

EXHIBIT A

2024 OPERATING FUND BUDGET SUMMARY

SHEETS

Tahoe Donner Association
Operating Fund
2024 Budget

Consolidated TDA

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Budget		Amount	Pctg	Amount	Pctg
Revenue	13,353,048		14,695,518		9,457,414		13,248,144		17,571,124		17,172,827		17,775,324		18,523,969		748,644	4%	1,351,142	8%
Cogs	(1,573,523)		(1,554,427)		(826,433)		(1,103,995)		(1,637,028)		(1,594,633)		(1,612,108)		(1,663,104)		(50,996)	-3%	(68,471)	-4%
Gross Margin	11,779,525		13,141,091		8,630,981		12,144,149		15,934,096		15,578,194		16,163,216		16,860,864		697,648	4%	1,282,670	8%
Payroll Direct-Salary	(3,528,894)		(3,857,637)		(2,654,967)		(4,130,061)		(5,055,333)		(5,220,169)		(5,414,311)		(5,791,538)		(377,227)	-7%	(571,369)	-11%
Payroll Direct-Hourly	(6,016,690)		(6,207,608)		(4,320,130)		(5,622,916)		(7,116,250)		(7,243,807)		(7,261,756)		(7,794,788)		(533,032)	-7%	(550,981)	-8%
Payroll Direct-Total	(9,545,584)		(10,065,245)		(6,975,097)		(9,752,977)		(12,171,583)		(12,463,976)		(12,676,066)		(13,586,326)		(910,260)	-7%	(1,122,350)	-9%
Payroll Burden	(2,342,528)		(2,407,258)		(1,790,941)		(2,423,609)		(3,071,943)		(3,205,169)		(3,302,426)		(3,621,014)		(318,588)	-10%	(415,845)	-13%
Payroll Expenses	(11,888,112)		(12,472,503)		(8,766,038)		(12,176,586)		(15,243,526)		(15,669,145)		(15,978,493)		(17,207,340)		(1,228,847)	-8%	(1,538,195)	-10%
NORBO	(4,951,972)		(5,353,243)		(4,925,165)		(5,761,047)		(7,350,388)		(7,195,609)		(7,265,609)		(7,889,733)		(624,124)	-9%	(694,124)	-10%
Overhead Alloc	(5,060,559)		(4,684,655)		(5,060,222)		(5,793,484)		(6,659,818)		(7,286,560)		(7,080,885)		(8,236,208)		(1,155,323)	-16%	(949,648)	-13%
NOR	-		720,262		197,000		197,000		305,020		391,899		429,399		559,976		130,577	30%	168,077	43%
COGS %	(5,060,559)	(3,964,393)	(4,863,222)	(5,596,484)	(4,863,222)	(5,596,484)	(5,596,484)	(6,354,798)	(6,354,798)	(6,894,661)	(6,894,661)	(6,651,486)	(6,651,486)	(7,676,232)	(7,676,232)	(1,024,746)	(15.5%)	(781,571)	(11.5%)	
Payroll Direct %	-12%	-71%	-68%	-74%	-9%	-74%	-8%	-9%	-9%	-9%	-9%	-9%	-9%	-9%	-9%	-9%				
Payroll Burden % Payroll	-25%	-25%	-24%	-26%	-26%	-26%	-25%	-25%	-25%	-25%	-26%	-26%	-26%	-26%	-27%	-27%				
Net Result % to Revenue	-38%		-27%		-51%		-42%		-36%		-40%		-37%		-41%					

