-39%	(279,040)	(190)	0%	(27,540)	-11%
(281,256)	(290,700)	(258,094)	9,444	3%	(23,162)	-9%	Taxes-Property&Income	(182,485)	7,015	4%	(182,485)	0%	(98,771)	2,429	2%	159,323	62%
(192,929)	(252,090)	(286,373)	59,161	23%	93,443	33%	Credit Card Fees	(178,628)	59,722	25%	92,976	34%	(14,301)	(561)	-4%	467	3%
(135,406)	(127,527)	(142,980)	(7,879)	-6%	7,573	5%	Licenses Permits Fees	(53,075)	(2,353)	-5%	(1,512)	-3%	(82,331)	(5,526)	-7%	9,086	10%
347,516	8,255	90,502	339,261	#####	257,014	-284%	All other expenses	34,255	50,515	311%	14,725	-75%	313,261	288,746	#####	242,289	-341%
-	179,000	181,000	(179,000)	100%	(181,000)	100%	Allocated Overhead	-	2,569,162	100%	2,517,186	100%	-	(2,748,162)	100%	(2,698,186)	100%
\$ (5,130,910)	\$ (5,785,000)	\$ (4,848,879)	\$ 654,090	11%	\$ (282,032)	6%	Net Operating Result	\$ (92,775)	\$ 1,619,056	95%	\$ 1,383,128	94%	\$ (5,038,136)	\$ (964,967)	-24%	\$ (1,665,159)	-49%
(13,470,889)	(18,052,000)	(17,517,715)	4,581,111	25%	4,046,826	23%	Total Operating Costs	(7,576,914)	5,725,967	43%	5,826,321	43%	(5,893,975)	(1,144,856)	-24%	(1,779,495)	-43%
12,786,911	13,262,000	12,427,000	(475,089)	-4%	359,911	3%	Assessment Revenue						12,786,911	(475,089)	-4%	359,911	3%
(4,985,000)	(4,985,000)	(4,661,000)	-	0%	(324,000)	7%	Replacement Reserve Fund						(4,985,000)	-	0%	(324,000)	7%
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund						(194,000)	-	0%	-	0%
(2,298,000)	(2,298,000)	(2,168,000)	-	0%	(130,000)	6%	New Equipment Fund						(2,298,000)	-	0%	(130,000)	6%
5,309,911	5,785,000	5,404,000	(475,089)	-8%	(94,089)	-2%	Net, Operating Fund Portion						5,309,911	(475,089)	-8%	(94,089)	-2%
\$ 179,001	\$ -	\$ 555,121	\$ 179,001	NA	\$ (376,121)	-68%	Net Result	\$ (92,775)	\$ 1,619,056	-95%	\$ 1,383,128	94%	\$ 271,775	\$ (1,440,056)	84%	\$ (1,759,248)	87%

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NORBO - MONTH
for the month of **November 2020**

Net Operating Results Before Allocated Overhead (NORBO)								Department	Revenue				<i>Before Allocated Overhead</i> Total Operating Expenses			
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual		Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to P
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	
\$ (24,591)	\$ (20,749)	\$ (12,370)	\$ (3,842)	-19%	\$ (12,221)	-99%	\$ 50,270	\$ (42,930)	-46%	\$ (31,591)	-39%	\$ (74,861)	\$ 39,088	34%	\$ 19,370	
(5,559)	(12,062)	(29)	6,503	54%	(5,529)	-18807%	50,113	(27,487)	-35%	(18,563)	-27%	(55,672)	33,990	38%	13,034	
(10,487)	5,000	4,220	(15,487)	-310%	(14,706)	-349%	-	(15,000)	-100%	(13,000)	-100%	(10,487)	(487)	-5%	(1,706)	
(2,757)	(5,177)	(4,936)	2,420	47%	2,179	44%	157	157	0%	139	772%	(2,914)	2,263	44%	2,040	
(2,300)	(2,589)	(3,062)	289	11%	762	25%	-	-	0%	-	0%	(2,300)	289	11%	762	
(1,305)	(90)	(343)	(1,215)	-1350%	(962)	-280%	-	-	0%	-	0%	(1,305)	(1,215)	-1350%	(962)	
(2,184)	(5,831)	(8,219)	3,647	63%	6,035	73%	-	(600)	-100%	(167)	-100%	(2,184)	4,247	66%	6,202	
(331,555)	(426,051)	(303,211)	94,496	22%	(28,344)	-9%	96,176	(71,254)	-43%	(38,840)	-29%	(427,731)	165,750	28%	10,496	
(141,284)	(208,899)	(153,836)	67,615	32%	12,551	8%	-	-	0%	(950)	-100%	(141,284)	67,615	32%	13,501	
(45,618)	(75,442)	(37,715)	29,824	40%	(7,903)	-21%	22,475	6,875	44%	(5,734)	-20%	(68,093)	22,949	25%	(2,168)	
(7,883)	(14,364)	(1,312)	6,481	45%	(6,571)	-501%	-	(2,400)	-100%	(1,826)	-100%	(7,883)	8,881	53%	(4,745)	
(50,006)	(43,183)	(45,155)	(6,823)	-16%	(4,851)	-11%	-	-	0%	120	100%	(50,006)	(6,823)	-16%	(4,971)	
(3,380)	(2,829)	(2,291)	(551)	-19%	(1,089)	-48%	1,083	1,083	0%	1,083	0%	(4,463)	(1,634)	-58%	(2,172)	
(4,873)	(5,824)	(6,115)	951	16%	1,242	20%	39	39	0%	39	0%	(4,912)	912	16%	1,203	
(146)	(100)	(67)	(46)	-46%	(79)	-117%	-	-	0%	-	0%	(146)	(46)	-46%	(79)	
(11,578)	(11,312)	(6,730)	(266)	-2%	(4,848)	-72%	-	-	0%	-	0%	(11,578)	(266)	-2%	(4,848)	
(48,172)	(44,407)	(37,958)	(3,765)	-8%	(10,214)	-27%	62,987	(60,443)	-49%	(24,558)	-28%	(111,158)	56,679	34%	14,344	
(4,235)	-	114	(4,235)	#DIV/0!	(4,349)	-3815%	-	-	0%	(500)	-100%	(4,235)	(4,235)	0%	(3,849)	
(1,746)	(1,535)	(1,289)	(211)	-14%	(457)	-35%	-	-	0%	-	0%	(1,746)	(211)	-14%	(457)	
(12,634)	(18,156)	(10,857)	5,522	30%	(1,777)	-16%	9,593	(16,407)	-63%	(6,514)	-40%	(22,227)	21,929	50%	4,737	
(356,145)	(446,800)	(315,581)	90,655	20%	(40,565)	-13%	146,446	(114,184)	-44%	(70,431)	-32%	(502,591)	204,839	29%	29,867	
(552,722)	(570,200)	(629,653)	17,478	3%	76,930	12%	84,176	37,806	82%	8,184	11%	(636,899)	(20,329)	-3%	68,747	
(60,488)	(76,711)	(85,474)	16,223	21%	24,986	29%	-	-	0%	-	0%	(60,488)	16,223	21%	24,986	
(51,966)	(52,649)	(194,104)	683	1%	142,138	73%	8,072	(2,498)	-24%	(3,946)	-33%	(60,039)	3,180	5%	146,084	
(35,147)	(44,063)	(27,494)	8,916	20%	(7,653)	-28%	19,887	5,187	35%	1,871	10%	(55,034)	3,729	6%	(9,524)	
(50,184)	(57,231)	(53,317)	7,047	12%	3,133	6%	-	-	0%	-	0%	(50,184)	7,047	12%	3,133	
(45,280)	(77,144)	(63,359)	31,864	41%	18,079	29%	-	(200)	-100%	(141)	-100%	(45,280)	32,064	41%	18,220	
(39,977)	(33,485)	(29,262)	(6,492)	-19%	(10,714)	-37%	-	-	0%	-	0%	(39,977)	(6,492)	-19%	(10,714)	
(13,624)	(19,515)	(13,145)	5,891	30%	(479)	-4%	19,222	5,322	38%	1,986	12%	(32,846)	569	2%	(2,465)	
(19,108)	(22,750)	(18,842)	3,642	16%	(266)	-1%	264	(836)	-76%	(624)	-70%	(19,372)	4,478	19%	357	
(22,756)	(26,179)	(27,390)	3,423	13%	4,634	17%	-	-	0%	-	0%	(22,756)	3,423	13%	4,634	
(163,382)	(91,974)	(60,519)	(71,408)	-78%	(102,863)	-170%	36,731	30,831	523%	9,038	33%	(200,113)	(102,239)	-104%	(111,901)	
(50,810)	(68,499)	(56,746)	17,689	26%	5,936	10%	-	-	0%	-	0%	(50,810)	17,689	26%	5,936	
\$ (908,868)	\$ (1,017,000)	\$ (945,233)	\$ 108,132	11%	\$ 36,365	4%	\$ 230,622	\$ (76,378)	-25%	\$ (62,248)	-21%	\$ (1,139,490)	\$ 184,510	14%	\$ 98,613	

PriorYr

Pctg

21%
19%
-19%
41%
25%
-280%
74%

2%
9%
-3%
-151%

-11%
-95%
20%
-117%
-72%

11%
-997%
-35%
18%

6%

10%
29%
71%
-21%

6%
29%
-37%

-8%
2%

17%
-127%
10%

8%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the eleven months ending November 2020

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	
\$ 106,381	\$ 504,460	\$ 397,980	\$ (398,079)	-79%	\$ (291,599)	-73%	Private Amenities	\$ 1,428,245	\$ (1,486,755)	-51%	\$ (1,177,376)	-45%	\$ (1,321,864)	\$ 1,088,676	45%	\$ 885,778	40%
(65,556)	143,055	114,581	(208,611)	-146%	(180,137)	-157%	Trout Creek Rec Ctr	549,059	(575,941)	-51%	(433,295)	-44%	(614,615)	367,330	37%	253,159	29%
(78,063)	300	(22,830)	(78,363)	-26121%	(55,233)	-242%	Aquatics	61,082	(204,918)	-77%	(178,470)	-75%	(139,145)	126,555	48%	123,238	47%
208,493	342,260	287,615	(133,767)	-39%	(79,122)	-28%	Beach Club Marina	464,447	(333,553)	-42%	(234,381)	-34%	(255,954)	199,786	44%	155,259	38%
98,192	16,727	2,180	81,465	487%	96,012	4404%	Tennis Center	352,123	108,123	44%	115,977	49%	(253,931)	(26,658)	-12%	(19,964)	-9%
(19,879)	29,890	11,162	(49,769)	-167%	(31,041)	-278%	Day Camps	1,534	(290,466)	-99%	(246,185)	-99%	(21,413)	240,697	92%	215,144	91%
(36,807)	(27,772)	5,271	(9,035)	-33%	(42,078)	-798%	Recreation Programs	-	(190,000)	-100%	(201,021)	-100%	(36,807)	180,965	83%	158,943	81%
(199,155)	352,871	643,304	(552,026)	-156%	(842,459)	-131%	Public Amenities	6,055,895	(2,620,155)	-30%	(3,265,816)	-35%	(6,255,051)	2,068,128	25%	2,423,357	28%
810,314	1,099,496	1,180,558	(289,182)	-26%	(370,244)	-31%	Downhill Ski	3,008,094	(695,506)	-19%	(646,451)	-18%	(2,197,780)	406,324	16%	276,207	11%
218,347	143,240	222,405	75,107	52%	(4,059)	-2%	Cross Country Ski	900,341	(88,859)	-9%	(95,542)	-10%	(681,994)	163,966	19%	91,484	12%
16,047	98,415	70,683	(82,368)	-84%	(54,636)	-77%	Snowplay	93,961	(136,639)	-59%	(85,556)	-48%	(77,914)	54,271	41%	30,920	28%
(527,755)	(489,160)	(491,017)	(38,595)	-8%	(36,739)	-7%	Golf	86,586	56,586	189%	(619,935)	-88%	(614,341)	(95,181)	-18%	583,196	49%
37,631	13,906	12,285	23,725	171%	25,346	206%	Campground	119,887	23,887	25%	24,074	25%	(82,256)	(162)	0%	1,272	2%
(105,570)	(75,296)	(85,799)	(30,274)	-40%	(19,771)	-23%	Equestrian	78,689	(175,311)	-69%	(159,946)	-67%	(184,259)	145,037	44%	140,174	43%
34,718	13,600	7,970	21,118	155%	26,748	336%	Bikeworks	172,177	33,177	24%	37,539	28%	(137,460)	(12,060)	-10%	(10,791)	-9%
(131,778)	(198,201)	(134,364)	66,423	34%	2,585	2%	Trails	1,127	(873)	-44%	(1,705)	-60%	(132,905)	67,296	34%	4,290	3%
(383,430)	(136,563)	59,723	(246,867)	-181%	(443,153)	-742%	The Lodge	1,245,399	(866,251)	-41%	(1,106,624)	-47%	(1,628,829)	619,384	28%	663,471	29%
(35,565)	(84,300)	(91,602)	48,735	58%	56,038	61%	Summer Food and Bev	8,664	(150,336)	-95%	(192,862)	-96%	(44,229)	199,071	82%	248,900	85%
(18,390)	1,929	(44,514)	(20,319)	-1053%	26,124	59%	Pizza on the Hill	-	(335,000)	-100%	(344,562)	-100%	(18,390)	314,681	94%	370,686	95%
(113,723)	(34,195)	(63,025)	(79,528)	-233%	(50,698)	-80%	Alder Creek Café	340,970	(285,030)	-46%	(74,247)	-18%	(454,693)	205,502	31%	23,548	5%
(92,775)	857,331	1,041,284	(950,106)	-111%	(1,134,058)	-109%	Amenities Total	7,484,140	(4,106,910)	-35%	(4,443,193)	-37%	(7,576,914)	3,156,805	29%	3,309,135	30%
(5,038,136)	(6,821,331)	(6,071,162)	1,783,195	26%	1,033,027	17%	HOA & Amenities Support Services	855,839	179,889	27%	114,335	15%	(5,893,975)	1,603,306	21%	918,691	13%
(649,204)	(871,395)	(968,959)	222,191	25%	319,754	33%	General	-	-	0%	-	0%	(649,204)	222,191	25%	319,754	33%
(202,361)	(502,843)	(662,844)	300,482	60%	460,483	69%	Administration	205,911	(24,839)	-11%	(47,913)	-19%	(408,272)	325,321	44%	508,397	55%
(349,043)	(504,811)	(359,873)	155,768	31%	10,830	3%	Communications	194,742	2,742	1%	(15,617)	-7%	(543,785)	153,026	22%	26,447	5%
(549,954)	(660,189)	(557,999)	110,235	17%	8,044	1%	Information Tech	-	-	0%	-	0%	(549,954)	110,235	17%	8,044	1%
(637,514)	(865,356)	(763,775)	227,842	26%	126,261	17%	Accounting	1,325	(4,275)	-76%	(3,058)	-70%	(638,839)	232,117	27%	129,319	17%
(296,282)	(329,951)	(344,946)	33,669	10%	48,664	14%	Human Resources	-	-	0%	-	0%	(296,282)	33,669	10%	48,664	14%
(42,134)	(297,502)	(193,724)	255,368	86%	151,590	78%	Architectural Standards	270,095	105,195	64%	108,743	67%	(312,229)	150,173	32%	42,847	12%
(182,838)	(230,040)	(202,154)	47,202	21%	19,316	10%	Member Services	19,531	(10,469)	-35%	(8,689)	-31%	(202,369)	57,671	22%	28,005	12%
(303,629)	(298,126)	(283,536)	(5,503)	-2%	(20,093)	-7%	Risk & Facility Admin	-	-	0%	-	0%	(303,629)	(5,503)	-2%	(20,093)	-7%
(1,299,976)	(1,497,434)	(1,069,135)	197,458	13%	(230,841)	-22%	Forestry	164,235	111,535	212%	80,870	97%	(1,464,211)	85,923	6%	(311,711)	-27%
(525,200)	(763,684)	(664,217)	238,484	31%	139,018	21%	Maintenance	-	-	0%	-	0%	(525,200)	238,484	31%	139,018	21%
\$ (5,130,910)	\$ (5,964,000)	\$ (5,029,879)	\$ 833,090	14%	\$ (101,032)	-2%	TDA Operating Fund	\$ 8,339,979	\$ (3,927,021)	-32%	\$ (4,328,857)	-34%	\$ (13,470,889)	\$ 4,760,111	26%	\$ 4,227,826	24%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the One Winter Month (Nov) 2020