Tahoe Donner Association
Operating Fund
2024 Budget

Consolidated Downhill Ski

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	3,431,021		4,770,550		3,461,292		3,731,122		5,530,645		5,242,601		5,782,645		(586,266)	-9%	540,044	10%
Cogs	(172,636)		(196,820)		(102,458)		(111,653)		(209,194)		(174,573)		(212,007)		33,934	14%	(37,434)	-21%
Gross Margin	3,258,384		4,573,730		3,358,834		3,619,469		5,321,450		5,068,028		5,570,638		(552,332)	-9%	502,610	10%
Payroll Direct-Salary	(366,194)		(377,204)		(319,392)		(374,891)		(391,827)		(411,739)		(447,674)		11,706	3%	(35,935)	-9%
Payroll Direct-Hourly	(1,095,979)		(1,225,616)		(1,025,961)		(922,347)		(1,378,322)		(1,426,411)		(1,467,356)		32,446	2%	(40,945)	-3%
Payroll Direct-Total	(1,462,173)		(1,602,820)		(1,345,353)		(1,297,238)		(1,770,149)		(1,838,150)		(1,915,030)		44,152	2%	(76,880)	-4%
Payroll Burden	(382,112)		(405,856)		(320,164)		(318,050)		(456,953)		(484,872)		(491,509)		(9,490)	-2%	(6,637)	-1%
Payroll	(1,844,285)		(2,008,676)		(1,665,516)		(1,615,288)		(2,227,102)		(2,323,022)		(2,406,538)		34,662	1%	(83,516)	-4%
Expenses	(757,308)		(863,548)		(753,015)		(809,627)		(1,227,557)		(1,271,134)		(1,140,447)		172,246	13%	130,687	10%
NORBO	656,792		1,701,506		940,303		1,194,554		1,866,791		1,473,872		2,023,653		(345,424)	-15%	549,781	-37%
Overhead Alloc	-		(456,783)		-		-		-		-		-		-	0%	-	0%
NOR	656,792		1,244,723		940,303		1,194,554		1,866,791		1,473,872		2,369,077		(345,424)	-15%	549,781	-37%
COGS %	-5%		-4%		-3%		-3%		-4%		-3%		-4%					
Payroll Direct %	-43%		-34%		-39%		-35%		-32%		-35%		-31%					
Payroll Burden % Payroll	-26%		-25%		-24%		-25%		-26%		-26%		-25%					
Net Result % to Revenue	19%		26%		27%		32%		34%		28%		35%					

Tahoe Donner Association
Operating Fund
2024 Budget

Consolidated Golf

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	1,102,824		706,521		86,618		1,536,980		1,641,042		1,611,663		1,622,103		404,860	33%	10,440	1%
Cogs	(62,154)		(49,814)		(411)		(57,808)		(85,288)		(70,100)		(73,000)		(9,146)	-14%	(4,900)	-7%
Gross Margin	1,040,670		656,707		86,207		1,479,172		1,555,754		1,541,563		1,547,103		395,714	34%	5,540	0%
Payroll Direct-Salary	(130,541)		(194,326)		(110,003)		(259,973)		(337,647)		(339,498)		(321,302)		20,153	6%	18,196	5%
Payroll Direct-Hourly	(526,576)		(503,151)		(158,749)		(476,686)		(623,731)		(634,386)		(674,042)		(150,637)	-29%	(39,656)	-6%
Payroll Direct-Total	(657,117)		(697,477)		(268,752)		(736,659)		(961,379)		(973,884)		(995,344)		(130,484)	-15%	(21,460)	-2%
Payroll Burden	(150,741)		(150,788)		(71,691)		(178,656)		(229,329)		(256,516)		(260,134)		(35,759)	-16%	(3,618)	-1%
Payroll	(807,858)		(848,265)		(340,443)		(915,316)		(1,190,707)		(1,230,400)		(1,255,477)		(166,244)	-15%	(25,077)	-2%
Expenses	(345,959)		(332,616)		(275,298)		(527,245)		(600,886)		(522,476)		(589,780)		(143,493)	-32%	(67,304)	-13%
NORBO	(113,147)		(524,174)		(529,534)		36,612		(235,839)		(211,313)		(298,154)		85,978	22%	(86,841)	-41%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	0%
NOR	(113,147)		(524,174)		(529,534)		36,612		(235,839)		(211,313)		(298,154)		85,978	22%	(86,841)	-41%
COGS %	-6%		-7%		0%		-4%		-5%		-4%		-5%					
Payroll Direct %	-60%		-99%		-310%		-48%		-59%		-60%		-61%					
Payroll Burden % Payroll	-23%		-22%		-27%		-24%		-24%		-26%		-26%					
Net Result % to Revenue	-10%		-74%		-611%		2%		-14%		-13%		-18%					

Tahoe Donner Association
Operating Fund
2024 Budget

Consolidated Food and Beverage

	2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 Cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Budget	Forecast	Budget		Amount	Pctg	Amount	Pctg
Revenue	4,218,214		1,990,266		2,512,996		3,554,946		3,934,930		4,343,185		456,552	12%	408,255	10%
Cops	(1,220,585)		(633,049)		(819,780)		(1,200,161)		(1,270,073)		(1,314,838)		(141,438)	-12%	(44,765)	-4%
Gross Margin	2,997,629		1,357,217		1,693,216		2,354,785		2,664,857		3,028,347		315,114	12%	363,490	14%
Payroll Direct-Salary	(591,544)		(322,180)		(596,238)		(689,761)		(774,277)		(811,809)		(76,728)	-10%	(37,532)	-5%
Payroll Direct-Hourly	(1,298,536)		(808,514)		(942,274)		(1,408,803)		(1,388,254)		(1,446,614)		(59,338)	-4%	(58,360)	-4%
Payroll Direct-Total	(1,890,080)		(1,130,694)		(1,538,512)		(2,098,564)		(2,162,531)		(2,258,423)		(136,067)	-6%	(95,892)	-4%
Payroll Burden	(517,304)		(339,361)		(455,072)		(612,453)		(632,343)		(670,062)		(25,701)	-4%	(37,719)	-6%
Payroll	(2,407,384)		(1,470,055)		(1,993,584)		(2,711,017)		(2,794,874)		(2,928,485)		(161,767)	-6%	(133,611)	-5%
Expenses	(714,809)		(503,884)		(582,068)		(740,385)		(755,577)		(836,064)		14,071	2%	(80,487)	-11%
NORBO	(124,564)		(616,722)		(882,436)		(1,096,617)		(885,594)		(736,203)		167,418	19%	149,391	17%
Overhead Alloc	-		-		-		-		-		-		-	0%	-	0%
NOR	(124,564)		(616,722)		(882,436)		(1,096,617)		(885,594)		(736,203)		167,418	19%	149,391	17%
COGS %	-29%		-32%		-33%		-34%		-32%		-30%		-	-	-	-
Payroll Direct %	-45%		-57%		-61%		-59%		-55%		-52%		-	-	-	-
Payroll Burden % Payroll	-27%		-30%		-30%		-29%		-29%		-30%		-	-	-	-
Net Result % to Revenue	-3%		-31%		-35%		-31%		-23%		-17%		-	-	-	-

**Tahoe Donner Association
Operating Fund
2024 Budget**

005 General

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		295		-		-		-	-	-		-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-		-	0%	-	#DIV/0!
Gross Margin	-		-		295		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Salary	(36,824)		(71,240)		-		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Hourly	-		-		-		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Total	(36,824)		(71,240)		-		-		-		-	-	-		-	0%	-	0%
Payroll Burden	(3,215)		(4,830)		(241)		-		-		-	-	-		-	0%	-	0%
Payroll	(40,039)		(76,070)		(241)		-		-		-	-	-		-	0%	-	0%
Expenses	(793,103)		(996,661)		(898,592)		(772,259)		(824,814)		(880,725)	(851,970)	(972,567)		(120,597)	-14%	(91,842)	-11%
NORBO	(833,142)		(1,072,731)		(898,538)		(772,259)		(824,814)		(880,725)	(851,970)	(972,567)		(120,597)	-14%	(91,842)	-11%
Overhead Alloc	-		(1,368,245)		197,000		197,000		-		-	-	-		-	0%	-	0%
NOR	(833,142)		(2,440,976)		(701,538)		(575,259)		(824,814)		(880,725)	(851,970)	(972,567)		(120,597)	-14%	(91,842)	-11%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Burden % Payroll	-9%		-7%		0%		0%		0%		0%	0%	0%					