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	
\$ (24,591)	\$ (20,749)	\$ (12,370)	\$ (3,842)	-19%	\$ (12,221)	-99%	Private Amenities	\$ 50,270	\$ (42,930)	-46%	\$ (31,591)	-39%	\$ (74,861)	\$ 39,088	34%	\$ 19,370	21%
(5,559)	(12,062)	(29)	6,503	54%	(5,529)	#####	Trout Creek Rec Ctr	50,113	(27,487)	-35%	(18,563)	-27%	(55,672)	33,990	38%	13,034	19%
(10,487)	5,000	4,220	(15,487)	-310%	(14,706)	-349%	Aquatics	-	(15,000)	-100%	(13,000)	-100%	(10,487)	(487)	-5%	(1,706)	-19%
(2,757)	(5,177)	(4,936)	2,420	47%	2,179	44%	Beach Club Marina	157	157	0%	139	772%	(2,914)	2,263	44%	2,040	41%
(2,300)	(2,589)	(3,062)	289	11%	762	25%	Tennis Center	-	-	0%	-	0%	(2,300)	289	11%	762	25%
(1,305)	(90)	(343)	(1,215)	#####	(962)	-280%	Day Camps	-	-	0%	-	0%	(1,305)	(1,215)	#####	(962)	-280%
(2,184)	(5,831)	(8,219)	3,647	63%	6,035	73%	Recreation Programs	-	(600)	-100%	(167)	-100%	(2,184)	4,247	66%	6,202	74%
(331,555)	(426,051)	(303,211)	94,496	22%	(28,344)	-9%	Public Amenities	96,176	(71,254)	-43%	(38,840)	-29%	(427,731)	165,750	28%	10,496	2%
(141,284)	(208,899)	(153,836)	67,615	32%	12,551	8%	Downhill Ski	-	-	0%	(950)	-100%	(141,284)	67,615	32%	13,501	9%
(45,618)	(75,442)	(37,715)	29,824	40%	(7,903)	-21%	Cross Country Ski	22,475	6,875	44%	(5,734)	-20%	(68,093)	22,949	25%	(2,168)	-3%
(7,883)	(14,364)	(1,312)	6,481	45%	(6,571)	-501%	Snowplay	-	(2,400)	-100%	(1,826)	-100%	(7,883)	8,881	53%	(4,745)	-151%
(50,006)	(43,183)	(45,155)	(6,823)	-16%	(4,851)	-11%	Golf	-	-	0%	120	100%	(50,006)	(6,823)	-16%	(4,971)	-11%
(3,380)	(2,829)	(2,291)	(551)	-19%	(1,089)	-48%	Campground	1,083	1,083	0%	1,083	0%	(4,463)	(1,634)	-58%	(2,172)	-95%
(4,873)	(5,824)	(6,115)	951	16%	1,242	20%	Equestrian	39	39	0%	39	0%	(4,912)	912	16%	1,203	20%
(146)	(100)	(67)	(46)	-46%	(79)	-117%	Bikeworks	-	-	0%	-	0%	(146)	(46)	-46%	(79)	-117%
(11,578)	(11,312)	(6,730)	(266)	-2%	(4,848)	-72%	Trails	-	-	0%	-	0%	(11,578)	(266)	-2%	(4,848)	-72%
(48,172)	(44,407)	(37,958)	(3,765)	-8%	(10,214)	-27%	The Lodge	62,987	(60,443)	-49%	(24,558)	-28%	(111,158)	56,679	34%	14,344	11%
(4,235)	-	114	(4,235)	#####	(4,349)	#####	Summer Food and Bev	-	-	0%	(500)	-100%	(4,235)	(4,235)	#####	(3,849)	-997%
(1,746)	(1,535)	(1,289)	(211)	-14%	(457)	-35%	Pizza on the Hill	-	-	0%	-	0%	(1,746)	(211)	-14%	(457)	-35%
(12,634)	(18,156)	(10,857)	5,522	30%	(1,777)	-16%	Alder Creek Café	9,593	(16,407)	-63%	(6,514)	-40%	(22,227)	21,929	50%	4,737	18%
(356,145)	(446,800)	(315,581)	90,655	20%	(40,565)	-13%	Amenities Total	146,446	(114,184)	-44%	(70,431)	-32%	(502,591)	204,839	29%	29,867	6%
(552,722)	(570,200)	(629,653)	17,478	3%	76,930	12%	HOA & Amenities Support Services	84,176	37,806	82%	8,184	11%	(636,899)	(20,329)	-3%	68,747	10%
(60,488)	(76,711)	(85,474)	16,223	21%	24,986	29%	General	-	-	0%	-	0%	(60,488)	16,223	21%	24,986	29%
(51,966)	(52,649)	(194,104)	683	1%	142,138	73%	Administration	8,072	(2,498)	-24%	(3,946)	-33%	(60,039)	3,180	5%	146,084	71%
(35,147)	(44,063)	(27,494)	8,916	20%	(7,653)	-28%	Communications	19,887	5,187	35%	1,871	10%	(55,034)	3,729	6%	(9,524)	-21%
(50,184)	(57,231)	(53,317)	7,047	12%	3,133	6%	Information Tech	-	-	0%	-	0%	(50,184)	7,047	12%	3,133	6%
(45,280)	(77,144)	(63,359)	31,864	41%	18,079	29%	Accounting	-	(200)	-100%	(141)	-100%	(45,280)	32,064	41%	18,220	29%
(39,977)	(33,485)	(29,262)	(6,492)	-19%	(10,714)	-37%	Human Resources	-	-	0%	-	0%	(39,977)	(6,492)	-19%	(10,714)	-37%
(13,624)	(19,515)	(13,145)	5,891	30%	(479)	-4%	Architectural Standards	19,222	5,322	38%	1,986	12%	(32,846)	569	2%	(2,465)	-8%
(19,108)	(22,750)	(18,842)	3,642	16%	(266)	-1%	Member Services	264	(836)	-76%	(624)	-70%	(19,372)	4,478	19%	357	2%
(22,756)	(26,179)	(27,390)	3,423	13%	4,634	17%	Risk & Facility Admin	-	-	0%	-	0%	(22,756)	3,423	13%	4,634	17%
(163,382)	(91,974)	(60,519)	(71,408)	-78%	(102,863)	-170%	Forestry	36,731	30,831	523%	9,038	33%	(200,113)	(102,239)	-104%	(111,901)	-127%
(50,810)	(68,499)	(56,746)	17,689	26%	5,936	10%	Maintenance	-	-	0%	-	0%	(50,810)	17,689	26%	5,936	10%
\$ (908,868)	\$ (1,017,000)	\$ (945,233)	\$ 108,132	11%	\$ 36,365	4%	TDA Operating Fund	\$ 230,622	\$ (76,378)	-25%	\$ (62,248)	-21%	\$ (1,139,490)	\$ 184,510	14%	\$ 98,613	8%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q1 Jan-Mar, 2020

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	
\$ (57,040)	\$ (80,664)	\$ (77,800)	\$ 23,624	29%	\$ 20,760	27%	Private Amenities	\$ 233,438	\$ (32,262)	-12%	\$ (13,024)	-5%	\$ (290,478)	\$ 55,886	16%	\$ 33,784	10%
(37,967)	(52,185)	(45,185)	14,218	27%	7,218	16%	Trout Creek Rec Ctr	188,368	(32,332)	-15%	(21,094)	-10%	(226,336)	46,549	17%	28,311	11%
6,862	145	(3,731)	6,717	4632%	10,593	284%	Aquatics	45,000	-	0%	8,000	22%	(38,138)	6,717	15%	2,593	6%
(11,171)	(15,431)	(17,044)	4,260	28%	5,873	34%	Beach Club Marina	20	20	0%	20	0%	(11,191)	4,240	27%	5,853	34%
(5,504)	(5,322)	(5,319)	(182)	-3%	(186)	-3%	Tennis Center	-	-	0%	-	0%	(5,504)	(182)	-3%	(186)	-3%
(239)	(270)	(538)	31	11%	299	56%	Day Camps	50	50	0%	50	0%	(289)	(19)	-7%	249	46%
(9,020)	(7,601)	(5,983)	(1,419)	-19%	(3,037)	-51%	Recreation Programs	-	-	0%	-	0%	(9,020)	(1,419)	-19%	(3,037)	-51%
1,499,573	1,931,909	1,822,563	(432,336)	-22%	(322,990)	-18%	Public Amenities	4,551,031	(690,739)	-13%	(668,683)	-13%	(3,051,458)	258,403	8%	345,693	10%
1,400,760	1,634,962	1,689,280	(234,202)	-14%	(288,520)	-17%	Downhill Ski	2,991,913	(351,387)	-11%	(359,185)	-11%	(1,591,153)	117,185	7%	70,666	4%
385,403	368,454	366,798	16,949	5%	18,605	5%	Cross Country Ski	855,870	(22,430)	-3%	(20,755)	-2%	(470,467)	39,379	8%	39,360	8%
42,361	123,255	78,333	(80,894)	-66%	(35,972)	-46%	Snowplay	93,724	(125,376)	-57%	(69,053)	-42%	(51,363)	44,482	46%	33,080	39%
(77,310)	(92,698)	(105,810)	15,388	17%	28,499	27%	Golf	-	-	0%	(50)	-100%	(77,310)	15,388	17%	28,549	27%
(7,234)	(7,797)	(7,883)	563	7%	649	8%	Campground	-	-	0%	-	0%	(7,234)	563	7%	649	8%
(17,397)	(17,729)	(15,969)	332	2%	(1,428)	-9%	Equestrian	-	-	0%	-	0%	(17,397)	332	2%	(1,428)	-9%
1,901	-	-	1,901	#####	1,901	#####	Bikeworks	-	-	0%	-	0%	1,901	1,901	#####	1,901	#####
(36,293)	(33,676)	(24,085)	(2,617)	-8%	(12,208)	-51%	Trails	-	-	0%	-	0%	(36,293)	(2,617)	-8%	(12,208)	-51%
(142,099)	(42,197)	(111,352)	(99,902)	-237%	(30,747)	-28%	The Lodge	420,164	(131,906)	-24%	(124,720)	-23%	(562,263)	32,004	5%	93,973	14%
(10)	-	(3,849)	(10)	#####	3,839	100%	Summer Food and Bev	-	-	0%	-	0%	(10)	(10)	#####	3,839	100%
(3,120)	(3,110)	(23,160)	(10)	0%	20,039	87%	Pizza on the Hill	-	-	0%	(117,194)	-100%	(3,120)	(10)	0%	137,233	98%
(47,388)	2,445	(19,740)	(49,833)	#####	(27,647)	-140%	Alder Creek Café	189,361	(59,639)	-24%	22,274	13%	(236,748)	9,807	4%	(49,921)	-27%
1,442,534	1,851,245	1,744,763	(408,711)	-22%	(302,230)	-17%	Amenities Total	4,784,470	(723,000)	-13%	(681,707)	-12%	(3,341,936)	314,289	9%	379,477	10%
(1,125,475)	(1,557,245)	(1,491,555)	431,770	28%	366,081	25%	HOA & Amenities Support Services	196,898	21,368	12%	25,502	15%	(1,322,372)	410,403	24%	340,579	20%
(198,503)	(228,683)	(275,728)	30,180	13%	77,225	28%	General	-	-	0%	-	0%	(198,503)	30,180	13%	77,225	28%
121,218	(94,725)	(80,416)	215,943	228%	201,633	251%	Administration	94,367	(1,663)	-2%	(4,501)	-5%	26,850	217,605	114%	206,135	115%
(104,038)	(145,665)	(119,309)	41,627	29%	15,271	13%	Communications	46,195	6,395	16%	7,600	20%	(150,233)	35,232	19%	7,672	5%
(153,419)	(184,568)	(141,455)	31,149	17%	(11,964)	-8%	Information Tech	-	-	0%	-	0%	(153,419)	31,149	17%	(11,964)	-8%
(216,510)	(240,232)	(218,271)	23,722	10%	1,761	1%	Accounting	1,318	(382)	-22%	(329)	-20%	(217,828)	24,104	10%	2,089	1%
(77,637)	(86,485)	(125,636)	8,848	10%	47,999	38%	Human Resources	-	-	0%	-	0%	(77,637)	8,848	10%	47,999	38%
(46,846)	(82,245)	(83,083)	35,399	43%	36,237	44%	Architectural Standards	40,552	16,752	70%	18,742	86%	(87,398)	18,647	18%	17,495	17%
(56,436)	(64,426)	(62,471)	7,990	12%	6,035	10%	Member Services	2,688	(1,112)	-29%	(498)	-16%	(59,124)	9,102	13%	6,534	10%
(91,528)	(82,465)	(95,098)	(9,063)	-11%	3,571	4%	Risk & Facility Admin	-	-	0%	-	0%	(91,528)	(9,063)	-11%	3,571	4%
(143,660)	(143,317)	(106,682)	(343)	0%	(36,978)	-35%	Forestry	11,778	1,378	13%	4,488	62%	(155,438)	(1,721)	-1%	(41,466)	-36%
(158,115)	(204,434)	(183,406)	46,319	23%	25,291	14%	Maintenance	-	-	0%	-	0%	(158,115)	46,319	23%	25,291	14%
\$ 317,059	\$ 294,000	\$ 253,208	\$ 23,059	8%	\$ 63,851	25%	TDA Operating Fund	\$ 4,981,367	\$ (701,633)	-12%	\$ (656,205)	-12%	\$ (4,664,308)	\$ 724,692	13%	\$ 720,056	13%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q2 Apr-Jun, 2020

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	
\$ (53,707)	\$ 10,805	\$ (56,442)	\$ (64,512)	-597%	\$ 2,735	5%	Private Amenities	\$ 203,766	\$ (471,830)	-70%	\$ (338,278)	-62%	\$ (257,472)	\$ 407,319	61%	\$ 341,013	57%
(51,918)	77,208	28,474	(129,126)	-167%	(80,392)	-282%	Trout Creek Rec Ctr	42,118	(295,682)	-88%	(216,004)	-84%	(94,036)	166,556	64%	135,611	59%
230	(11,909)	(8,099)	12,139	102%	8,329	103%	Aquatics	15,960	(47,340)	-75%	(47,472)	-75%	(15,730)	59,479	79%	55,801	78%
2,356	14,612	7,582	(12,256)	-84%	(5,226)	-69%	Beach Club Marina	71,686	(71,210)	-50%	(48,303)	-40%	(69,330)	58,954	46%	43,077	38%
16,342	1,687	(21,055)	14,655	869%	37,397	178%	Tennis Center	74,559	759	1%	24,668	49%	(58,217)	13,896	19%	12,729	18%
(8,746)	(38,653)	(36,239)	29,907	77%	27,493	76%	Day Camps	(558)	(54,558)	-101%	(46,909)	-101%	(8,188)	84,465	91%	74,402	90%
(11,971)	(32,140)	(27,104)	20,169	63%	15,133	56%	Recreation Programs	-	(3,800)	-100%	(4,258)	-100%	(11,971)	23,969	67%	19,392	62%
(610,465)	(502,091)	(665,157)	(108,374)	-22%	54,692	8%	Public Amenities	272,147	(988,043)	-78%	(933,701)	-77%	(882,612)	879,669	50%	988,393	53%
(211,081)	(70,731)	(128,089)	(140,350)	-198%	(82,992)	-65%	Downhill Ski	12,759	(347,541)	-96%	(287,074)	-96%	(223,839)	207,192	48%	204,082	48%
(38,629)	(26,101)	(36,715)	(12,528)	-48%	(1,914)	-5%	Cross Country Ski	22,227	(73,073)	-77%	(68,488)	-75%	(60,856)	60,545	50%	66,574	52%
(7,900)	(4,400)	4,302	(3,500)	-80%	(12,202)	-284%	Snowplay	238	(8,862)	-97%	(14,677)	-98%	(8,138)	5,362	40%	2,475	23%
(110,154)	(149,812)	(255,190)	39,658	26%	145,037	57%	Golf	8,654	254	3%	(53,750)	-86%	(118,808)	39,404	25%	198,786	63%
186	(2,034)	(4,463)	2,220	109%	4,650	104%	Campground	18,642	(1,658)	-8%	(3,496)	-16%	(18,456)	3,878	17%	8,145	31%
(41,297)	(56,023)	(61,791)	14,726	26%	20,494	33%	Equestrian	12,390	(28,210)	-69%	(25,242)	-67%	(53,687)	42,936	44%	45,736	46%
5,541	(543)	(3,582)	6,084	1120%	9,123	255%	Bikeworks	67,946	30,446	81%	28,483	72%	(62,405)	(24,362)	-64%	(19,360)	-45%
(30,611)	(58,935)	(33,131)	28,324	48%	2,520	8%	Trails	855	435	104%	(180)	-17%	(31,466)	27,889	47%	2,700	8%
(131,360)	(73,486)	(56,977)	(57,874)	-79%	(74,383)	-131%	The Lodge	116,374	(366,596)	-76%	(371,533)	-76%	(247,733)	308,723	55%	297,150	55%
(9,099)	(31,377)	(31,613)	22,278	71%	22,515	71%	Summer Food and Bev	3,400	(15,400)	-82%	(8,225)	-71%	(12,499)	37,678	75%	30,740	71%
(4,966)	(10,040)	(27,060)	5,074	51%	22,094	82%	Pizza on the Hill	-	(78,500)	-100%	(63,782)	-100%	(4,966)	83,574	94%	85,876	95%
(31,097)	(18,609)	(30,848)	(12,488)	-67%	(249)	-1%	Alder Creek Café	8,663	(99,337)	-92%	(65,738)	-88%	(39,760)	86,849	69%	65,489	62%
(664,172)	(491,286)	(721,599)	(172,886)	-35%	57,427	8%	Amenities Total	475,913	(1,459,873)	-75%	(1,271,979)	-73%	(1,140,085)	1,286,987	53%	1,329,406	54%
(1,168,577)	(1,803,714)	(1,568,060)	635,137	35%	399,483	25%	HOA & Amenities Support Services	174,906	(41,308)	-19%	(78,116)	-31%	(1,343,483)	676,445	33%	477,599	26%
(212,529)	(268,007)	(338,331)	55,478	21%	125,802	37%	General	-	-	0%	-	0%	(212,529)	55,478	21%	125,802	37%
(62,001)	(138,818)	(131,838)	76,817	55%	69,837	53%	Administration	56,977	(13,617)	-19%	(35,957)	-39%	(118,978)	90,434	43%	105,794	47%
(86,473)	(137,779)	(80,237)	51,306	37%	(6,236)	-8%	Communications	50,062	(20,538)	-29%	(34,120)	-41%	(136,535)	71,844	34%	27,884	17%
(135,160)	(188,609)	(162,942)	53,449	28%	27,782	17%	Information Tech	-	-	0%	-	0%	(135,160)	53,449	28%	27,782	17%
(125,575)	(233,319)	(204,932)	107,744	46%	79,356	39%	Accounting	3	(997)	-100%	(734)	-100%	(125,578)	108,741	46%	80,090	39%
(63,216)	(86,731)	(80,457)	23,515	27%	17,241	21%	Human Resources	-	-	0%	-	0%	(63,216)	23,515	27%	17,241	21%
(20,741)	(81,863)	(39,398)	61,122	75%	18,658	47%	Architectural Standards	43,318	(8,882)	-17%	(9,559)	-18%	(64,059)	70,004	52%	28,217	31%
(29,385)	(64,375)	(53,478)	34,990	54%	24,093	45%	Member Services	14,086	4,086	41%	5,218	59%	(43,471)	30,904	42%	18,874	30%
(76,187)	(81,373)	(82,792)	5,186	6%	6,605	8%	Risk & Facility Admin	-	-	0%	-	0%	(76,187)	5,186	6%	6,605	8%
(252,878)	(305,844)	(209,613)	52,966	17%	(43,264)	-21%	Forestry	10,460	(1,360)	-12%	(2,965)	-22%	(263,338)	54,326	17%	(40,299)	-18%
(104,432)	(216,996)	(184,041)	112,564	52%	79,609	43%	Maintenance	-	-	0%	-	0%	(104,432)	112,564	52%	79,609	43%
\$ (1,832,749)	\$ (2,295,000)	\$ (2,289,658)	\$ 462,251	20%	\$ 456,910	20%	TDA Operating Fund	\$ 650,819	\$ (1,501,181)	-70%	\$ (1,350,095)	-67%	\$ (2,483,567)	\$ 1,963,433	44%	\$ 1,807,005	42%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q3 Jul-Sep, 2020