Tahoe Donner Association
Operating Fund
2024 Budget

010 Administration

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	245,029		264,741		217,894		145,854		158,616		150,740		232,262		20,441	10%	81,522	51%
Cogs	-		-		-		-		-		-		-		-	0%	-	0%
Gross Margin	245,029		264,741		217,894		145,854		158,616		150,740		232,262		20,441	10%	81,522	51%
Payroll Direct-Salary	(541,114)		(723,847)		(228,102)		(755,339)		(758,893)		(657,258)		(714,582)		(23,913)	-3%	(57,324)	-8%
Payroll Direct-Hourly	(198,254)		(137,639)		(63,815)		(68,872)		(76,414)		(36,000)		(54,000)		19,500	27%	(18,000)	-24%
Payroll Direct-Total	(739,368)		(861,486)		(291,917)		(824,211)		(835,306)		(693,258)		(768,582)		(4,413)	-1%	(75,324)	-9%
Payroll Burden	(142,724)		(141,923)		(60,878)		(213,138)		(133,263)		(185,806)		(163,158)		1,825	1%	22,648	17%
Payroll	(882,092)		(1,003,409)		(352,795)		(1,037,349)		(968,570)		(879,064)		(931,740)		(2,588)	0%	(52,676)	-5%
Expenses	(137,507)		(126,859)		(113,410)		(343,302)		(454,187)		(418,943)		(439,746)		19,078	4%	(20,803)	-5%
NORBO	(774,570)		(865,527)		(248,311)		(1,234,798)		(1,264,141)		(1,147,267)		(1,139,224)		36,932	3%	8,043	1%
Overhead Alloc	-		865,527		-		-		-		-		-		-	0%	-	0%
NOR	(774,570)		-		(248,311)		(1,234,798)		(1,264,141)		(1,147,267)		(1,139,224)		36,932	3%	8,043	1%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	-302%		-325%		-134%		-565%		-527%		-460%		-331%					
Payroll Burden % Payroll	-19%		-16%		-21%		-26%		-16%		-27%		-21%					

Tahoe Donner Association
Operating Fund
2024 Budget

015 Communications

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	202,366		227,063		240,013		267,066		300,137		243,800		282,000		9,291	3%	38,200	13%
Cogs	-		-		-		-		-		-		-		-	-	-	0%
Gross Margin	202,366		227,063		240,013		267,066		300,137		243,800		282,000		9,291	3%	38,200	13%
Payroll Direct-Salary	(282,872)		(215,573)		(240,540)		(234,735)		(214,635)		(257,180)		(291,460)		5,525	2%	(34,280)	-16%
Payroll Direct-Hourly	(91,167)		(155,502)		(125,559)		(202,017)		(215,115)		(236,340)		(249,340)		(29,340)	-13%	(13,000)	-6%
Payroll Direct-Total	(374,039)		(371,075)		(366,099)		(436,752)		(429,750)		(493,520)		(540,800)		(23,815)	-5%	(47,280)	-11%
Payroll Burden	(68,458)		(80,460)		(88,377)		(103,140)		(124,909)		(145,321)		(194,903)		(30,369)	-18%	(49,582)	-40%
Payroll	(442,497)		(451,535)		(454,476)		(539,893)		(554,659)		(638,841)		(735,703)		(54,184)	-8%	(96,862)	-17%
Expenses	(253,676)		(186,674)		(148,085)		(216,009)		(230,002)		(223,991)		(257,675)		(18,175)	-8%	(33,684)	-15%
NORBO	(493,807)		(411,146)		(362,548)		(488,835)		(484,525)		(619,032)		(711,378)		(63,068)	-10%	(92,346)	-19%
Overhead Alloc	-		411,146		-		-		-		-		-		-	-	-	0%
NOR	(493,807)		-		(362,548)		(488,835)		(484,525)		(619,032)		(711,378)		(63,068)	-10%	(92,346)	-19%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	-185%		-163%		-153%		-164%		-143%		-202%		-190%					
Payroll Burden % Payroll	-18%		-22%		-24%		-24%		-29%		-29%		-32%					

Tahoe Donner Association
Operating Fund
2024 Budget

020 ASO

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 F/cast	2024 Budget	2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
									Amount	%	Amount	%
Revenue	201,683	174,660	325,292	283,651	247,155	349,050	220,000	211,950	(8,050)	-4%	(35,205)	-14%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	201,683	174,660	325,292	283,651	247,155	349,050	220,000	211,950	(8,050)	-4%	(35,205)	-14%
Payroll Direct-Salary	(68,658)	(68,477)	(71,287)	(69,787)	(46,980)	(128,997)	(112,510)	(144,560)	(32,050)	-28%	(97,580)	-208%
Payroll Direct-Hourly	(197,385)	(208,579)	(164,656)	(213,197)	(225,252)	(294,669)	(218,428)	(256,360)	(37,932)	-17%	(31,108)	-14%
Payroll Direct-Total	(266,043)	(277,056)	(235,943)	(282,983)	(272,233)	(423,666)	(330,938)	(400,920)	(69,982)	-21%	(128,687)	-47%
Payroll Burden	(79,474)	(83,093)	(75,779)	(73,574)	(92,173)	(119,333)	(73,050)	(88,428)	(15,378)	-21%	3,744	4%
Payroll	(345,517)	(360,149)	(311,722)	(356,558)	(364,406)	(542,999)	(403,988)	(489,348)	(85,360)	-21%	(124,943)	-34%
Expenses	(31,049)	(29,051)	(28,674)	(49,170)	(55,713)	(59,433)	(58,657)	(70,962)	(12,305)	-21%	(15,249)	-27%
NORBO	(174,883)	(214,540)	(15,104)	(122,077)	(172,964)	(253,382)	(242,645)	(348,360)	(105,715)	-44%	(175,396)	-101%
Overhead Alloc	-	(112,959)	-	-	-	-	-	-	-	-	-	0%
NOR	(174,883)	(327,499)	(15,104)	(122,077)	(172,964)	(253,382)	(242,645)	(348,360)	(105,715)	-44%	(175,396)	-101%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-132%	-159%	-73%	-100%	-110%	-121%	-150%	-189%				
Payroll Burden % Payroll	-30%	-30%	-32%	-26%	-34%	-28%	-22%	-22%				

**Tahoe Donner Association
Operating Fund
2024 Budget**

025 MIS

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-	-	-		-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-		-	0%	-	0%
Gross Margin	-		-		-		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Salary	(229,909)		(233,518)		(230,030)		(263,082)		(281,436)		(305,528)		(318,180)		(12,652)	-4%	(32,313)	-11%
Payroll Direct-Hourly	(151,159)		(144,527)		(123,277)		(143,743)		(237,725)		(242,018)		(283,983)		(41,965)	-17%	(24,159)	-10%
Payroll Direct-Total	(381,068)		(378,045)		(353,307)		(406,825)		(519,161)		(547,546)		(602,162)		(54,616)	-10%	(56,471)	-11%
Payroll Burden	(86,205)		(90,985)		(89,391)		(74,191)		(121,756)		(116,317)		(125,546)		(9,229)	-8%	949	1%
Payroll	(467,273)		(469,030)		(442,698)		(481,016)		(640,917)		(663,863)		(727,708)		(63,845)	-10%	(55,522)	-9%
Expenses	(164,533)		(144,167)		(160,178)		(222,064)		(166,272)		(174,848)		(144,430)		30,418	17%	34,708	21%
NORBO	(631,806)		(613,197)		(602,876)		(703,080)		(807,189)		(838,711)		(872,138)		(33,427)	-4%	(20,814)	-3%
Overhead Alloc	-		613,197		-		-		-		-		-		-	0%	-	0%
NOR	(631,806)		-		(602,876)		(703,080)		(807,189)		(838,711)		(872,138)		(33,427)	-4%	(20,814)	-3%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%		0%					
Payroll Burden % Payroll	-23%		-24%		-25%		-18%		-23%		-23%		-21%					