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	
\$ 270,612	\$ 622,253	\$ 561,285	\$ (351,641)	-57%	\$ (290,673)	-52%	Private Amenities	\$ 840,720	\$ (899,503)	-52%	\$ (765,127)	-48%	\$ (570,108)	\$ 547,862	49%	\$ 474,454	45%
37,769	140,142	141,849	(102,373)	-73%	(104,080)	-73%	Trout Creek Rec Ctr	216,422	(199,778)	-48%	(168,171)	-44%	(178,653)	97,405	35%	64,092	26%
(62,440)	(2,566)	(20,360)	(59,874)	-2333%	(42,079)	-207%	Aquatics	122	(124,578)	-100%	(109,999)	-100%	(62,562)	64,704	51%	67,919	52%
233,540	360,945	306,727	(127,405)	-35%	(73,188)	-24%	Beach Club Marina	384,433	(256,190)	-40%	(180,221)	-32%	(150,894)	128,784	46%	107,033	41%
78,891	24,286	31,184	54,605	225%	47,707	153%	Tennis Center	237,701	83,601	54%	67,984	40%	(158,810)	(28,996)	-22%	(20,276)	-15%
(6,674)	74,499	52,987	(81,173)	-109%	(59,661)	-113%	Day Camps	2,042	(235,958)	-99%	(199,326)	-99%	(8,716)	154,785	95%	139,665	94%
(10,475)	24,947	48,899	(35,422)	-142%	(59,374)	-121%	Recreation Programs	-	(166,600)	-100%	(175,394)	-100%	(10,475)	131,178	93%	116,021	92%
(525,409)	(366,003)	30,837	(159,406)	-44%	(556,245)	-1804%	Public Amenities	941,055	(883,835)	-48%	(1,551,847)	-62%	(1,466,463)	724,430	33%	995,602	40%
(167,260)	(185,128)	(159,597)	17,868	10%	(7,663)	-5%	Downhill Ski	3,422	3,422	0%	1,209	55%	(170,682)	14,446	8%	(8,872)	-5%
(55,862)	(86,700)	(50,651)	30,838	36%	(5,211)	-10%	Cross Country Ski	(231)	(231)	0%	(231)	0%	(55,631)	31,069	36%	(4,980)	-10%
(4,118)	(4,807)	(5,597)	689	14%	1,479	26%	Snowplay	-	-	0%	-	0%	(4,118)	689	14%	1,479	26%
(213,268)	(144,785)	13,610	(68,483)	-47%	(226,877)	-1667%	Golf	63,894	42,894	204%	(541,426)	-89%	(277,162)	(111,377)	-67%	314,549	53%
51,927	31,505	30,509	20,422	65%	21,418	70%	Campground	100,162	24,462	32%	26,910	37%	(48,235)	(4,040)	-9%	(5,492)	-13%
(29,634)	32,812	24,566	(62,446)	-190%	(54,201)	-221%	Equestrian	59,521	(153,879)	-72%	(139,716)	-70%	(89,155)	91,433	51%	85,516	49%
26,675	13,976	11,876	12,699	91%	14,799	125%	Bikeworks	94,799	299	0%	4,863	5%	(68,124)	12,400	15%	9,937	13%
(58,268)	(82,586)	(60,430)	24,318	29%	2,162	4%	Trails	262	(1,318)	-83%	(2,253)	-90%	(58,530)	25,636	30%	4,415	7%
(34,808)	58,106	253,079	(92,914)	-160%	(287,887)	-114%	The Lodge	508,311	(308,499)	-38%	(539,206)	-51%	(543,120)	215,584	28%	251,320	32%
(18,841)	(37,884)	(38,296)	19,043	50%	19,455	51%	Summer Food and Bev	5,264	(132,136)	-96%	(183,901)	-97%	(24,105)	151,179	86%	203,355	89%
(6,370)	20,249	9,627	(26,619)	-131%	(15,997)	-166%	Pizza on the Hill	-	(256,500)	-100%	(156,026)	-100%	(6,370)	229,881	97%	140,029	96%
(15,582)	19,239	2,141	(34,821)	-181%	(17,723)	-828%	Alder Creek Café	105,651	(102,349)	-49%	(22,069)	-17%	(121,232)	67,529	36%	4,346	3%
(254,797)	256,250	592,122	(511,047)	-199%	(846,918)	-143%	Amenities Total	1,781,775	(1,783,338)	-50%	(2,316,974)	-57%	(2,036,572)	1,272,291	38%	1,470,056	42%
(1,762,935)	(2,234,250)	(1,727,682)	471,315	21%	(35,254)	-2%	HOA & Amenities Support Services	293,030	104,143	55%	103,323	54%	(2,055,965)	367,172	15%	(138,577)	-7%
(151,531)	(222,673)	(202,385)	71,142	32%	50,854	25%	General	-	-	0%	-	0%	(151,531)	71,142	32%	50,854	25%
(153,092)	(165,368)	(177,261)	12,276	7%	24,169	14%	Administration	36,915	(3,732)	-9%	1,021	3%	(190,007)	16,008	8%	23,148	11%
(91,853)	(131,298)	(87,356)	39,445	30%	(4,497)	-5%	Communications	59,928	6,228	12%	5,245	10%	(151,781)	33,217	18%	(9,742)	-7%
(149,984)	(171,087)	(143,073)	21,103	12%	(6,911)	-5%	Information Tech	-	-	0%	-	0%	(149,984)	21,103	12%	(6,911)	-5%
(175,735)	(235,506)	(205,406)	59,772	25%	29,671	14%	Accounting	2	(2,198)	-100%	(1,646)	-100%	(175,736)	61,970	26%	31,317	15%
(83,807)	(87,965)	(82,968)	4,158	5%	(840)	-1%	Human Resources	-	-	0%	-	0%	(83,807)	4,158	5%	(840)	-1%
27,854	(89,498)	(38,768)	117,352	131%	66,622	172%	Architectural Standards	124,059	63,959	106%	70,193	130%	(96,205)	53,393	36%	(3,571)	-4%
(58,084)	(55,858)	(47,443)	(2,226)	-4%	(10,641)	-22%	Member Services	2,305	(12,095)	-84%	(12,474)	-84%	(60,389)	9,869	14%	1,833	3%
(84,722)	(80,149)	(54,939)	(4,573)	-6%	(29,784)	-54%	Risk & Facility Admin	-	-	0%	-	0%	(84,722)	(4,573)	-6%	(29,784)	-54%
(683,411)	(791,079)	(507,277)	107,668	14%	(176,134)	-35%	Forestry	69,821	51,981	291%	40,984	142%	(753,232)	55,687	7%	(217,118)	-40%
(158,570)	(203,769)	(180,806)	45,199	22%	22,236	12%	Maintenance	-	-	0%	-	0%	(158,570)	45,199	22%	22,236	12%
\$ (2,017,732)	\$ (1,978,000)	\$ (1,135,560)	\$ (39,732)	2%	\$ (882,172)	-78%	TDA Operating Fund	\$ 2,074,805	\$ (1,679,195)	-45%	\$ (2,213,651)	-52%	\$ (4,092,537)	\$ 1,639,463	29%	\$ 1,331,479	25%

Tahoe Donner Association
Operating Fund - NOR and Per Property Metrics

For the eleven months ending November 2020

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%
\$ 106,381	\$ (333,452)	\$ 439,833	132%	Private Amenities	\$ 16.43	\$ (51.51)	\$ 68	132%
(65,556)	(117,405)	51,849	44%	Trout Creek Rec Ctg	(10.13)	(18.14)	8	44%
(78,063)	(183,369)	105,306	57%	Aquatics	(12.06)	(28.33)	16	57%
208,493	218,027	(9,534)	-4%	Beach Club Marina	32.21	33.68	(1)	-4%
98,192	(66,882)	165,074	247%	Tennis Center	15.17	(10.33)	26	247%
(19,879)	(32,273)	12,394	38%	Day Camps	(3.07)	(4.99)	2	38%
(36,807)	(151,550)	114,743	76%	Recreation Programs	(5.69)	(23.41)	18	76%
(199,155)	(1,378,379)	1,179,224	86%	Public Amenities	\$ (30.77)	\$ (212.94)	182	86%
810,314	650,824	159,490	25%	Downhill Ski	125.18	100.54	25	25%
218,347	(61,238)	279,585	457%	Cross Country Ski	33.73	(9.46)	43	457%
16,047	45,796	(29,749)	-65%	Snowplay	2.48	7.07	(5)	-65%
(527,755)	(696,093)	168,338	24%	Golf	(81.53)	(107.54)	26	24%
37,631	(19,630)	57,261	292%	Campground	5.81	(3.03)	9	292%
(105,570)	(145,364)	39,794	27%	Equestrian	(16.31)	(22.46)	6	27%
34,718	(17,752)	52,470	296%	Bikeworks	5.36	(2.74)	8	296%
(131,778)	(255,363)	123,585	48%	Trails	(20.36)	(39.45)	19	48%
(383,430)	(523,707)	140,277	27%	The Lodge	(59.24)	(80.91)	22	27%
(35,565)	(131,830)	96,265	73%	Summer Food and Bev	(5.49)	(20.37)	15	73%
(18,390)	(108,035)	89,645	83%	Pizza on the Hill	(2.84)	(16.69)	14	83%
(113,723)	(115,987)	2,264	2%	Alder Creek Café	(17.57)	(17.92)	0	2%
(92,775)	(1,711,831)	1,619,056	95%	Amenities Total	\$ (14.33)	\$ (264.46)	250	95%
(5,038,136)	(4,073,169)	(964,967)	-24%	HOA & Amenities Support Services	\$ (778.33)	\$ (629.26)	(149)	-24%
(649,204)	(1,991,872)	1,342,668	67%	General	(100.29)	(307.72)	207	67%
(202,361)	-	(202,361)	0%	Administration	(31.26)	-	(31)	0%
(349,043)	-	(349,043)	0%	Communications	(53.92)	-	(54)	0%
(549,954)	-	(549,954)	0%	Information Tech	(84.96)	-	(85)	0%
(637,514)	-	(637,514)	0%	Accounting	(98.49)	-	(98)	0%
(296,282)	-	(296,282)	0%	Human Resources	(45.77)	-	(46)	0%
(42,134)	(412,737)	370,603	90%	Architectural Standards	(6.51)	(63.76)	57	90%
(182,838)	-	(182,838)	0%	Member Services	(28.25)	-	(28)	0%
(303,629)	-	(303,629)	0%	Risk & Facility Admin	(46.91)	-	(47)	0%
(1,299,976)	(1,668,560)	368,584	22%	Forestry	(200.83)	(257.77)	57	22%
(525,200)	-	(525,200)	0%	Maintenance	(81.14)	-	(81)	0%
\$ (5,130,910)	\$ (5,785,000)	\$ 654,090	11%	Net Operating Result	\$ (792.66)	\$ (893.71)	\$ 101.05	11%

Tahoe Donner Association
Payroll Hours for nonExempt Employees
for the month of **November 2020**

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	
873	1,714	1,418	841	49%	545	38%	Private Amenities	16,914	49,345	49,493	32,431	66%	32,579	66%
873	1,690	1,238	817	48%	365	30%	Trout Creek Rec Ctr	9,451	16,686	16,760	7,235	43%	7,309	44%
-	-	-	-	0%	-	0%	Aquatics	1,728	4,263	5,352	2,535	59%	3,624	68%
-	-	13	-	0%	13	100%	Beach Club Marina	3,689	10,935	10,094	7,247	66%	6,405	63%
-	-	-	-	0%	-	0%	Tennis Center	1,909	3,869	3,845	1,960	51%	1,937	50%
-	-	-	-	0%	-	0%	Day Camps	32	10,249	10,062	10,217	100%	10,030	100%
-	24	167	24	100%	167	100%	Recreation Programs	105	3,342	3,380	3,237	97%	3,275	97%
4,706	8,125	5,744	3,419	42%	1,038	18%	Public Amenities	114,605	165,068	183,553	50,463	31%	68,948	38%
932	1,956	1,315	1,024	52%	383	29%	Downhill Ski Area	49,374	55,445	56,433	6,071	11%	7,059	13%
1,324	1,123	988	(201)	-18%	(336)	-34%	Cross Country Ski Area	13,218	13,961	16,058	743	5%	2,840	18%
31	304	-	273	90%	(31)	0%	Snowplay - Total Tubers	1,339	3,906	3,081	2,567	66%	1,742	57%
112	-	-	(112)	0%	(112)	0%	Golf Operations	1,468	-	8,068	(1,468)	0%	6,600	82%
156	366	470	210	57%	314	67%	Golf Maintenance	5,909	7,267	21,477	1,358	19%	15,568	72%
-	-	-	-	0%	-	0%	Campground	606	890	910	284	32%	304	33%
69	10	8	(59)	-587%	(61)	-758%	Equestrian	2,580	5,895	6,125	3,315	56%	3,545	58%
42	-	-	(42)	0%	(42)	0%	Bikeworks	1,141	1,396	1,264	255	18%	123	10%
4	-	-	(4)	0%	(4)	0%	Trails	1,038	3,367	1,832	2,329	69%	794	43%
1,613	3,132	2,349	1,520	49%	736	31%	The Lodge	26,823	44,559	42,610	17,737	40%	15,787	37%
-	-	-	-	0%	-	0%	Summer Food and Bev	292	5,392	6,950	5,100	95%	6,658	96%
-	-	-	-	0%	-	0%	Pizza on the Hill	-	6,961	8,342	6,961	100%	8,342	100%
424	1,234	615	810	66%	190	31%	Alder Creek Café	10,817	16,029	10,404	5,212	33%	(413)	-4%
5,579	9,838	7,163	4,259	43%	1,583	22%	Amenities Total	131,518	214,412	233,046	82,894	39%	101,528	44%
5,691	7,905	7,040	2,214	28%	1,349	19%	HOA & Amenities Support Services	62,827	89,356	78,457	26,529	30%	15,630	20%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
169	133	211	(35)	-27%	43	20%	Administration	1,976	1,598	2,775	(378)	-24%	799	29%
361	470	413	109	23%	53	13%	Communications	4,306	5,388	5,136	1,082	20%	829	16%
296	627	620	331	53%	324	52%	Information Tech	4,629	7,501	5,957	2,873	38%	1,328	22%
825	1,038	997	214	21%	172	17%	Accounting	7,922	11,531	11,328	3,609	31%	3,406	30%
96	-	-	(96)	0%	(96)	0%	Human Resources	409	-	298	(409)	0%	(111)	-37%
480	728	755	248	34%	275	36%	Architectural Standards	6,321	9,835	8,375	3,514	36%	2,054	25%
502	504	519	2	0%	18	3%	Member Services	4,407	5,713	5,215	1,305	23%	807	15%
354	164	273	(190)	-116%	(81)	-30%	Risk & Facility Admin	3,316	1,995	2,086	(1,321)	-66%	(1,230)	-59%
1,463	2,521	1,717	1,058	42%	254	15%	Forestry	17,104	26,289	18,758	9,186	35%	1,655	9%
1,145	1,720	1,534	575	33%	388	25%	Maintenance	12,437	19,505	18,530	7,068	36%	6,093	33%
11,270	17,743	14,202	6,473	36%	2,932	21%	Total Payroll Hours	194,345	303,768	311,503	109,423	36%	117,158	38%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)
for the month of **November 2020**

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			Variance	
																									Actual	Prior Yr	Amount	Pctg
7	8	6	2	1	9	22	20	11	7	5	-	11	9	9	10	16	52	88	55	16	12	8	7	9	26	17.1	66%	
6	8	5	2	0	2	8	6	6	5	5	-	11	9	9	9	9	11	9	8	7	8	7	7	5	9	3.8	44%	
-	-	-	-	-	0	5	5	0	-	-	-	-	-	-	-	1	5	15	8	1	-	-	-	1	3	1.9	68%	
-	-	-	-	1	4	6	7	3	-	-	-	-	-	-	-	3	11	22	16	5	1	0	-	2	5	3.4	63%	
-	-	-	-	-	2	3	3	1	2	-	-	-	-	-	-	1	5	7	6	3	1	-	-	1	2	1.0	50%	
-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	1	17	28	12	0	-	-	-	0	5	5.3	100%	
0	0	0	-	-	-	-	-	-	-	-	-	0	0	-	1	0	3	7	4	1	2	1	0	0	2	1.7	97%	
177	159	85	19	17	26	40	46	39	26	27	-	178	153	136	72	39	82	122	116	76	52	33	150	60	96	36.2	38%	
106	98	48	8	5	2	3	3	3	3	5	-	103	91	74	32	3	3	3	3	3	3	8	88	26	30	3.7	13%	
28	24	14	1	-	0	0	0	(0)	1	8	-	29	22	23	11	0	0	0	0	0	1	6	25	7	8	1.5	18%	
5	2	1	-	-	-	-	-	-	-	0	-	6	6	4	1	-	-	-	-	-	0	-	4	1	2	0.9	57%	
-	-	-	-	-	1	1	2	2	1	1	-	-	0	-	-	0	5	14	13	9	5	-	-	1	4	3.5	82%	
1	1	1	2	5	2	5	5	6	5	1	-	1	1	2	4	12	19	22	21	20	18	3	1	3	11	8.2	72%	
-	-	-	-	-	1	1	1	-	-	-	-	-	-	-	-	1	1	1	1	1	-	-	-	0	0	0.2	33%	
0	-	-	-	0	3	3	3	4	2	0	-	0	-	0	0	0	9	11	9	4	1	0	-	1	3	1.9	58%	
-	-	-	-	-	1	2	2	1	1	0	-	-	-	-	-	0	2	2	2	0	0	-	-	1	1	0.1	10%	
-	-	-	-	0	1	4	2	2	(4)	0	-	-	-	-	-	-	1	4	2	3	0	-	-	1	1	0.4	43%	
22	20	13	7	6	13	13	19	17	14	9	-	22	19	21	17	18	29	35	30	23	18	14	21	14	22	8.3	37%	
-	-	-	-	-	0	1	1	0	-	-	-	-	-	-	-	-	3	14	15	7	1	-	0	0	4	3.5	96%	
-	-	-	-	-	-	-	-	-	-	-	-	7	6	4	3	1	5	9	11	2	0	-	-	-	4	4.4	100%	
15	13	7	2	1	2	6	5	4	4	2	-	10	8	8	3	3	5	7	6	4	4	4	11	6	5	(0.2)	-4%	
183	167	91	21	19	34	62	66	50	33	32	-	188	162	145	82	54	134	210	171	92	64	41	157	69	122	53.2	44%	
35	30	28	17	24	38	44	38	40	35	33	-	37	32	34	33	40	48	48	48	44	47	41	39	33	41	8.2	20%	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
1	1	1	1	1	1	1	1	1	1	1	-	3	2	2	1	1	1	1	1	1	1	1	1	1	1	0.4	29%	
3	2	2	2	2	2	3	2	2	2	2	-	2	2	3	3	3	3	3	3	3	3	2	3	2	3	0.4	16%	
3	3	3	2	1	3	3	3	3	1	2	-	3	2	2	3	4	3	2	3	4	4	4	4	2	3	0.7	22%	
5	5	5	2	2	3	4	4	5	5	5	-	6	5	6	6	6	6	6	6	6	6	6	6	4	6	1.8	30%	
-	-	-	-	0	-	-	0	1	0	1	-	1	1	-	-	-	-	-	-	-	-	-	-	0	0	(0.1)	-37%	
5	3	3	2	2	3	4	3	4	4	3	-	5	4	5	5	5	3	4	4	4	5	4	5	3	4	1.1	25%	
3	3	3	2	1	2	2	2	3	3	3	-	2	3	3	3	2	3	2	3	3	3	3	3	2	3	0.4	15%	
2	2	2	1	0	2	2	2	2	2	2	-	2	1	1	1	0	1	1	2	1	1	2	2	2	1	(0.6)	-59%	
4	2	2	2	10	17	17	13	13	9	8	-	2	1	2	2	8	19	18	17	14	16	10	7	9	10	0.9	9%	
9	7	7	3	5	6	7	7	7	7	7	-	11	11	11	9	10	10	10	9	8	9	9	9	7	10	3.2	33%	
219	197	119	38	43	73	106	104	90	69	65	-	225	194	179	115	95	182	259	219	136	111	82	196	102	163	61.4	38%	
												HOA & Amenities Support Services																
												General Administration																
												Communications																
												Information Tech																
												Accounting																
												Human Resources																
												Architectural Standards																
												Member Services																
												Risk & Facility Admin																
												Forestry																
												Maintenance																
												Total Payroll Hours																

Tahoe Donner Association
FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)]
for the period November 2020

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	
5.0	9.9	8.2	4.8	49%	3.1	38%	Private Amenities	9	26	26	17	66%	17	66%
5.0	9.7	7.1	5	48%	2	30%	Trout Creek Rec Ctr	5	9	9	4	43%	4	44%
-	-	-	-	0%	-	0%	Aquatics	1	2	3	1	59%	2	68%
-	-	0.1	-	0%	0	100%	Beach Club Marina	2	6	5	4	66%	3	63%
-	-	-	-	0%	-	0%	Tennis Center	1	2	2	1	51%	1	50%
-	-	-	-	0%	-	0%	Day Camps	0	5	5	5	100%	5	100%
-	0.1	1.0	0	100%	1	100%	Recreation Programs	0	2	2	2	97%	2	97%
27.2	46.9	33.1	19.7	42%	6.0	18%	Public Amenities	60	87	96	26	31%	36	38%
5.4	11.3	7.6	6	52%	2	29%	Downhill Ski Area	26	29	30	3	11%	4	13%
7.6	6.5	5.7	(1)	-18%	(2)	-34%	Cross Country Ski Area	7	7	8	0	5%	1	18%
0.2	1.8	-	2	90%	(0)	0%	Snowplay - Total Tubers	1	2	2	1	66%	1	57%
0.6	-	-	(1)	0%	(1)	0%	Golf Operations	1	-	4	(1)	0%	3	82%
0.9	2.1	2.7	1	57%	2	67%	Golf Maintenance	3	4	11	1	19%	8	72%
-	-	-	-	0%	-	0%	Campground	0	0	0	0	32%	0	33%
0.4	0.1	0.0	(0)	-587%	(0)	-758%	Equestrian	1	3	3	2	56%	2	58%
0.2	-	-	(0)	0%	(0)	0%	Bikeworks	1	1	1	0	18%	0	10%
0.0	-	-	(0)	0%	(0)	0%	Trails	1	2	1	1	69%	0	43%
9.3	18.1	13.6	9	49%	4	31%	The Lodge	14	23	22	9	40%	8	37%
-	-	-	-	0%	-	0%	Summer Food and Bev	0	3	4	3	95%	3	96%
-	-	-	-	0%	-	0%	Pizza on the Hill	-	4	4	4	100%	4	100%
2.4	7.1	3.5	5	66%	1	31%	Alder Creek Café	6	8	5	3	33%	(0)	-4%
32.2	56.8	41.3	24.6	43%	9.1	22%	Amenities Total	69	112	122	43	39%	53	44%
32.8	45.6	40.6	13	28%	7.8	19%	HOA & Amenities Support Services	33	47	41	14	30%	8	20%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.0	0.8	1.2	(0)	-27%	0	20%	Administration	1	1	1	(0)	-24%	0	29%
2.1	2.7	2.4	1	23%	0	13%	Communications	2	3	3	1	20%	0	16%
1.7	3.6	3.6	2	53%	2	52%	Information Tech	2	4	3	2	38%	1	22%
4.8	6.0	5.8	1	21%	1	17%	Accounting	4	6	6	2	31%	2	30%
0.6	-	-	(1)	0%	(1)	0%	Human Resources	0	-	0	(0)	0%	(0)	-37%
2.8	4.2	4.4	1	34%	2	36%	Architectural Standards	3	5	4	2	36%	1	25%
2.9	2.9	3.0	0	0%	0	3%	Member Services	2	3	3	1	23%	0	15%
2.0	0.9	1.6	(1)	-116%	(0)	-30%	Risk & Facility Admin	2	1	1	(1)	-66%	(1)	-59%
8.4	14.5	9.9	6	42%	1	15%	Forestry	9	14	10	5	35%	1	9%
6.6	9.9	8.8	3	33%	2	25%	Maintenance	7	10	10	4	36%	3	33%
65.0	102.4	81.9	37.3	36%	16.9	21%	Total nonExempt FTEs	102	159	163	57.4	36.0%	61.4	37.6%

Tahoe Donner Association
Overtime Payroll Hours Report
for the month of **November 2020**

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	
9	17	62	8	47%	53	85%	Private Amenities	417	1,157	740	64%
9	14	57	5	36%	48	84%	Trout Creek Rec Ctr	330	454	124	27%
-	-	-	-	0%	-	0%	Aquatics	52	342	290	85%
-	-	-	-	0%	-	0%	Beach Club Marina	10	117	107	92%
-	3	-	3	100%	-	0%	Tennis Center	25	93	68	73%
-	-	-	-	0%	-	0%	Day Camps	-	13	13	100%
-	-	4	-	0%	4	100%	Recreation Programs	-	138	138	100%
66	134	96	68	51%	30	31%	Public Amenities	5,368	10,179	4,812	47%
15	1	26	(14)	-1221%	11	43%	Downhill Ski Area	3,272	3,885	613	16%
31	4	7	(26)	-604%	(24)	-322%	Cross Country Ski Area	432	805	373	46%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	56	206	151	73%
-	1	-	1	100%	-	0%	Golf Operations	72	99	27	27%
4	74	5	70	94%	1	16%	Golf Maintenance	520	2,241	1,721	77%
-	-	-	-	0%	-	0%	Campground	114	194	80	41%
-	6	-	6	100%	-	0%	Equestrian	61	162	101	63%
2	4	-	2	43%	(2)	0%	Bikeworks	13	3	(10)	-303%
-	5	-	5	100%	-	0%	Trails	28	74	46	62%
6	21	56	14	71%	50	89%	The Lodge	342	1,097	755	69%
-	-	-	-	0%	-	0%	Summer Food and Bev	-	262	262	100%
-	-	-	-	0%	-	0%	Pizza on the Hill	-	730	730	100%
8	18	2	10	55%	(6)	-286%	Alder Creek Café	458	421	(36)	-9%
75	151	158	76	50%	83	52%	Amenities Total	5,785	11,336	5,551	49%
126	90	186	(36)	-40%	60	32%	HOA & Amenities Support Services	1,568	3,049	1,481	49%
-	-	-	-	0%	-	0%	General	-	-	-	0%
2	10	23	8	78%	21	90%	Administration	95	438	342	78%
27	2	5	(25)	-1167%	(22)	-411%	Communications	83	52	(31)	-59%
0	-	8	(0)	0%	8	99%	Information Tech	18	25	7	28%
8	3	15	(5)	-142%	7	45%	Accounting	70	218	148	68%
-	-	-	-	0%	-	0%	Human Resources	-	3	3	100%
12	13	9	1	7%	(3)	-33%	Architectural Standards	133	289	155	54%
3	4	6	1	16%	2	43%	Member Services	59	97	38	39%
9	13	21	4	30%	12	57%	Risk & Facility Admin	162	122	(40)	-33%
49	37	41	(12)	-34%	(8)	-20%	Forestry	780	906	126	14%
15	8	57	(8)	-99%	42	74%	Maintenance	166	898	732	82%
201	241	344	39	16%	143	41%	Total Payroll Hours	7,353	14,385	7,032	49%

**Tahoe Donner Association
Statement of Financial Position**

Consolidated

November 2020

	Current Month as of Nov 30, 2020	Last Month as of Oct 31, 2020	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2019	12Mths Ago as of Nov 30, 2019	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 238,328	\$ 238,326	\$ 253,090	\$ 340,467	2	0%	(14,762)	-6%	(102,139)	-30%
Cash & Investments, non-Restricted	28,396,874	28,250,296	28,061,425	24,932,482	146,578	1%	335,449	1%	3,464,392	14%
Cash and Investments total	28,635,201	28,488,622	28,314,515	25,272,949	146,580	1%	320,687	1%	3,362,253	13%
Member's Dues & Receivables, Net	200,944	219,629	254,621	262,333	(18,685)	-9%	(53,677)	-21%	(61,389)	-23%
Other Receivables	(52,475)	(24,148)	348,414	139,431	(28,326)	-117%	(400,888)	-115%	(191,905)	-138%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	346,836	321,085	319,338	296,630	25,752	8%	27,498	9%	50,206	17%
Prepaid Expenses & Other Assets	1,286,845	1,398,139	860,059	1,039,795	(111,294)	-8%	426,786	50%	247,051	24%
Gross, Property & Equipment	81,680,066	81,680,066	81,680,066	79,801,058	-	0%	-	0%	1,879,008	2%
Less Accumulated Depreciation	(44,633,132)	(44,341,466)	(41,424,804)	(41,289,352)	(291,666)	-1%	(3,208,328)	-8%	(3,343,780)	-8%
NBV of Property & Equipment	37,046,934	37,338,600	40,255,262	38,511,706	(291,666)	-1%	(3,208,328)	-8%	(1,464,772)	-4%
Construction In Progress	5,255,562	5,002,151	1,076,145	2,861,296	253,411	5%	4,179,417	388%	2,394,266	84%
Net Property and Equipment	42,302,496	42,340,751	41,331,407	41,373,002	(38,255)	0%	971,089	2%	929,494	2%
Total Assets	\$ 72,719,849	\$ 72,744,078	\$ 71,428,354	\$ 68,384,139	(24,229)	0%	1,291,495	2%	4,335,710	6%
Liabilities										
Accounts Payable	\$ 623,896	\$ 784,160	\$ 756,298	\$ 553,915	(160,264)	-20%	(132,403)	-18%	69,981	13%
Accrued Liabilities	1,072,454	1,088,430	1,469,598	1,337,093	(15,977)	-1%	(397,144)	-27%	(264,639)	-20%
Deferred Revenue, Annual Assessment	1,668,707	1,504,702	3,773,671	1,166,156	164,005	11%	(2,104,964)	-56%	502,551	43%
Deferred Revenue, Recreation Fee	395,460	387,684	583,945	407,135	7,776	2%	(188,485)	-32%	(11,675)	-3%
Deferred Revenue, All Other	1,293,463	1,010,010	893,151	601,609	283,453	28%	400,313	45%	691,854	115%
Deposits	321,171	313,505	555,395	652,364	7,666	2%	(234,224)	-42%	(331,194)	-51%
Total Liabilities	5,375,151	5,088,491	8,032,058	4,718,272	286,660	6%	(2,656,908)	-33%	656,879	14%
Members' Equity	67,344,699	67,655,586	63,396,295	63,665,867	(310,887)	0%	3,948,403	6%	3,678,832	6%
Total Liabilities and Members' Equity	\$ 72,719,850	\$ 72,744,078	\$ 71,428,354	\$ 68,384,139	(24,228)	0%	1,291,496	2%	4,335,711	6%
Balance Check	(1)	-	-	-						
Members Equity Per Owner (#6473)	\$ 10,404	\$ 10,452	\$ 9,794	\$ 9,836	(48)	0%	610	6%	568	6%
OPF/RRF/DVF/NEF	\$ 3,869		\$ 3,409				460	13%		
PROPERTY FUND	\$ 6,535		\$ 6,385				150	2%		

Tahoe Donner Association
Statement of Financial Position

Operating Fund

November 2020

TB REF	Current Month as of Nov 30, 2020	Last Month as of Oct 31, 2020	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2019	12Mths Ago as of Nov 30, 2019	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 238,328	\$ 238,326	\$ 253,090	\$ 340,467	2	0%	(14,762)	-6%	(102,139)	-30%
	Cash & Investments, non-Restricted	1	4,180,001	4,067,886	6,046,086	3,682,245	112,115	3%	(1,866,085)	-31%	497,756	14%
	Cash and Investments total		4,418,329	4,306,212	6,299,176	4,022,712	112,117	3%	(1,880,847)	-30%	395,617	10%
	Member's Dues & Receivables, Net	3	200,229	218,914	253,906	261,618	(18,685)	-9%	(53,677)	-21%	(61,389)	-23%
	Other Receivables	4	20,595	17,420	227,211	74,081	3,175	18%	(206,616)	-91%	(53,486)	-72%
	Due From (To) Other Funds	5	1,237,286	941,508	(131,222)	933,029	295,778	31%	1,368,508	1043%	304,257	33%
	Inventory	6	346,836	321,085	319,338	296,630	25,752	8%	27,498	9%	50,206	17%
	Prepaid Expenses & Other Assets	7	1,273,925	1,395,534	860,059	1,038,517	(121,610)	-9%	413,866	48%	235,408	23%
	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		\$ 7,497,200	\$ 7,200,673	\$ 7,828,468	\$ 6,626,586	296,527	4%	(331,268)	-4%	870,614	13%
Liabilities												
	Accounts Payable	11	\$ 365,928	\$ 529,117	\$ 440,070	\$ 498,066	(163,189)	-31%	(74,142)	-17%	(132,138)	-27%
	Accrued Liabilities	12	1,030,901	1,049,710	1,450,623	1,304,240	(18,810)	-2%	(419,722)	-29%	(273,339)	-21%
	Deferred Revenue, Annual Assessment	13	1,668,707	1,504,702	1,662,831	1,166,156	164,005	11%	5,876	0%	502,551	43%
	Deferred Revenue, Recreation Fee	14	395,460	387,684	583,945	407,135	7,776	2%	(188,485)	-32%	(11,675)	-3%
	Deferred Revenue, All Other	15	1,293,463	1,010,010	893,151	601,609	283,453	28%	400,313	45%	691,854	115%
	Deposits	16	321,171	313,505	555,395	652,364	7,666	2%	(234,224)	-42%	(331,194)	-51%
	Total Liabilities		5,075,630	4,794,729	5,586,014	4,629,571	280,901	6%	(510,384)	-9%	446,059	10%
	Members' Equity	17	2,421,570	2,405,944	2,242,454	1,997,015	15,626	1%	179,116	8%	424,555	21%
									(A)			
	Total Liabilities and Members' Equity		\$ 7,497,200	\$ 7,200,673	\$ 7,828,468	\$ 6,626,586	296,527	4%	(331,268)	-4%	870,614	13%
	Balance Check		-	-	-	-	-	-	-	-	-	-
	Members' Equity policy target(t) balance		1,414,000	1,414,000	1,100,000	1,100,000	-	0%	314,000	29%	314,000	29%
	Members' Equity variance Over (under) Target		1,007,570	991,944	1,142,454	897,015	15,626	2%	(134,884)	-12%	110,555	12%

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

Operating Fund - Members' Equity Recon:			
YTD NOR results Favorable (Unfavorable)	654,090	F06.2	
Annual Assessment revenue variance to Budget	(475,089)		
Members' Equity Transfers In (Out)	-	< \$1.0m to RRF (10/2019 BoD)	
Net Change in Members Equity	179,001	(A)	toDVF

Financial Position (Balance Sheet)
OPERATING FUND

Tahoe Donner Association
Statement of Financial Position
Replacement Reserve Fund
November 2020

	Current Month as of Nov 30, 2020	Last Month as of Oct 31, 2020	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2019	12Mths Ago as of Nov 30, 2019	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	15,414,528	15,382,645	14,341,231	13,798,161	31,882	0%	1,073,296	7%	1,616,367	12%	
Cash and Investments total	15,414,528	15,382,645	14,341,231	13,798,161	31,882	0%	1,073,296	7%	1,616,367	12%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	(86,737)	(52,540)	84,522	16,932	(34,197)	-65%	(171,259)	-203%	(103,669)	-612%	
Due From (To) Other Funds	(1,600,792)	(1,361,839)	109,638	(580,786)	(238,953)	-18%	(1,710,430)	-1560%	(1,020,006)	-176%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	12,920	2,604	(0)	1,278	10,316	396%	12,920	#####	11,643	911%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Total Assets	\$ 13,739,919	\$ 13,970,871	\$ 14,535,392	\$ 13,235,584	(230,952)	-2%	(795,473)	-5%	504,335	4%	
Liabilities											
Accounts Payable	\$ 245,508	\$ 242,582	\$ 290,151	\$ 43,388	2,926	1%	(44,643)	-15%	202,120	466%	
Accrued Liabilities	28,273	26,273	14,861	23,291	2,000	8%	13,412	90%	4,982	21%	
Deferred Revenue, Annual Assessment	-	-	1,402,874	-	-	0%	(1,402,874)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	273,781	268,855	1,707,887	66,679	4,926	2%	(1,434,106)	-84%	207,102	311%	
Members' Equity	13,466,138	13,702,015	12,827,505	13,168,905	(235,877)	-2%	638,633	5%	297,233	2%	
Total Liabilities and Members' Equity	\$ 13,739,919	\$ 13,970,871	\$ 14,535,392	\$ 13,235,584	(230,952)	-2%	(795,473)	-5%	504,335	4%	
Balance Check	-	-	-	-							

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

Replacement Reserve Fund - Members' Equity Recon:			
YTD Revenue less Expenditures	638,626	F14	
Members' Equity Transfers In (Out)	-	< \$1.0m from OPF (10/2019 BoD)	
Net Change in Members Equity	638,626	(A)	

Tahoe Donner Association
Statement of Financial Position
Development Fund
November 2020

	Current Month as of Nov 30, 2020	Last Month as of Oct 31, 2020	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2019	12Mths Ago as of Nov 30, 2019	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	8,539,627	8,537,048	7,414,919	7,072,895	2,578	0%	1,124,707	15%	1,466,732	21%	
Cash and Investments total	8,539,627	8,537,048	7,414,919	7,072,895	2,578	0%	1,124,707	15%	1,466,732	21%	
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	
Other Receivables	12,856	10,533	35,809	47,826	2,322	22%	(22,954)	-64%	(34,971)	-73%	
Due From (To) Other Funds	267,381	307,199	14,604	(177,715)	(39,818)	-13%	252,777	1731%	445,096	250%	
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	\$ 8,820,579	\$ 8,855,496	\$ 7,466,048	\$ 6,943,722	(34,917)	0%	1,354,531	18%	1,876,857	27%	
Liabilities											
Accounts Payable	\$ 12,460	\$ 12,460	\$ 26,078	\$ 12,460	-	0%	(13,618)	-52%	-	0%	
Accrued Liabilities	13,112	12,279	3,946	9,562	833	7%	9,166	232%	3,550	37%	
Deferred Revenue, Annual Assessment	-	-	648,770	-	-	0%	(648,770)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	25,572	24,739	678,793	22,022	833	3%	(653,221)	-96%	3,550	16%	
Members' Equity	8,795,007	8,830,757	6,787,254	6,921,699	(35,750)	0%	2,007,752	30%	1,873,307	27%	
							(A)				
Total Liabilities and Members' Equity	\$ 8,820,579	\$ 8,855,496	\$ 7,466,048	\$ 6,943,722	(34,917)	0%	1,354,531	18%	1,876,857	27%	
Balance Check	-	-	-	-							

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

Development Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	2,007,758 F14
Members' Equity Transfers In (Out)	-
Net Change in Members Equity	2,007,758 (A)

Tahoe Donner Association
Statement of Financial Position
New Equipment Fund
November 2020

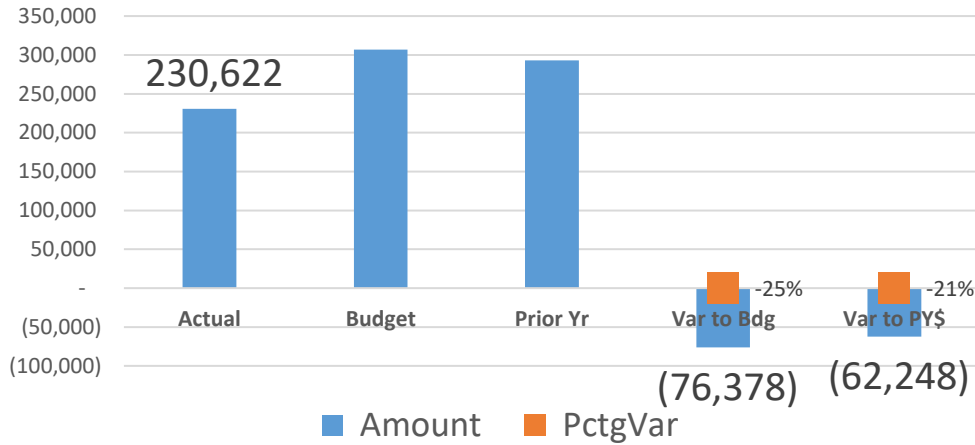
	Current Month as of Nov 30, 2020	Last Month as of Oct 31, 2020	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2019	12Mths Ago as of Nov 30, 2019	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	262,718	262,716	259,188	379,181	2	0%	3,530	1%	(116,463)	-31%
Cash and Investments total	262,718	262,716	259,188	379,181	2	0%	3,530	1%	(116,463)	-31%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	(19)	(19)	871	592	-	0%	(891)	-102%	(611)	-103%
Due From (To) Other Funds	96,125	113,132	6,980	(174,527)	(17,007)	-15%	89,145	1277%	270,652	155%
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	\$ 358,824	\$ 375,829	\$ 267,040	\$ 205,246	(17,005)	-5%	91,784	34%	153,578	75%
Liabilities										
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Accrued Liabilities	168	168	168	-	-	0%	-	0%	168	0%
Deferred Revenue, Annual Assessment	-	-	59,197	-	-	0%	(59,197)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	168	168	59,365	-	-	0%	(59,197)	-100%	168	0%
Members' Equity	358,656	375,661	207,675	205,246	(17,005)	-5%	150,981	73%	153,410	75%
Total Liabilities and Members' Equity	\$ 358,824	\$ 375,829	\$ 267,040	\$ 205,246	(17,005)	-5%	91,784	34%	153,578	75%
Balance Check	-	-	-	-	-				-	