Tahoe Donner Association
Operating Fund
2024 Budget

030 Accounting

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	6,287		4,802		1,325		2		33		-	-	-		-	0%	(33)	-100%
Cogs	-		-		-		-		-		-	-	-		-	-	-	0%
Gross Margin	6,287		4,802		1,325		2		33		-	-	-		-	#DIV/0!	(33)	-100%
Payroll Direct-Salary	(277,109)		(303,621)		(150,000)		(343,275)		(382,389)		(450,520)	(486,985)	(556,547)		(69,562)	-14%	(174,158)	-46%
Payroll Direct-Hourly	(269,660)		(283,777)		(209,347)		(245,334)		(238,222)		(305,418)	(245,384)	(169,536)		75,848	31%	68,686	29%
Payroll Direct-Total	(546,769)		(587,398)		(359,347)		(588,609)		(620,611)		(755,938)	(732,369)	(726,083)		6,286	1%	(105,472)	-17%
Payroll Burden	(140,904)		(150,130)		(124,374)		(114,210)		(154,826)		(179,303)	(180,517)	(195,203)		(14,686)	-8%	(40,377)	-26%
Payroll	(687,673)		(737,528)		(483,721)		(702,819)		(775,437)		(935,241)	(912,886)	(921,286)		(8,400)	-1%	(145,849)	-19%
Expenses	(79,531)		(101,664)		(201,793)		(124,832)		(158,683)		(131,998)	(177,936)	(168,998)		8,938	5%	(10,315)	-7%
NORBO	(760,917)		(834,390)		(684,189)		(827,649)		(934,087)		(1,067,239)	(1,090,822)	(1,090,284)		538	0%	(156,196)	-17%
Overhead Alloc	-		834,390		-		-		-		-	-	-		-	-	-	0%
NOR	(760,917)		-		(684,189)		(827,649)		(934,087)		(1,067,239)	(1,090,822)	(1,090,284)		538	0%	(156,196)	-17%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Direct %	-8697%		-12232%		-27121%		-31816678%		-1889227%		0%	0%	0%					
Payroll Burden % Payroll	-26%		-26%		-35%		-19%		-25%		-24%	-25%	-27%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

035 Human Resources

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-	-	-	0%	-		-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-	0%	-		-	0%	-	0%
Gross Margin	-		-		-		-		-		-	-	-	0%	-		-	0%	-	0%
Payroll Direct-Salary	(166,795)		(217,163)		(190,453)		(209,378)		(169,635)		(242,507)	(221,468)	(263,330)	(41,862)	(20,823)	-12%	(41,862)	-19%	(20,823)	-12%
Payroll Direct-Hourly	(41,059)		(5,068)		(2,649)		(39,124)		(67,875)		(58,240)	(86,207)	(101,679)	(15,472)	(43,439)	-64%	(15,472)	-18%	(43,439)	-64%
Payroll Direct-Total	(207,854)		(222,231)		(193,102)		(248,502)		(237,510)		(300,747)	(307,675)	(365,009)	(57,334)	(64,262)	-27%	(57,334)	-19%	(64,262)	-27%
Payroll Burden	(45,842)		(43,444)		(41,591)		(58,142)		(102,977)		(88,937)	(106,680)	(121,028)	(14,348)	(32,091)	-31%	(14,348)	-13%	(32,091)	-31%
Payroll	(253,696)		(265,675)		(234,693)		(306,644)		(340,487)		(389,684)	(414,355)	(486,038)	(71,683)	(96,354)	-28%	(71,683)	-17%	(96,354)	-28%
Expenses	(120,269)		(118,073)		(95,220)		(151,475)		(140,236)		(149,986)	(140,637)	(158,846)	(18,209)	(8,860)	-6%	(18,209)	-13%	(8,860)	-6%
NORBO	(373,965)		(383,748)		(329,913)		(458,119)		(480,723)		(539,670)	(554,992)	(644,884)	(89,892)	(105,214)	-22%	(89,892)	-16%	(105,214)	-22%
Overhead Alloc	-		383,748		-		-		-		-	-	-	-	-	0%	-	0%	-	0%
NOR	(373,965)		-		(329,913)		(458,119)		(480,723)		(539,670)	(554,992)	(644,884)	(89,892)	(105,214)	-22%	(89,892)	-16%	(105,214)	-22%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%	0%	0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%	0%	0%	0%	0%					
Payroll Burden % Payroll	-22%		-20%		-22%		-23%		-43%		-30%	-35%	-33%							