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

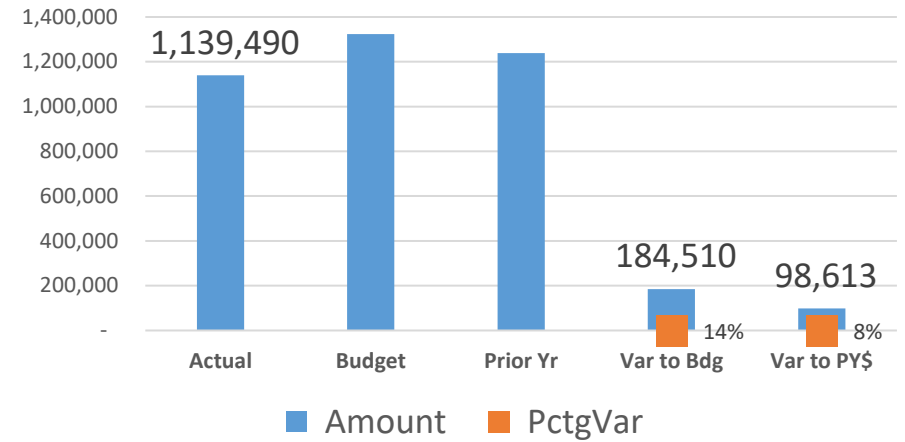
Operating Fund Performance

for the month of November 2020

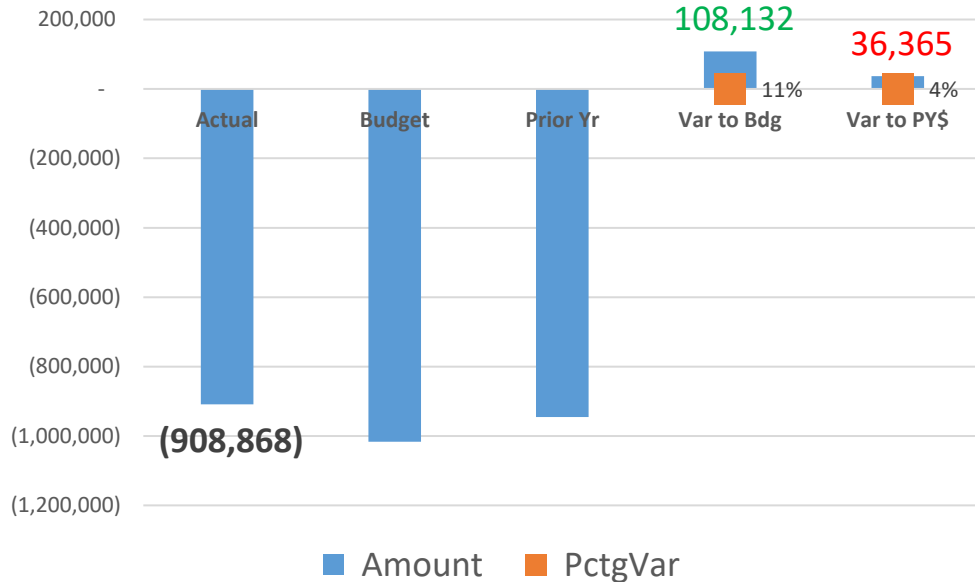
Operating Revenue



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 revenue off B \$11k & off PY \$11k

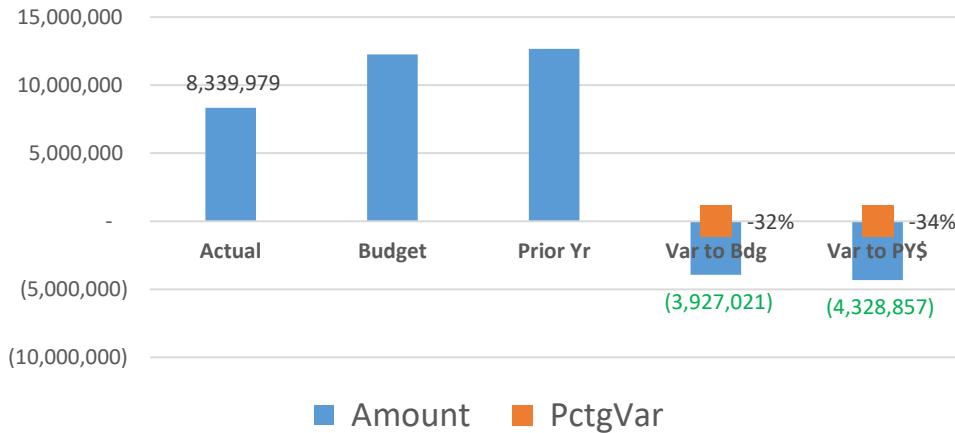
Forestry - NOR off unfav \$70,000 (29k timing and \$41k Firewise Camera)

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

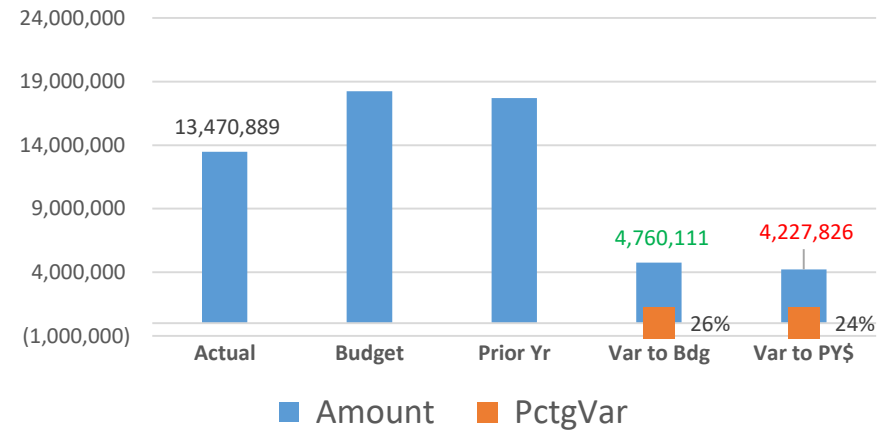
Operating Fund Performance

For the eleven months ending November 2020

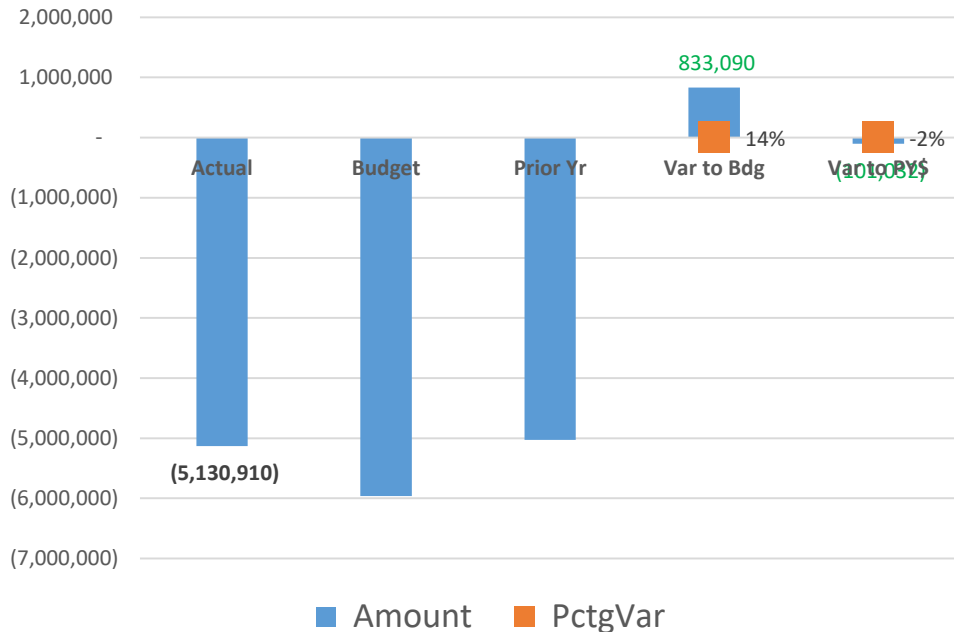
Operating Revenue



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

	Operating Fund-901									
	Stiffel	WF Broker	MutOmh	TriCo Bank	BankofWest	WF Bank	WFB ASO	Trusts	Internal	Total
GL Account Numbers	10279	10271	10236	Total of Accounts	10253	10274	10273	10917		
Book Balance 12/31/19	\$ 2,470,694.48	\$ 2,048,974.60	\$ 129,196.89	\$ 1,235,429.96	\$ 56,291.21	\$ 42,368.67	\$ 219,276.64	\$ 33,813.15	\$ 63,130.00	\$ 6,299,175.60
Adjustment	\$ (584.13)	\$ -	\$ 0.07		\$ -	\$ -	\$ -	\$ -	\$ -	\$ (584.06)
Book Balance 12/31/19	\$ 2,470,110.35	\$ 2,048,974.60	\$ 129,196.96	\$ 1,235,429.96	\$ 56,291.21	\$ 42,368.67	\$ 219,276.64	\$ 33,813.15	\$ 63,130.00	\$ 6,298,591.54
Accrued Interest Adjustment										\$ -
Interest Received	\$ 2.99	\$ 70.94			\$ 2.38	\$ 1.80	\$ 9.31			\$ 87.42
Transfer In		\$ 1,600,000.00						\$ 250.00	\$ 1,400.00	\$ 1,601,650.00
Transfer Out				\$ (2,600,000.00)					\$ (7,220.00)	\$ (2,607,220.00)
Net Operating Entries				\$ 2,761,817.00						
Book Balance 1/31/20	\$ 2,470,113.34	\$ 3,649,045.54	\$ 129,196.96	\$ 1,397,246.96	\$ 56,293.59	\$ 42,370.47	\$ 219,285.95	\$ 34,063.15	\$ 57,310.00	\$ 8,054,925.96
Accrued Interest Adjustment										\$ -
Interest Received	\$ 3.48	\$ 82.19			\$ 2.23	\$ 1.68	\$ 8.71			\$ 98.29
Transfer In	\$ 1,000,000.00	\$ 1,000,000.00						\$ 250.00	\$ -	\$ 2,000,250.00
Transfer Out				\$ (5,000,000.00)					\$ (980.00)	\$ (5,000,980.00)
Net Operating Entries				\$ 4,887,322.86						
Book Balance 2/29/20	\$ 3,470,116.82	\$ 4,649,127.73	\$ 129,196.96	\$ 1,284,569.82	\$ 56,295.82	\$ 42,372.15	\$ 219,294.66	\$ 34,313.15	\$ 56,330.00	\$ 9,941,617.11
Accrued Interest Adjustment		\$ 2,484.25								\$ 2,484.25
Interest Received	\$ 9.24	\$ 83.55			\$ 2.26	\$ 1.55	\$ 7.99			\$ 104.59
Transfer In	\$ 1,000,000.00							\$ 250.00	\$ -	\$ 1,000,250.00
Transfer Out				\$ (1,000,000.00)					\$ (39,660.00)	\$ (1,039,660.00)
Net Operating Entries				\$ 618,606.15						
Book Balance 3/31/20	\$ 4,470,126.06	\$ 4,651,695.53	\$ 129,196.96	\$ 903,175.97	\$ 56,298.08	\$ 42,373.70	\$ 219,302.65	\$ 34,563.15	\$ 16,670.00	\$ 10,523,402.10
Accrued Interest Adjustment	\$ 4,189.00	\$ 3,014.23								\$ 7,203.23
Interest Received	\$ 596.31	\$ 121.87			\$ 1.71	\$ 1.04	\$ 5.41			\$ 726.34
Transfer In				\$ 875,000.00				\$ 7,250.00	\$ -	\$ 882,250.00
Transfer Out		\$ (875,000.00)							\$ (2,820.00)	\$ (877,820.00)
Net Operating Entries				\$ (958,825.52)						
Book Balance 4/30/20	\$ 4,474,911.37	\$ 3,779,831.63	\$ 129,196.96	\$ 819,350.45	\$ 56,299.79	\$ 42,374.74	\$ 219,308.06	\$ 41,813.15	\$ 13,850.00	\$ 9,576,936.15
Accrued Interest Adjustment		\$ 1,895.83								\$ 1,895.83
Interest Received	\$ 2,337.13	\$ 147.34	\$ 3,790.90		\$ 0.48	\$ 1.08	\$ 5.59			\$ 6,282.52
Transfer In	\$ (10.00)			\$ 1,100,000.00				\$ 2,000.00	\$ -	\$ 1,101,990.00
Transfer Out	\$ (1,100,000.00)							\$ (34,813.15)	\$ (200.00)	\$ (1,135,013.15)
Net Operating Entries				\$ (520,675.25)	\$ 80.00					
Book Balance 5/31/20	\$ 3,377,238.50	\$ 3,781,874.80	\$ 132,987.86	\$ 1,398,675.20	\$ 56,300.27	\$ 42,375.82	\$ 219,313.65	\$ 9,000.00	\$ 13,650.00	\$ 9,031,416.10
Accrued Interest Adjustment	\$ 5,088.33	\$ 3,658.89								\$ 8,747.22
Interest Received	\$ 8,721.28	\$ 74.81			\$ 0.46	\$ 0.96	\$ 4.92			\$ 8,802.43
Transfer In				\$ 1,300,000.00				\$ 2,000.00	\$ 2,300.00	\$ 1,304,300.00
Transfer Out		\$ (1,300,000.00)								\$ (1,300,000.00)

	Operating Fund-901									
	Stiffel	WF Broker	MutOmh	TriCo Bank	BankofWest	WF Bank	WFB ASO	Trusts	Internal	Total
Net Operating Entries				\$ (900,188.64)						
Book Balance 6/30/20	\$ 3,391,048.11	\$ 2,485,608.50	\$ 132,987.86	\$ 1,798,486.56	\$ 56,300.73	\$ 42,376.78	\$ 219,318.57	\$ 11,000.00	\$ 15,950.00	\$ 8,153,077.11
Accrued Interest Adjustment	\$ 575.34	\$ 3,741.11								\$ 4,316.45
Interest Received	\$ 16.03	\$ 35.18			\$ 0.48	\$ 0.35	\$ 1.87			\$ 53.91
Transfer In				\$ 1,000,000.00				\$ 2,000.00	\$ 600.00	\$ 1,002,600.00
Transfer Out		\$ (1,000,000.00)								\$ (1,000,000.00)
Net Operating Entries				\$ (1,194,034.45)						
Book Balance 7/31/20	\$ 3,391,639.48	\$ 1,489,384.79	\$ 132,987.86	\$ 1,604,452.11	\$ 56,301.21	\$ 42,377.13	\$ 219,320.44	\$ 13,000.00	\$ 16,550.00	\$ 6,966,013.02
Accrued Interest Adjustment	\$ 503.13	\$ 3,690.56								\$ 4,193.69
Interest Received	\$ 2,200.96	\$ 20.29			\$ 0.48	\$ 0.36	\$ 1.86			\$ 2,223.95
Transfer In								\$ 2,000.00	\$ 600.00	\$ 2,600.00
Transfer Out	\$ (800,000.00)								\$ (1,400.00)	\$ (801,400.00)
Net Operating Entries				\$ (496,865.03)						
Book Balance 8/31/20	\$ 2,594,343.57	\$ 1,493,095.64	\$ 132,987.86	\$ 1,107,587.08	\$ 56,301.69	\$ 42,377.49	\$ 219,322.30	\$ 15,000.00	\$ 15,750.00	\$ 5,676,765.63
Accrued Interest Adjustment	\$ (993.87)									\$ (993.87)
Interest Received	\$ 2,890.23	\$ 10,923.66			\$ 0.46	\$ 0.35	\$ 1.80			\$ 13,816.50
Transfer In								\$ 2,000.00		
Transfer Out	\$ (800,000.00)	\$ (1,000,000.00)							\$ -	
Net Operating Entries	\$ (20.00)			\$ 802,074.95						
Book Balance 9/30/20	\$ 1,796,219.93	\$ 504,019.30	\$ 132,987.86	\$ 1,909,662.03	\$ 56,302.15	\$ 42,377.84	\$ 219,324.10	\$ 17,000.00	\$ 15,750.00	\$ 4,693,643.21
Oct 2020										\$ -
Accrued Interest Adjustment										
Interest Received	\$ 1.69	\$ 0.03			\$ 0.46	\$ 0.36	\$ 1.86			\$ 4.40
Transfer In								\$ 2,000.00		
Transfer Out	\$ (296,800.00)								\$ (300.00)	
Net Operating Entries	\$ (10.00)			\$ (102,101.49)						
Book Balance 10/31/20	\$ 1,499,411.62	\$ 504,019.33	\$ 132,987.86	\$ 1,807,560.54	\$ 56,302.61	\$ 42,378.20	\$ 219,325.96	\$ 19,000.00	\$ 15,450.00	\$ 4,296,436.12
Accrued Interest Adjustment	\$ 107.50									\$ 107.50
Interest Received	\$ 1.49	\$ 88.50				\$ 0.35	\$ 1.81			\$ 92.15
Transfer In									\$ 6,300.00	
Transfer Out									\$ (1,200.00)	
Net Operating Entries				\$ 122,043.82						
Book Balance 11/30/20	\$ 1,499,520.61	\$ 504,107.83	\$ 132,987.86	\$ 1,929,604.36	\$ 56,302.61	\$ 42,378.55	\$ 219,327.77	\$ 19,000.00	\$ 20,550.00	\$ 4,423,779.59

	Replacement Reserve Fund-902					Development Fund-903		New Equipment Fund-905	
	Stiffel	WF Broker	Eaton CB	Eaton MB	Total	Stiffel	Total	Stiffel	Total
GL Account Numbers	10280	10272	10290	10291		10285		10288	
Book Balance 12/31/19	\$ 7,875,014.30	\$ 3,380,932.10	\$ 1,557,523.45	\$ 1,527,761.42	\$ 14,341,231.27	\$ 7,414,919.32	\$ 7,414,919.32	\$ 259,188.41	\$ 259,188.41
Adjustment	\$ -	\$ -	\$ 10,220.17	\$ 83,850.02	\$ 94,070.19	\$ (9,694.79)	\$ (9,694.79)	\$ 0.48	\$ 0.48
			Per Audit Report		14,431,230				
Book Balance 12/31/19	\$ 7,875,014.30	\$ 3,380,932.10	\$ 1,567,743.62	\$ 1,611,611.44	\$ 14,435,301.46	\$ 7,405,224.53	\$ 7,405,224.53	\$ 259,188.89	\$ 259,188.89
Accrued Interest Adjustment					\$ -	\$ 11,572.50	\$ 11,572.50		\$ -
Interest Received	\$ 3,616.52	\$ 84.16	\$ 4,897.33	\$ 6,076.24	\$ 14,674.25	\$ 1,473.35	\$ 1,473.35		\$ -
Transfer In	\$ 1,000,000.00				\$ 1,000,000.00	\$ 0.04	\$ 0.04		\$ -
Transfer Out			\$ (1,907.19)	\$ (1,853.65)	\$ (3,760.84)		\$ -		\$ -
Net Operating Entries						\$ (61.96)			
Book Balance 1/31/20	\$ 8,878,630.82	\$ 3,381,016.26	\$ 1,570,733.76	\$ 1,615,834.03	\$ 15,446,214.87	\$ 7,418,208.46	\$ 7,418,208.46	\$ 259,188.89	\$ 259,188.89
Accrued Interest Adjustment		\$ 13,650.00			\$ 13,650.00		\$ -		\$ -
Interest Received	\$ 381.25	\$ 81.38	\$ 3,507.38	\$ 7,073.91	\$ 11,043.92	\$ 9,999.25	\$ 9,999.25	\$ 0.30	\$ 0.30
Transfer In	\$ 2,000,000.00				\$ 2,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00		\$ -
Transfer Out			\$ (20.00)	\$ (20.00)	\$ (40.00)		\$ -		\$ -
Net Operating Entries						\$ (426.86)			
Book Balance 2/29/20	\$ 10,879,012.07	\$ 3,394,747.64	\$ 1,574,221.14	\$ 1,622,887.94	\$ 17,470,868.79	\$ 8,427,780.85	\$ 8,427,780.85	\$ 259,189.19	\$ 259,189.19
Accrued Interest Adjustment	\$ 17,435.10		\$ (475.85)		\$ 16,959.25	\$ 15,748.41	\$ 15,748.41		\$ -
Interest Received	\$ 6,037.34	\$ 80.49	\$ 3,625.37	\$ 675.29	\$ 10,418.49	\$ 10,285.75	\$ 10,285.75	\$ 0.18	\$ 0.18
Transfer In					\$ -		\$ -		\$ -
Transfer Out					\$ -		\$ -		\$ -
Net Operating Entries						\$ (0.04)			
Book Balance 3/31/20	\$ 10,902,484.51	\$ 3,394,828.13	\$ 1,577,370.66	\$ 1,623,563.23	\$ 17,498,246.53	\$ 8,453,814.97	\$ 8,453,814.97	\$ 259,189.37	\$ 259,189.37
Accrued Interest Adjustment	\$ 4,189.00	\$ 4,307.00			\$ 8,496.00	\$ -	\$ -	\$ -	\$ -
Interest Received	\$ 417.41	\$ 62.88	\$ 2,870.50	\$ 5,925.18	\$ 9,275.97	\$ 3,749.82	\$ 3,749.82	\$ 0.18	\$ 0.18
Transfer In					\$ -		\$ -		\$ -
Transfer Out			\$ (1,908.13)	\$ (1,854.85)	\$ (3,762.98)		\$ -		\$ -
Net Operating Entries									
Book Balance 4/30/20	\$ 10,907,090.92	\$ 3,399,198.01	\$ 1,578,333.03	\$ 1,627,633.56	\$ 17,512,255.52	\$ 8,457,564.79	\$ 8,457,564.79	\$ 259,189.55	\$ 259,189.55
Accrued Interest Adjustment		\$ 1,895.83	\$ 3,460.51		\$ 5,356.34	\$ 6,075.25	\$ 6,075.25	\$ -	\$ -
Interest Received	\$ 6,088.56	\$ 19.00	\$ 6,352.32	\$ 6,000.22	\$ 18,460.10	\$ 7,831.42	\$ 7,831.42	\$ 0.10	\$ 0.10
Transfer In					\$ -		\$ -		\$ -
Transfer Out			\$ (100.00)		\$ (100.00)		\$ -		\$ -
Net Operating Entries									
Book Balance 5/31/20	\$ 10,913,179.48	\$ 3,401,112.84	\$ 1,588,045.86	\$ 1,633,633.78	\$ 17,535,971.96	\$ 8,471,471.46	\$ 8,471,471.46	\$ 259,189.65	\$ 259,189.65
Accrued Interest Adjustment	\$ 6,767.00		\$ 1,958.85		\$ 8,725.85	\$ 8,798.60	\$ 8,798.60	\$ 333.60	\$ 333.60
Interest Received	\$ 3,872.42	\$ 64.92	\$ 1,608.64	\$ 5,470.83	\$ 11,016.81	\$ 5,055.74	\$ 5,055.74	\$ 0.16	\$ 0.16
Transfer In					\$ -		\$ -		\$ -
Transfer Out			\$ (40.00)	\$ (20.00)	\$ (60.00)		\$ -		\$ -

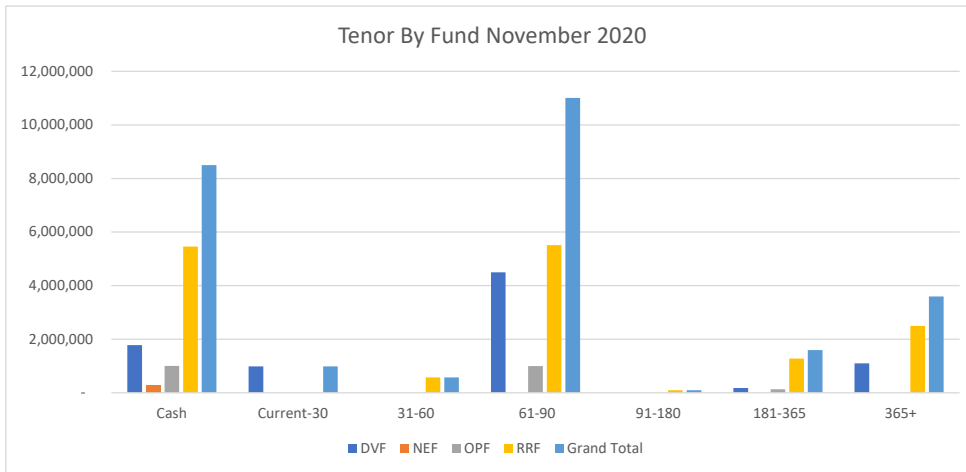
	Replacement Reserve Fund-902					Development Fund-903		New Equipment Fund-905	
	Stiffel	WF Broker	Eaton CB	Eaton MB	Total	Stiffel	Total	Stiffel	Total
Net Operating Entries									
Book Balance 6/30/20	\$ 10,923,818.90	\$ 3,401,177.76	\$ 1,591,573.35	\$ 1,639,084.61	\$ 17,555,654.62	\$ 8,485,325.80	\$ 8,485,325.80	\$ 259,523.41	\$ 259,523.41
Accrued Interest Adjustment	\$ 6,959.00			\$ (15,747.15)	\$ (8,788.15)	\$ 4,636.50	\$ 4,636.50		\$ -
Interest Received	\$ 3,615.57	\$ 50.30	\$ 5,476.12	\$ 6,070.92	\$ 15,212.91	\$ 4,323.48	\$ 4,323.48	\$ 0.51	\$ 0.51
Transfer In					\$ -				
Transfer Out			\$ (1,995.88)	\$ (1,959.33)	\$ (3,955.21)				
Net Operating Entries									
Book Balance 7/31/20	\$ 10,934,393.47	\$ 3,401,228.06	\$ 1,595,053.59	\$ 1,627,449.05	\$ 17,558,124.17	\$ 8,494,285.78	\$ 8,494,285.78	\$ 259,523.92	\$ 259,523.92
Accrued Interest Adjustment	\$ 2,952.50	\$ 6,550.35	\$ 1,271.32		\$ 10,774.17	\$ 5,207.50	\$ 5,207.50		\$ -
Interest Received	\$ 431.44	\$ 52.12	\$ 2,045.29	\$ 6,518.89	\$ 9,047.74	\$ 6,757.06	\$ 6,757.06	\$ 0.51	\$ 0.51
Transfer In									
Transfer Out			\$ (20.00)						
Net Operating Entries									
Book Balance 8/31/20	\$ 10,937,777.41	\$ 3,407,830.53	\$ 1,598,350.20	\$ 1,633,967.94	\$ 17,577,926.08	\$ 8,506,250.34	\$ 8,506,250.34	\$ 259,524.43	\$ 259,524.43
Accrued Interest Adjustment	\$ 20,835.00		\$ (1,874.42)		\$ 18,960.58		\$ -		\$ -
Interest Received	\$ 406.93	\$ 10.63	\$ 3,278.47	\$ 675.16	\$ 4,371.19	\$ 19,845.30	\$ 19,845.30	\$ 3,189.58	\$ 3,189.58
Transfer In	\$ -								
Transfer Out									
Net Operating Entries									
Book Balance 9/30/20	\$ 10,959,019.34	\$ 3,407,841.16	\$ 1,599,754.25	\$ 1,634,643.10	\$ 17,601,257.85	\$ 8,526,095.64	\$ 8,526,095.64	\$ 262,714.01	\$ 262,714.01
Oct 2020					\$ -		\$ -		\$ -
Accrued Interest Adjustment						\$ 4,343.52			
Interest Received	\$ 397.21	\$ 1.49	\$ 3,925.17	\$ 6,000.20	\$ 10,324.07	\$ 6,609.28	\$ 6,609.28	\$ 2.23	\$ 2.23
Transfer In					\$ -				
Transfer Out	\$ (2,225,000.00)				\$ (2,225,000.00)				
Net Operating Entries	\$ (10.00)		\$ (2,021.83)	\$ (1,904.80)	\$ (3,936.63)				
Book Balance 10/31/20	\$ 8,734,406.55	\$ 3,407,842.65	\$ 1,601,657.59	\$ 1,638,738.50	\$ 15,382,645.29	\$ 8,537,048.44	\$ 8,537,048.44	\$ 262,716.24	\$ 262,716.24
Accrued Interest Adjustment	\$ 7,861.50	\$ 18,705.56	\$ 1,509.40	\$ (11,618.10)	\$ 16,458.36		\$ -	\$ 2.15	\$ 2.15
Interest Received	\$ 3,844.23	\$ 1.54	\$ 5,637.46	\$ 6,000.00	\$ 15,483.23	\$ 2,578.35	\$ 2,578.35		\$ -
Transfer In									
Transfer Out									
Net Operating Entries			\$ (60.00)						
Book Balance 11/30/20	\$ 8,746,112.28	\$ 3,426,549.75	\$ 1,608,744.45	\$ 1,633,120.40	\$ 15,414,526.88	\$ 8,539,626.79	\$ 8,539,626.79	\$ 262,718.39	\$ 262,718.39

TriCo Bank Account Activity-901										
Net Operating Entries										\$ (900,188.64)
Book Balance 6/30/20	Balance 6/30/20	\$ 5,496.96	\$ (15,819.48)	\$ 1,899,946.86	\$ 4,471.24	\$ (209,311.83)	\$ 3,090.46	\$ 110,612.35	\$ 1,798,486.56	
Accrued Interest Adjustment	Transfers			\$ 1,000,000.00						\$ 1,000,000.00
Interest Received	Debits	\$ 0.05	\$ 690,148.56	\$ 778,786.47	\$ 11,555.88	\$ 1,043,911.54	\$ 73,162.20	\$ 594,306.29	\$ 3,191,870.99	
Transfer In	Credits		\$ (670,798.42)	\$ (1,904,689.47)	\$ (12,761.14)	\$ (1,089,234.62)	\$ (61,816.88)	\$ (646,604.91)	\$ (4,385,905.44)	
Transfer Out										
Net Operating Entries										\$ (1,194,034.45)
Book Balance 7/31/20	Balance 7/31/20	\$ 5,497.01	\$ 3,530.66	\$ 1,774,043.86	\$ 3,265.98	\$ (254,634.91)	\$ 14,435.78	\$ 58,313.73	\$ 1,604,452.11	
Accrued Interest Adjustment	Transfers									\$ -
Interest Received	Debits	\$ 0.05	\$ 766,286.73	\$ 1,532,321.82	\$ 18,218.18	\$ 839,797.69	\$ 45,253.17	\$ 604,985.37	\$ 3,806,863.01	
Transfer In	Credits		\$ (782,813.65)	\$ (1,712,092.59)	\$ (16,970.12)	\$ (1,115,974.87)	\$ (59,688.95)	\$ (616,187.86)	\$ (4,303,728.04)	
Transfer Out										
Net Operating Entries										\$ (496,865.03)
Book Balance 8/31/20	Balance 8/31/20	\$ 5,497.06	\$ (12,996.26)	\$ 1,594,273.09	\$ 4,514.04	\$ (530,812.09)	\$ (0.00)	\$ 47,111.24	\$ 1,107,587.08	
Accrued Interest Adjustment	Transfers			\$ 1,800,000.00						\$ 1,800,000.00
Interest Received	Debits	\$ 0.05	\$ 744,434.47	\$ 708,121.17		\$ 420,624.76			\$ 1,873,180.45	
Transfer In	Credits		\$ (757,384.17)	\$ (2,089,287.63)	\$ (3,723.74)			\$ (20,709.96)	\$ (2,871,105.50)	
Transfer Out										
Net Operating Entries										\$ 802,074.95
Book Balance 9/30/20	Balance 9/30/20	\$ 5,497.11	\$ (25,945.96)	\$ 2,013,106.63	\$ 790.30	\$ (110,187.33)	\$ (0.00)	\$ 26,401.28	\$ 1,909,662.03	
Oct 2020	Transfers			\$ 2,521,800.00	\$ -					\$ 2,521,800.00
Accrued Interest Adjustment										
Interest Received	Debits	\$ 0.05	\$ 719,555.63	\$ 770,654.11	\$ 10,238.61	\$ 2,444,674.98	\$ 49,655.10	\$ 387,819.18	\$ 4,382,597.66	
Transfer In	Credits		\$ (706,363.99)	\$ (3,152,130.24)	\$ (9,157.66)	\$ (2,711,660.79)	\$ (49,655.10)	\$ (377,531.37)	\$ (7,006,499.15)	
Transfer Out										
Net Operating Entries										\$ (102,101.49)
Book Balance 10/31/20	Balance 10/31/20	\$ 5,497.16	\$ (12,754.32)	\$ 2,153,430.50	\$ 1,871.25	\$ (377,173.14)	\$ (0.00)	\$ 36,689.09	\$ 1,807,560.54	
Accrued Interest Adjustment	Transfers									\$ -
Interest Received	Debits	\$ 0.05	\$ 1,420.48			\$ 180,376.52		\$ 5,436.29	\$ 187,233.34	
Transfer In	Credits			\$ (65,145.17)	\$ (44.35)				\$ (65,189.52)	
Transfer Out										
Net Operating Entries										\$ 122,043.82
Book Balance 11/30/20	Balance 11/30/20	\$ 5,497.21	\$ (11,333.84)	\$ 2,088,285.33	\$ 1,826.90	\$ (196,796.62)	\$ (0.00)	\$ 42,125.38	\$ 1,929,604.36	

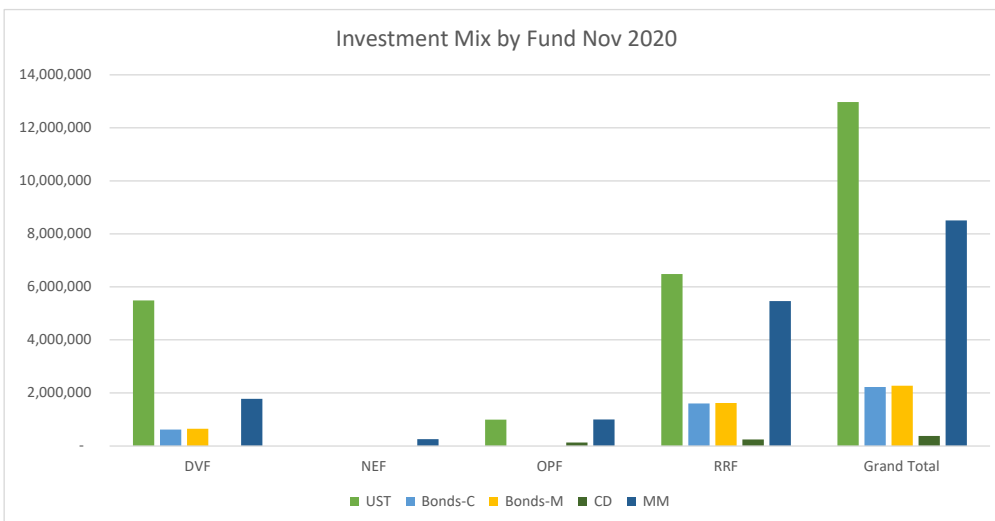
TAHOE DONNER ASSOCIATION
INVESTMENT SUMMARY
11/30/2020

DVF Development Fund
NEF New Machinery & Equipment Fund
OPF Operating Fund
RRF Replacement Reserve Fund

fund	DAYS UNTIL MATURITY							GRAND TTL	
	Cash	Current-30	31-60	61-90	91-180	181-365	365+		
DVF	1,775,887	987,405	-	4,497,755	-	-	178,047	1,100,534	8,539,627
NEF	262,718	-	-	-	-	-	-	-	262,718
OPF	1,004,123	-	-	999,505	-	-	132,988	-	2,136,616
RRF	5,460,891	-	571,695	5,514,153	95,885	-	1,277,898	2,494,006	15,414,528
Grand Total	8,503,619	987,405	571,695	11,011,413	95,885	1,588,932	3,594,539		26,353,489



FUND	INVESTMENT CLASS/TYPE					GRAND TTL
	UST	Bonds-C	Bonds-M	CD	MM	
DVF	5,485,160	624,262	654,318	-	1,775,887	8,539,627
NEF	-	-	-	-	262,718	262,718
OPF	999,505	-	-	132,988	1,004,123	2,136,616
RRF	6,486,842	1,599,374	1,617,421	250,000	5,460,891	15,414,528
Grand Total	12,971,507	2,223,636	2,271,738	382,988	8,503,619	26,353,489



TAHOE DONNER ASSOCIATION
Capital Funds Summary
For the Nine Months Ending November 30, 2020