**Tahoe Donner Association
Operating Fund
2024 Budget**

036 Workforce Housing

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 F/cast	2024 Budget	2024 Bdg vs 2023 F/cast			2024 Bdg vs 2023 Budget		
									Amount	Pctg		Amount	Pctg	
Revenue	-	-	-	-	-	-	-	-	244,500	0%		244,500	0%	
Cogs									-	0%		-	0%	
Gross Margin								244,500	244,500	0%		244,500	0%	
Payroll Direct-Salary						(34,066)		(34,066)	(34,066)	0%		(34,066)	0%	
Payroll Direct-Hourly						-		-	-	0%		-	0%	
Payroll Direct-Total	-	-	-	-	-	(34,066)	-	(34,066)	(34,066)	0%		(34,066)	0%	
Payroll Burden						(2,880)		(2,880)	(2,880)	0%		(2,880)	0%	
Payroll	-	-	-	-	-	(36,946)	-	(36,946)	(36,946)	0%		(36,946)	0%	
Expenses						(355,470)		(355,470)	(355,470)	0%		(355,470)	0%	
NORBO	-	-	-	-	-	(147,916)	-	(147,916)	(147,916)	0%		(147,916)	0%	
Overhead Alloc						-		-	-	0%		-	0%	
NOR	-	-	-	-	-	(147,916)	-	(147,916)	(147,916)	0%		(147,916)	0%	
COGS %	0%	0%	0%	0%	0%	0%	0%	0%						
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	-14%						
Payroll Burden % Payroll	0%	0%	0%	0%	0%	0%	0%	-8%						

**Tahoe Donner Association
Operating Fund
2024 Budget**

040 Member Services

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	32,379		29,865		19,722		27,712		51,824		28,994		32,827		(2,597)	-7%	(18,997)	-37%
Cogs	-		15		-		-		(161)		-		-		-	-	161	100%
Gross Margin	32,379		29,880		19,722		27,712		51,663		28,994		32,827		(2,597)	-7%	(18,836)	-36%
Payroll Direct-Salary	(60,341)		(63,818)		(59,384)		(80,717)		(71,431)		(70,712)		(112,788)		(34,788)	-45%	(41,357)	-58%
Payroll Direct-Hourly	(102,543)		(103,168)		(92,784)		(117,208)		(137,884)		(180,984)		(174,604)		(23,059)	-15%	(36,720)	-27%
Payroll Direct-Total	(162,884)		(166,986)		(152,168)		(197,925)		(209,315)		(251,696)		(287,392)		(57,847)	-25%	(78,077)	-37%
Payroll Burden	(46,544)		(58,235)		(55,838)		(93,969)		(92,960)		(108,067)		(101,946)		(7,610)	-8%	(8,985)	-10%
Payroll	(209,428)		(225,221)		(208,006)		(291,894)		(302,276)		(359,763)		(389,338)		(65,457)	-20%	(87,062)	-29%
Expenses	(35,242)		(28,107)		(18,441)		(36,407)		(29,939)		(34,806)		(46,287)		(13,197)	-40%	(16,348)	-55%
NORBO	(212,291)		(223,448)		(206,725)		(300,589)		(280,552)		(365,575)		(402,798)		(81,251)	-25%	(122,246)	-44%
Overhead Alloc	-		223,448		-		-		-		-		-		-	-	-	0%
NOR	(212,291)		-		(206,725)		(300,589)		(280,552)		(365,575)		(402,798)		(81,251)	-25%	(122,246)	-44%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	-503%		-559%		-772%		-714%		-404%		-868%		-875%					
Payroll Burden % Payroll	-29%		-35%		-37%		-47%		-44%		-43%		-35%					

Tahoe Donner Association
Operating Fund
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050 Forestry