	11-month YTD	12-months		12-months w/Actual FBCF														
	2020 YTD Actual	2020 Budget	YTD Actual vs Budget	2020 FORECAST	Forecast vs Budget													
REPLACEMENT RESERVE FUND (902)																		
2019 YEAR END 12/31/2019, Beginning Balance	\$ 12,827,511	\$ 12,300,000	\$ 527,511	\$ 12,827,511	\$ 527,511	4%												
ASSESSMENT CONTRIBUTION	4,985,000	4,985,000	-	4,985,000	-	0%												
<i>Operating Fund Balance Transfer In (if any)</i>		-	-	-	-	na												
INTEREST INCOME	171,043	244,000	(72,957)	186,687	(57,313)	-23%												
SALVAGE RECEIPTS	34,454	30,000	4,454	38,000	8,000	27%												
CONSULTING EXPENSE	(14,024)			(14,024)														
INCOME TAX EXPENSE	(22,000)	(24,000)	2,000	(22,000)	2,000	-8%												
BAD DEBT EXPENSE	(9,000)	(13,000)	4,000	(9,000)	4,000	-31%												
PAYROLL COSTS	(126,500)	(138,000)	11,500	(138,000)	-	0%												
ALLOCATED OVERHEAD	-	(77,000)	77,000	(77,000)	-	0%												
EXPENDITURES FOR CAPITAL ADDITIONS C	(3,738,031)	(5,966,000)	2,227,969	(4,238,031) F	1,727,969	-29%												
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(642,317)	(1,022,000)	379,683	(656,314)	365,686	-36%												
Replacement Reserve Fund Balance	\$ 13,466,137	\$ 10,319,000	\$ 3,161,161	\$ 12,882,829 F	\$ 2,563,829	25%												
NEW EQUIPMENT FUND (905)																		
2019 YEAR END 12/31/2019, Beginning Balance	\$ 207,674	\$ 120,000	\$ 87,674	\$ 207,674	\$ 87,674	73%												
ASSESSMENT CONTRIBUTION	194,000	194,000	-	194,000	-	0%												
INTEREST INCOME	2,640	5,000	(2,360)	2,890	(2,110)	-42%												
INCOME TAX EXPENSE	-	-	-	(500)	(500)	na												
EXPENDITURES FOR CAPITAL ADDITIONS C	(45,658)	(80,000)	34,342	(45,658)	34,342	-43%												
NM&E Fund Balance	\$ 358,656	\$ 239,000	\$ 119,656	\$ 358,406	\$ 119,406	50%												
DEVELOPMENT FUND (903) -																		
2019 YEAR END 12/31/2019, Beginning Balance	\$ 6,787,250	\$ 6,200,000	\$ 587,250	\$ 6,787,250	\$ 587,250	9%												
ASSESSMENT CONTRIBUTION - Regular	2,298,000	2,298,000	-	2,298,000	-	0%												
<i>Operating Fund Balance Transfer - IN</i>	-	-	-	-	-	na												
INTEREST INCOME	101,816	130,000	(28,184)	108,988	(21,012)	-16%												
INCOME TAX EXPENSE	(9,166)	(10,000)	834	(9,166)	834	-8%												
BAD DEBT EXPENSE	(4,500)	(7,000)	2,500	(4,500)	2,500	-36%												
ALLOCATED OVERHEAD	-	(120,000)	120,000	(120,000)	-	0%												
PAYROLL COSTS C	(180,587)	(197,000)	16,413	(197,000)	-	0%												
EXPENDITURES FOR CAPITAL ADDITIONS C	(197,805)	(3,089,000)	2,891,195	(255,805) D	2,833,195	-92%												
MAJOR R&M, PROJECTS & LEASE EXPENSES M	-	-	-	-	-	na												
Development Fund Balance	\$ 8,795,007	\$ 5,205,000	\$ 3,590,007	\$ 8,607,767 F	\$ 3,402,767	65%												
			DHSki Lodge replacement designed savings \$ 5,205,000	<@Dec'20 YE (subject to review)														
			All other DVF Projects designed savings \$ 3,402,767	<@Dec'20 YE (subject to review)														
Combined CAPITAL FUNDS ACTIVITY - Year to Date																		
EXPENDITURES FOR CAPITAL ADDITIONS C	(4,162,081)	(9,135,000)	4,972,919	(4,539,494)	4,595,506													
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(642,317)	(1,022,000)	379,683	(656,314)	365,686													
YTD CAPITAL FUNDS TOTAL	(4,804,398)	(10,157,000)	5,352,602	(5,195,808)	4,961,192													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">CIP beginning balance (@ 1/1/2020)</td> <td style="width: 10%;">\$</td> <td style="width: 40%;">1,076,145</td> </tr> <tr> <td>Net, CIP YTD Activity C</td> <td>\$</td> <td>4,162,081</td> </tr> <tr> <td>Less Capitalized/place in service to Property Fund - PP&E</td> <td></td> <td>-</td> </tr> <tr> <td>CIP Balance (g/l # 904-16510)</td> <td>\$</td> <td>5,238,225</td> </tr> </table>							CIP beginning balance (@ 1/1/2020)	\$	1,076,145	Net, CIP YTD Activity C	\$	4,162,081	Less Capitalized/place in service to Property Fund - PP&E		-	CIP Balance (g/l # 904-16510)	\$	5,238,225
CIP beginning balance (@ 1/1/2020)	\$	1,076,145																
Net, CIP YTD Activity C	\$	4,162,081																
Less Capitalized/place in service to Property Fund - PP&E		-																
CIP Balance (g/l # 904-16510)	\$	5,238,225																
<p style="text-align: right; color: red;">F - see Recon, next page, D - see page 3 for Development Fund Activity Schedule</p>																		
See last page for Breakout by Location by Capital and Expense for RRF																		

Tahoe Donner Association
Operating Fund Consolidated
For the Eleven Months Ending November 30, 2020

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	Total 2020
Revenue													
ALLOCATED RECREATION FE	63,000	63,000	61,000	57,595	11,067	63,679	180,887	163,108	98,296	62,089	47,059	0	870,780
35560 Ski Lift Revenue - Public	374,794	502,525	86,258	3,207	0	0	0	0	40	0	0	0	966,823
35565 Ski Lift Revenue - P.O.	49,513	39,807	14,083	0	0	0	0	0	0	0	0	0	103,403
35570 Ski Passes - Public	87,629	74,457	30,250	15,284	0	0	0	0	0	0	0	0	207,620
35575 Ski Passes - P.O.	108,468	96,984	39,218	19,781	0	0	0	0	0	0	0	0	264,461
35597 Ski Team - Public	5,547	4,294	4,115	0	0	0	0	0	0	0	0	0	13,956
35598 Ski Team - P.O.	6,901	6,016	4,930	-11	0	0	0	0	0	0	0	0	17,836
35594 Snowplay Member	556	80	20	0	0	0	0	0	0	0	0	0	656
35596 Snowplay Guest	20,644	7,580	118	0	0	0	0	0	0	0	0	0	28,342
35595 Snowplay Public	31,346	12,916	576	0	0	0	0	0	0	0	0	0	44,838
35610 P.O. Daily Trail Fee	16,324	13,217	3,557	0	0	0	0	0	0	0	1,275	0	34,373
35615 Public Daily Trail Fee	71,727	74,542	23,885	0	0	30	75	137	50	10	4,795	0	175,251
35620 Guest Daily Trail Fee	23,710	25,440	5,633	0	0	0	0	0	0	0	1,910	0	56,693
36012 Special Events Revenue	0	480	0	0	304	0	0	0	0	0	0	0	784
36054 Daily Usage Fee - Member	1,862	2,268	954	18	309	5,451	25,252	20,959	10,811	5,189	2,252	0	75,325
36055 Daily Usage Fee - Guest	17,082	25,658	5,747	0	416	14,873	57,757	58,191	24,461	7,519	847	0	212,551
38013 Campground Revenue	0	0	0	0	0	18,489	44,251	40,727	15,100	0	1,083	0	119,649
Total Direct Access & Use	816,102	886,264	219,345	38,289	1,029	38,843	127,335	120,014	50,462	12,718	12,162	0	2,322,562
33100 ... Food	284,084	286,585	84,276	0	37,081	66,192	143,243	188,698	157,442	127,450	60,948	-200	1,436,000
33152 Food Discounts	-23,268	-21,317	-10,234	-26	-578	-1,033	-3,756	-4,584	-5,590	-4,455	-2,725	0	-77,564
33154 EE Discounts	-10,008	-10,008	-5,122	-26	0	-957	-1,689	-2,256	-1,847	-1,258	0	0	-33,033
33154 Guest Relations aka Manage	-1,394	-1,300	-562	0	-578	-457	-856	-629	-778	-995	-641	0	-8,189
33160 ... Marketing Discounts	-11,865	-10,466	-4,550	0	0	-290	-1,912	-2,265	-1,612	-827	0	0	-36,342
33180 Food/NA Beverage	25,354	26,709	7,095	41	1,733	6,823	5,719	3,363	2,392	944	0	0	80,473
Food subtotal	286,170	291,978	81,137	-26	36,544	66,892	146,310	189,834	155,215	125,388	59,168	-200	1,438,609
33222 Beer	33,752	35,018	14,007	0	97	4,359	11,956	11,028	6,447	6,447	128,385	0	128,385
33226 ... Beer Discounts	-845	-946	-568	0	0	-41	-44	-37	-118	-76	-40	0	-2,715
33242 Liquor	34,151	33,780	12,484	0	1,540	9,111	17,693	27,170	20,784	15,257	4,113	0	176,082
33246 ... Liquor Discounts	-472	-427	-240	0	0	-125	-267	-326	-525	-383	-179	0	-2,944
33262 Wine	33,209	34,198	11,647	0	1,059	7,783	17,520	24,658	24,140	18,747	7,178	0	180,140
33266 ... Wine Discounts	-591	-807	-279	0	-36	-106	-634	-815	-870	-496	-272	0	-4,907
33268 Corkage Fees	1,580	1,798	240	0	0	140	340	1,020	1,320	860	380	0	7,678
33269 Corkage Fee Discounts	-900	-760	-170	0	0	-80	-100	-620	-820	-440	-300	0	-4,160
Beverage subtotal	99,883	101,855	37,151	0	2,660	21,400	46,464	62,078	53,158	39,918	13,353	0	477,560
33289 ... Misc other F&B	1,557	840	0	0	0	0	0	0	0	0	0	0	2,397
Other F&B subtotal	1,557	840	0	0	0	0	0	0	0	0	0	0	2,397
Total Food and Beverage	387,609	394,673	118,288	-26	39,204	87,931	192,774	251,912	208,373	165,305	72,521	-200	1,918,565
F&B Revenue by Segment:	268,017	254,980	84,556	-26	39,204	85,729	173,814	238,886	205,201	165,171	72,521	-200	1,588,053
33910 F&B-Dining Room	146,812	142,521	40,115	0	39,204	49,114	91,428	160,020	133,576	90,375	21,729	-200	914,894
33920 F&B-Pub	71,575	63,899	28,526	0	0	28,055	35,244	46,361	41,682	47,188	41,258	0	403,789
33930 F&B-Banquets	5,318	1,174	0	0	0	0	0	0	0	0	0	0	6,492
33970 SmrF&B-Pool BBQ	0	0	0	0	0	0	2,622	2,088	554	0	0	0	5,264
33990 Cafeteria	44,312	47,386	15,914	-26	0	8,560	44,519	30,419	29,388	27,607	9,534	0	257,614
33163 Mkt Discounts, Happy Hour F	-2,294	-1,618	-1,041	0	0	0	0	0	0	0	0	0	-4,956
33226 Mkt Discounts, Happy Hour B	-502	-678	-429	0	0	0	0	0	0	0	0	0	-1,609
33246 Mkt Discounts, Happy Hour Be	-47	-24	-10	0	0	0	0	0	0	0	0	0	-81
33266 Mkt Discounts, Happy Hour B	-193	-304	-119	0	0	0	0	0	0	0	0	0	-616
Mkt Discounts, Happy Hour Be	-742	-1,007	-558	0	0	0	0	0	0	0	0	0	-2,306
Mkt Discounts, Happy Hour	-3,035	-2,625	-1,598	0	0	0	0	0	-4	0	0	0	-7,262
36015 Sales - Firewood	0	0	0	0	250	1,150	600	900	850	400	525	0	4,675
36016 Sales - Timber	0	0	0	0	0	0	3,393	0	9,213	24,253	28,396	0	65,254
36017 Sales - Chips	0	0	0	0	0	0	4,944	16,977	0	0	0	0	21,921
36030 Sales - Retail	67,150	65,149	23,638	0	53,510	19,786	26,466	22,402	10,935	8,581	10,257	0	307,874
38015 Employee Discounts	-1,319	-736	-337	0	-12,124	-1,350	-504	-478	-225	-289	-153	0	-17,515
38017 Homeowner Discounts	0	0	0	0	-371	-729	-2,100	-1,174	-1,386	-264	0	0	-6,023
38020 Discounts - Retail	-3,269	-4,247	-2,287	0	-50	-487	-465	-816	-602	-947	-1,780	0	-14,950
38025 Promotion Discounts	-824	-1,097	0	0	0	0	0	0	0	0	0	0	-2,821
Total Retail Product Reve	61,738	59,069	20,114	0	41,215	18,370	32,334	37,812	18,786	31,734	37,245	0	358,416
(35010... Golf Cart Rentals	0	0	0	0	0	0	0	6,750	4,445	8,000	0	0	19,195
35020 Golf - Driving Range	0	0	0	0	0	8,654	18,656	19,180	14,164	6,022	0	0	66,676
(35580... Lessons - Group	113,984	134,845	19,383	518	0	0	0	0	100	0	-17	0	268,812
(35580... Lessons - Private	159,939	178,553	26,615	0	0	0	0	0	0	0	95	0	365,202
35585 Lessons - Masters Program	1,552	1,331	1,151	0	0	0	0	0	0	0	0	0	4,035
35590 ... Snowflakes	72,563	97,980	21,739	0	0	0	0	0	0	0	0	0	192,282
(35591... TD Tykes	24,149	18,112	14,176	0	0	0	0	0	0	0	0	0	56,438
36040 ... Rentals	251,310	327,173	63,218	-360	3,358	5,260	21,147	19,666	10,716	4,026	5,844	0	711,357
36042 Rentals, Storage	0	0	0	10,370	6,154	7,890	8,048	8,048	8,093	1,098	0	0	49,700
36043 Rentals, Bikes	0	0	0	0	3,839	12,844	32,353	16,643	9,310	4,817	0	0	79,806
36045 ... Child Care	292	0	0	0	0	0	0	0	290	-65	0	0	517
36050 Aerobics	499	3,334	927	449	0	0	-28,750	0	0	-299	0	0	-23,839
36056 Fitness/Training	220	320	600	0	0	0	0	0	0	0	0	0	1,140
36059 Day Camps	0	0	0	0	0	-558	1,356	686	0	0	0	0	1,484
36051 Massage	1,520	1,634	470	0	0	0	0	0	0	0	0	0	3,623
36057 Towels/Lockers	140	140	0	0	0	0	0	-60	-42	-24	0	0	154
36070 Lessons - P.O.	0	0	0	0	0	12,156	26,359	21,352	8,504	10,946	0	0	79,317
36080 Lessons - Guest	0	0	0	0	0	4,633	13,075	9,646	5,288	5,523	0	0	38,166
37090 Equestrian - Boarding	0	0	0	0	0	6,880	13,874	5,884	12,073	5,594	39	0	53,114
37095 Equestrian - Camps	0	0	0	1,617	0	1,108	1,872	554	0	0	0	0	5,151
(37096... Equestrian - Horse Lease	0	0	0	0	0	2,785	7,924	5,572	4,439	1,144	0	0	21,864
Total Lessons & Rental R	626,167	763,421	148,280	12,594	13,351	61,653	115,915	122,690	77,379	46,781	5,961	0	1,994,191

12 mo actuals
Twelve month actuals
12/17/20

Operating Fund Consolidated

Tahoe Donner Association
Operating Fund Consolidated
For the Eleven Months Ending November 30, 2020

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	Total 2020
32010 Aso - Fees	3,890	3,160	7,220	3,250	3,100	6,300	8,700	16,400	7,500	12,700	3,770	0	75,990
32020 Inspection Fees	1,260	990	2,590	2,000	2,390	4,100	4,120	7,420	5,010	3,680	1,320	0	34,880
32030 Fines	538	3,900	2,750	2,950	3,150	3,150	5,750	4,150	11,350	9,050	1,900	0	48,638
34010 Interest	5,248	8,896	11,113	9,963	8,337	6,987	3,943	2,890	982	145	127	0	58,631
34020 Late Charges	2,843	2,754	2,565	5,516	4,446	3,882	3,425	3,284	3,018	2,846	2,906	0	37,487
34030 Lien Fees	0	0	0	0	0	15,120	-540	0	0	0	0	0	14,580
34040 Delinquency Fees	0	0	51,316	-3,649	-1,871	-1,031	-417	208	-340	0	-207	0	44,009
34050 Transfer Fees	9,880	10,625	8,925	5,950	3,825	14,025	44,665	27,200	26,775	32,300	23,375	5,100	207,545
34060 NSF Charges	0	40	40	0	0	0	0	0	0	0	-10	10	70
34070 Shopping Bags	0	2	0	0	0	0	0	0	0	0	0	0	2
34075 Sponsorships	1,375	1,375	1,375	1,375	0	2,136	0	0	0	0	0	0	7,636
34080 Communications Ad Revenue	15,442	18,049	12,704	13,538	17,545	18,979	18,400	18,440	23,088	18,670	19,887	0	194,742
37018 Lease Revenue	1,739	1,739	1,739	1,739	1,739	1,739	1,739	1,763	1,791	1,791	1,791	0	19,309
37020 Other Revenue	11,548	11,594	3,515	579	1,258	4,891	10,290	7,547	4,955	2,556	815	0	59,547
38005 Employee Housing Revenue	32,096	35,396	3,067	-4,580	0	3,400	200	2,455	568	0	0	0	72,603
37030 Forestry Grant Revenue	0	0	0	-203	0	0	0	0	0	0	0	0	-203
Total Other Revenue	85,858	98,519	108,919	38,428	43,919	83,677	100,274	91,758	84,697	83,738	55,675	5,110	875,465
GROSS REVENUE (GREV)	2,040,475	2,264,946	675,946	146,880	149,785	354,153	749,519	787,293	537,993	402,366	230,622	4,910	8,339,979
COST OF GOODS SOLD (COGS)													
43110 Meat	-26,974	-27,283	-8,366	218	-3,404	-6,739	-12,596	-18,415	-16,537	-11,878	-6,656	0	-138,630
43120 Seafood	-18,397	-15,143	-4,592	0	-3,128	-6,387	-10,967	-14,960	-11,752	-7,576	-2,950	-405	-95,853
43130 Produce	-18,106	-17,283	-5,259	-19	-3,902	-5,119	-10,214	-13,685	-10,647	-8,352	-4,769	0	-97,355
43140 Dairy	-7,686	-7,646	-2,255	0	-1,218	-2,558	-3,458	-5,744	-4,618	-4,311	-2,223	0	-41,717
43150 NA Beverage	-6,842	-7,034	-967	0	-872	460	-3,420	-2,715	-2,055	-1,142	-736	0	-25,325
43160 Food Other	-29,357	-29,038	-8,925	10	-3,271	-5,425	-11,653	-13,135	-12,522	-8,755	-5,309	-56	-127,380
43190 Mktg Discounts credit	4,265	4,154	2,295	0	266	389	1,187	1,530	2,159	1,228	902	0	18,366
43192 EE Meals credit	2,279	2,132	1,103	0	995	1,355	2,279	2,279	2,205	2,279	1,890	0	18,743
Food Cogs	-100,819	-97,141	-26,966	209	-14,595	-24,025	-48,843	-64,847	-53,766	-38,508	-19,851	-461	-489,151
43270 Beer	-7,761	-8,089	-3,650	0	56	-22	-3,294	-2,720	-2,996	-1,520	-909	0	-31,017
43280 Liquor	-5,672	-4,649	-2,366	0	-401	-1,494	-2,687	-4,727	-3,928	-2,430	-1,124	0	-29,478
43290 Wine	-10,844	-11,219	-4,593	0	-684	-874	-5,758	-7,020	-9,609	-5,514	-2,214	0	-58,267
Beverage Cogs	-24,277	-23,957	-10,608	0	-1,141	-2,391	-17,740	-14,467	-16,533	-9,401	-4,247	0	-118,761
Retail Product Cogs	-30,990	-30,051	-10,366	2,289	-37,956	-12,077	-16,203	-13,520	-5,619	-2,651	-5,301	0	-162,445
Total COGS	-156,086	-151,149	-47,941	2,498	-53,692	-38,492	-76,785	-92,833	-75,918	-50,561	-29,399	-461	-770,357
Total Cogs / GREV %	-07.6%	-06.7%	-07.1%	01.7%	-35.8%	-10.9%	-10.2%	-11.8%	-14.1%	-12.6%	-12.7%	-09.4%	-09.2%
Retail Product Cogs / Retail R	-50.2%	-50.9%	-50.0%	00.0%	-92.1%	-65.7%	-50.1%	-29.9%	-35.8%	-29.9%	-35.8%	-14.2%	-00.0%
Retail Product Cogs / Retail R	-46.2%	-46.1%	-43.9%	00.0%	-70.6%	-57.7%	-45.8%	-33.6%	-26.8%	-26.8%	-13.5%	00.0%	-40.6%
F&B Cogs / F&B Rev %	-32.3%	-30.7%	-30.7%	-808.5%	-40.1%	-31.8%	-30.0%	-31.4%	-33.7%	-33.7%	-29.0%	-33.2%	230.3%
Food %, preDiscounts	-32.6%	-31.0%	-29.5%	00.0%	-39.3%	-35.4%	-32.5%	-33.4%	-33.4%	-29.7%	-32.1%	230.3%	-32.3%
Food %, postDiscounts	-35.2%	-33.3%	-33.2%	-808.5%	-39.9%	-35.9%	-34.4%	-34.2%	-34.6%	-30.7%	-33.5%	230.3%	-34.0%
Food NA Beverage %	-27.0%	-26.3%	-13.6%	00.0%	-211.4%	26.5%	-50.1%	-47.5%	-61.1%	-47.8%	-77.9%	00.0%	-31.6%
COGS % Beverage, incld CF,n	-24.3%	-23.5%	-28.6%	00.0%	-42.9%	-11.4%	-26.3%	-23.3%	-31.1%	-23.6%	-31.8%	00.0%	-24.9%
COGS % Beer,net	-23.6%	-23.7%	-27.2%	00.0%	-57.6%	-00.5%	-27.7%	-24.7%	-32.8%	-23.9%	-37.3%	00.0%	-24.7%
COGS % Liquor,net	-16.8%	-13.9%	-19.3%	00.0%	-26.1%	-16.6%	-15.4%	-17.6%	-19.4%	-16.3%	-28.6%	00.0%	-17.0%
COGS % Wine,net	-33.2%	-33.6%	-40.4%	00.0%	-66.8%	-11.4%	-34.1%	-29.4%	-41.3%	-29.9%	-32.1%	00.0%	-33.3%
Gross Margin (GREV-CO)	1,884,390	2,113,798	628,005	149,378	96,093	315,661	672,734	694,460	462,075	351,805	201,224	4,449	7,569,622
PAYROLL													
SALARIES & WAGES													
51102 ... Salaries - Exempt - Regular & Ot	-308,097	-307,756	-219,925	-107,172	-207,076	-229,880	-298,311	-271,419	-287,416	-274,947	-263,866	0	-2,775,868
51106 Salaries - Exempt - Commissions	0	0	0	0	-575	-2,680	-8,053	-7,833	-4,981	-7,601	0	0	-31,723
51222 ... Wages - FTRRegular	-170,467	-157,744	-84,242	-98,123	-140,387	-171,827	-146,812	-160,071	-156,370	-163,829	-143,939	0	-1,593,809
51242 ... Wages - Seasonal & PartTime	-507,250	-445,736	-254,440	-5,348	-34,974	-124,891	-191,858	-198,319	-184,445	-149,842	-104,866	0	-2,201,969
51226 ... Wages-FTR-Commissions	0	0	0	0	0	0	0	64	64	0	0	0	0
51246 Wages-Seasonal-Commissions	-4,963	-12,892	-3,759	0	0	-11,364	-23,698	-17,713	-6,661	-359	0	0	-81,410
51107 ... Incentive Program, Exempt	-12,250	94,413	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	0	-88,087
51227 Incentive Program, FTR, NonEx	-5,053	-8,181	16,541	-2,274	-3,434	-4,803	-4,252	-4,279	-6,677	-3,184	-3,157	0	-28,751
51247 Incentive Program, Seasonal,	-4,621	-4,914	-1,360	-1,360	-1,360	-1,360	-547	-2,107	-4,110	-898	-1,109	0	-24,519
51299 Capitalized Payroll Direct S&W	30,750	30,750	30,750	24,250	24,250	30,800	33,792	24,250	28,037	50,157	24,250	0	332,036
Total Salaries & Wages, DIRECT	-981,951	-918,723	-426,103	-202,276	-374,583	-527,168	-651,990	-649,806	-634,809	-562,753	-503,937	0	-6,434,098
Salaries sub-total	-289,597	-289,256	-94,762	-95,172	-195,651	-214,010	-284,823	-267,253	-276,611	-244,641	-251,866	0	-2,503,641
Wage sub-total	-629,354	-629,467	-331,341	-107,104	-178,931	-313,158	-367,167	-382,553	-358,199	-318,112	-252,072	0	-3,930,457
Wage-FTR subsubtotal	-175,520	-165,924	-67,700	-100,396	-143,821	-176,629	-151,064	-164,414	-162,983	-167,013	-147,096	0	-1,622,560
Wage-Seasonal subsubtot	-516,834	-463,542	-263,640	-35,111	-136,529	-216,104	-218,139	-195,216	-151,099	-104,975	-50,757	0	-2,307,897
PayrollDirect %offRevenu	-48.1%	-40.6%	-63.0%	-137.7%	-250.1%	-148.9%	-87.0%	-82.5%	-118.0%	-139.9%	-218.5%	00.0%	-77.1%
51108 PTO net\$ accrual, in Salaries	-16,302	-13,407	3,374	35,389	-18,303	-10,561	-10,645	-3,467	987	-1,681	5,608	0	-29,009
51228 PTO net\$ accrual, in Wages FTR	-9,360	-8,319	-3,419	-8,670	-7,710	-19,790	16,949	-3,050	2,221	1,946	7,318	0	-31,879
PTO net accrual, in PD Total	-25,662	-21,721	-44	26,718	-26,013	-30,351	6,304	6,518	3,208	265	12,926	0	-60,887
Wage Overtime Hours	-2267.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-503.2	0.0	-201.4	0.0	0.0
PAYROLL BURDEN													
51304 ... Payroll Taxes	-122,782	-93,173	-50,625	-28,708	-29,702	-47,091	-63,833	-60,709	-56,662	-48,980	-40,994	0	-643,258
51305 ... Workers Compensation	-42,709	-39,864	-23,097	-10,148	-10,336	-15,723	-21,175	-20,371	-19,336	-14,865	-13,644	0	-231,269
51308 ... Group Insurance	-72,153	-71,391	-84,116	-78,884	-85,280	-72,233	-69,737	-67,892	-62,290	-74,229	-85,869	0	-844,081
51307 ... Retirement Plan	-10,934	-10,880	-6,735	-6,603	7,175	7,190	9,290	8,436	8,269	8,524	7,500	0	-77,186
51499 Capitalized Payroll Burden	4,577	4,577	4,577	3,667	3,667	4,846	5,385	3,667	4,281	8,272	3,667	0	51,182
PAYROLL BURDEN Total	-244,001	-210,731	-159,995	-120,676	-114,478	-137,391	-158,650	-153,741	-162,282	-138,326	-144,341	0	-1,744,612
(51300... subtotal, Burden-Salary	-84,623	-78,537	-67,752	-70,184	-56,592	-64,726	-72,598						

Tahoe Donner Association
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For the Eleven Months Ending November 30, 2020

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	Total 2020
54380 Snow Removal	-23,411	-15,063	-21,487	-14,674	0	0	0	0	0	0	-7,296	0	-81,891
54390 Other Grounds Maint	-1,000	-1,000	-1,000	-148	-5,170	-6,301	-5,286	-5,597	-5,166	-5,218	-51	-130	-35,938
R&M Grounds (nonGolf)	-24,411	-16,742	-22,487	-14,822	-6,016	-6,431	-5,325	-6,610	-5,200	-5,582	-7,884	-130	-120,539
54400 R&M Equipment (non-posting)	-128	0	0	0	0	0	0	0	0	0	0	0	-128
54412 Ski Lifts, Fixed Grip	-1,681	-36	0	0	0	-1,939	-510	-1,525	-988	-228	-163	0	-7,069
54416 Ski Lifts, Surface	-121	-729	0	0	0	0	0	0	0	-22	0	0	-872
54418 Terrain Parks	-632	-114	0	0	0	0	0	0	0	0	0	0	-746
54419 Snowmaking	0	0	0	0	-221	0	0	-3,325	-178	0	-30	0	-3,754
54421 Snowcats	-2,910	-5,982	-4,961	-3,248	0	0	0	-5,980	-2,676	-1,575	-1,575	0	-27,332
54426 Snowmobiles	-36	-230	0	-663	0	-962	0	0	0	-18	-210	0	-2,120
54434 Golf Maint Eq	-83	-34	-280	-274	-373	-1,824	-532	-5,144	-5,211	-3,585	-501	0	-17,839
54438 Golf Carts Fleet	0	0	0	0	0	0	0	0	-30	0	0	0	-30
54443 Rolling, Heavy	-9,815	-1,916	-2,017	-5,042	-4,428	-3,590	-10,772	-4,923	-4,045	-5,159	-1,516	0	-53,222
54448 Rolling, Car/Truck/Bus/Van	-9,454	-4,109	-2,805	-4,128	-3,210	-2,104	-2,319	-2,091	-5,320	-1,087	-4,101	0	-40,728
54452 F&B Kitchen Equip	-126	-1,410	-45	-45	-45	-1,740	-18	-576	-813	-1,467	-27	0	-6,312
54454 F&B Glass/Silver/China	-102	0	0	0	0	0	0	0	0	0	0	0	-102
54461 Bicycles	0	0	0	0	-87	-513	-302	0	-360	-106	0	0	-1,367
54463 Fitness Equipment	-205	-53	0	0	0	0	-169	0	0	0	-815	-513	-1,241
54481 Computer Software Maint	-4,942	-4,828	-7,014	-4,715	-4,717	-5,123	-4,782	-5,644	-2,478	-7,946	-5,114	0	-57,304
54483 Computer Hardware Maint	-464	-340	-661	-187	-831	-700	-696	-103	-149	-100	-357	0	-4,588
54499 Other Operating Equip R&M	-192	0	-60	-511	-411	0	0	0	0	0	-59	0	-2,369
R&M Equipment	-30,888	-20,331	-17,843	-18,303	-14,789	-19,127	-20,089	-23,329	-25,551	-22,445	-14,408	-513	-227,123
54510 Seed & Sod	1,500	0	0	0	0	0	0	0	-3,451	0	0	0	-1,951
54520 Fertilizer	0	0	0	0	0	0	-3,649	-5,751	0	0	0	0	-9,400
54530 Top Dressing	0	0	0	0	0	0	0	0	0	0	0	0	-3,506
54540 Sand, Gravel, Rock	2,000	-440	0	0	0	0	-163	0	0	0	0	0	1,397
54560 Pesticides	0	0	0	0	-57	0	0	0	-446	-2,012	0	0	-2,515
54570 Irrigation and Drainage	478	-198	0	0	-2,646	-1,841	-3,150	-1,952	-946	-421	0	0	-10,675
R&M Golf Course	3,978	-638	0	0	-2,703	-1,841	-6,962	-7,703	-4,843	-2,433	-3,506	0	-26,651
54710 chemicals	-2,055	-2,061	-1,453	0	-898	-3,020	-3,663	-2,900	-3,343	-3,381	-3,080	-725	-25,854
54730 service, regular	0	0	0	0	0	0	0	-1,085	0	0	0	0	-1,085
R&M Pool Spa	-2,055	-2,061	-1,453	0	-898	-3,020	-3,663	-3,985	-3,343	-3,381	-3,080	-725	-26,939
(57520... Forestry Management	-10,957	-11,906	-94	-94	-1,336	-7,807	-105,209	-160,886	-143,882	-6,347	-121,037	0	-569,554
R&M Forestry/Trails	-10,957	-11,906	-94	-94	-1,336	-7,807	-105,209	-160,886	-143,882	-6,347	-121,037	0	-569,554
59010 Contra - Inter-Dept. Charges	22,068	10,133	12,350	7,351	9,695	10,236	10,131	11,031	16,364	10,716	10,303	0	130,378
R&M subtotal	-51,702	-50,170	-33,385	-29,419	-18,474	-38,181	-142,089	-194,291	-171,643	-34,090	-149,105	-2,649	-912,549
TOTAL SUPPLIES & MAI	-113,459	-104,565	-73,742	-44,539	-54,661	-112,490	-205,755	-255,876	-231,955	-93,420	-191,838	-6,039	-1,482,300
ADMINISTRATIVE & OTHER EXPENSE													
52010 Audit & Tax Services	-3,000	-10,208	-3,820	-9,940	0	0	0	0	0	0	-15,000	0	-41,968
52015 Consulting Expense	0	0	0	-205	0	0	0	-4,549	-15,175	-20,387	-6,414	0	-46,731
52016 Environmental Services / Fees	0	-70	0	0	0	0	-160	-175	-586	0	0	0	-991
52017 Po Survey	-193	0	0	-384	0	0	0	0	0	0	0	0	-577
52030 Legal Services	-2,070	-2,573	-315	-5,203	-14,611	-6,930	-6,213	-2,928	-3,575	-6,295	-4,360	0	-55,072
51070 Public Relations	-1,441	-547	-9	0	0	-50	0	0	-454	-70	0	0	-2,571
55520 Promotion Expense	0	-586	-1,350	0	0	0	0	0	0	-250	-230	0	-2,416
55540 Resort Advertising	-6,811	-5,539	-9,924	-1,797	-1,477	-1,520	-1,579	-717	-1,680	-3,247	-3,967	0	-38,257
51520 Charitable Contributions	-50	-50	0	0	0	-100	0	-100	-3,855	0	0	-1,200	-4,155
51530 Community Relations	0	-68	0	0	0	-10,325	0	0	0	0	0	0	-10,393
55538 Reservation Services	-1,052	-1,389	-200	-318	0	-342	-200	-200	-200	-200	-1,124	0	-5,225
55525 Marketing Discounts CoGS	-4,265	-4,154	-2,295	0	-256	-389	-1,187	-1,530	-2,159	-1,228	-902	0	-18,366
51020 Dues & Subscriptions	-3,514	-1,898	-1,644	-4,129	-1,131	-3,166	-3,400	-2,796	-3,959	-1,888	-2,328	0	-29,852
51035 Licenses, Permits, Fees	-19,244	-13,952	-12,361	-10,262	-4,890	-15,738	-14,596	-10,240	-9,170	-16,539	-8,413	-299	-135,406
51096 Mileage Reimbursement	-841	-290	-494	-121	-121	-485	-435	-602	-398	-545	-293	0	-4,588
51515 Board Expense	616	-738	-982	-24	0	-4,743	-1,669	-442	-1,800	-188	-284	0	-10,256
51516 Annual Meeting Expense	-3,875	-440	0	0	-8,888	-20,539	-10,659	0	0	0	0	0	-44,401
51063 Postage - TDNews	-2,192	-2,268	-2,256	-2,273	-2,640	-2,526	-2,448	-2,290	-2,305	-2,374	-4,719	0	-28,291
51065 Postage - General	-1,426	-925	-2,516	-509	-1,099	-1,451	-782	-766	-897	-565	-693	-1,000	-11,629
51510 Assessment Billing	-1,564	-1,031	0	0	0	0	0	0	-2,092	-4,477	0	0	-9,165
51535 Digital Content	-1,252	-1,140	-599	-599	-599	-599	-599	-599	-599	-599	-599	0	-7,783
51545 Printing - TD News	-5,510	-5,510	-5,510	-5,510	-9,392	-5,510	-7,102	-5,510	-5,510	-5,510	-5,410	0	-65,984
51546 Printing - Brochures	-1,187	-1,187	-1,187	-1,187	-1,175	-1,710	-1,664	0	-1,718	-273	-1,718	0	-12,005
51547 Printing - Other	-246	-1,714	-1,452	-130	0	0	0	-281	0	0	0	0	-3,824
56601 Claims Expense	0	0	-802	-3,577	0	0	0	0	0	0	0	0	-4,379
57025 Fines and Penalties	0	0	0	0	0	0	0	0	-237	0	0	0	-237
52210 Bad Debt Expense	0	0	0	-6,000	0	0	0	0	0	-7,000	0	0	-13,000
52215 Collection Expense	-60	-30	-2,296	-50	-201	-60	-90	-30	-90	703	0	-18	-2,204
52220 Credit Card Expense	-51,015	-47,122	-15,606	-1,752	-4,721	-15,287	-17,637	-17,923	-11,109	-7,588	-3,168	0	-192,929
52225 Over/Short	115	-103	-962	-620	-19	-378	253	-61	-79	112	-314	-1	-2,056
57009 Inter-Department Food Costs	-200	-822	-1,172	-76,270	-48,640	-48,640	-48,640	-48,640	-48,640	-48,640	-48,640	0	-2,219
52025 Insurance Expense	-76,270	-76,270	-76,270	-76,270	-48,640	-48,640	-48,640	-48,640	-48,640	-48,640	-76,270	0	-673,160
57030 Taxes - Property	-22,100	-22,100	-22,100	-22,100	-22,100	-22,320	-22,320	-22,320	-22,320	-22,320	-22,320	0	-244,419
57020 ... Taxes - Income	-3,300	-3,300	-3,400	-3,400	-3,300	-3,400	-3,300	-3,400	-3,300	-3,300	-3,300	0	-36,600
TOTAL ADMINISTRATIVE & O	-211,946	-206,227	-169,317	-156,095	-124,390	-166,210	-144,423	-126,212	-139,915	-150,064	-166,304	-2,518	-1,761,107
TOTAL OPERATING EXPENSES	-504,388	-462,207	-401,035	-306,817	-245,537	-364,952	-462,864	-496,230	-476,770	-339,205	-461,813	-14,407	-4,521,822
TOTAL PAYROLL AND OPERAT	-1,730,340	-1,591,662	-987,132	-629,769	-734,597	-1,029,516	-1,273,505	-1,299,776	-1,273,862	-1,040,284	-1,110,091	-14,407	-12,700,533
NORBO (before AO)	154,050	522,136	-359,127	-480,390	-638,504	-713,855	-600,771	-605,316	-811,787	-688,479	-908,868	-9,958	-5,130,910
NOR (after AO)	154,050	522,136	-359,127	-480,390	-638,504	-713,855	-600,771	-605,316	-811,787	-688,479	-908,868	-9,958	-5,130,910
T O C post AO	-1,886,425	-1,742,810	-1,035,073	-627,271	-788,289	-1,068,008	-1,350,290	-1,392,609	-1,349,780	-1,090,845	-1,139,490	-14,868	-13,470,889
T O C pre AO	-1,886,425	-1,742,810	-1,035,073										

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	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	Total 2020
NOR AFTER Assessment Reve	17,000	16,000	15,000	17,000	15,000	17,000	17,000	16,000	16,000	17,000	16,000	-9,958	179,001