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	Fcast	Budget	Fcast	Budget		Amount	%	Amount	%
Revenue	137,410		94,975		173,373		141,248		502,626		293,000	210,560	293,000	210,560	293,000		82,440	39%	-	0%
Cogs	-		-		-		-		-		-	-	-	-	-		-	-	-	0%
Gross Margin	137,410		94,975		173,373		141,248		502,626		293,000	210,560	293,000	210,560	293,000		82,440	39%	-	0%
Payroll Direct-Salary	(93,006)		(171,395)		(234,398)		(272,928)		(345,229)		(359,277)	(371,550)	(390,150)	(371,550)	(390,150)		(18,600)	-5%	(30,873)	-9%
Payroll Direct-Hourly	(378,046)		(394,916)		(403,143)		(406,904)		(433,273)		(290,420)	(291,400)	(378,752)	(291,400)	(378,752)		(87,352)	-30%	(88,332)	-20%
Payroll Direct-Total	(471,052)		(566,311)		(637,541)		(679,832)		(778,502)		(649,697)	(662,950)	(768,902)	(662,950)	(768,902)		(105,952)	-16%	(119,205)	-15%
Payroll Burden	(96,383)		(112,917)		(118,435)		(127,499)		(175,240)		(164,770)	(188,076)	(205,473)	(188,076)	(205,473)		(17,397)	-9%	(40,703)	-23%
Payroll	(567,435)		(679,228)		(755,976)		(807,330)		(953,742)		(814,467)	(851,026)	(974,374)	(851,026)	(974,374)		(123,348)	-14%	(159,907)	-17%
Expenses	(446,620)		(569,646)		(859,743)		(586,461)		(1,075,750)		(680,260)	(586,465)	(686,227)	(586,465)	(686,227)		(99,762)	-17%	(5,967)	-1%
NORBO	(876,645)		(1,153,899)		(1,442,346)		(1,252,544)		(1,526,866)		(1,201,727)	(1,226,931)	(1,367,601)	(1,226,931)	(1,367,601)		(140,670)	-11%	(165,874)	-11%
Overhead Alloc	-		(169,934)		-		-		-		-	-	63,756	-	63,756		63,756	-	63,756	#DIV/0!
NOR	(876,645)		(1,323,833)		(1,442,346)		(1,252,544)		(1,526,866)		(1,201,727)	(1,226,931)	(1,303,845)	(1,226,931)	(1,303,845)		(76,914)	-6%	(102,118)	-7%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%	0%	0%					
Payroll Direct %	-343%		-596%		-368%		-481%		-155%		-222%	-315%	-262%	-315%	-262%					
Payroll Burden % Payroll	-20%		-20%		-19%		-19%		-23%		-25%	-28%	-27%	-28%	-27%					

Tahoe Donner Association
Operating Fund
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051 Trails

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget	F/cast	Budget		Amount	%	Amount	%
Revenue	504		2,832		1,127		396		87		-	60	-	-	-		(60)	-100%	-	0%
Cogs	-		-		-		-		-		-	-	-	-	-		-	-	-	0%
Gross Margin	504		2,832		1,127		396		87		-	60	-	-	-		(60)	-100%	-	0%
Payroll Direct-Salary	(22,873)		(63,635)		(54,770)		(70,114)		(47,107)		(149,358)	(160,775)	(167,648)	(18,290)	-39%		(6,873)	-4%	(18,290)	-39%
Payroll Direct-Hourly	(76,029)		(41,919)		(48,737)		(53,015)		(2,692)		(50,437)	(43,581)	(60,940)	(10,503)	-390%		(17,359)	-40%	(10,503)	-390%
Payroll Direct-Total	(98,902)		(105,554)		(103,507)		(123,130)		(49,799)		(199,795)	(204,356)	(228,588)	(28,793)	-58%		(24,232)	-12%	(28,793)	-58%
Payroll Burden	(21,642)		(24,269)		(17,516)		(26,532)		(10,660)		(39,119)	(47,290)	(56,240)	(17,121)	-161%		(8,950)	-19%	(17,121)	-161%
Payroll	(120,544)		(129,823)		(121,023)		(149,662)		(60,459)		(238,914)	(251,646)	(284,828)	(45,914)	-76%		(33,182)	-13%	(45,914)	-76%
Expenses	(27,760)		(15,238)		15,530		(25,139)		(16,555)		(24,899)	(28,207)	(34,580)	(9,681)	-58%		(6,373)	-23%	(9,681)	-58%
NORBO	(147,800)		(142,229)		(104,366)		(174,405)		(76,927)		(263,813)	(279,793)	(319,408)	(55,595)	-72%		(39,615)	-14%	(55,595)	-72%
Overhead Alloc	-		(56,241)		-		-		-		-	-	20,000	20,000	#DIV/0!		20,000	-	20,000	#DIV/0!
NOR	(147,800)		(198,470)		(104,366)		(174,405)		(76,927)		(263,813)	(279,793)	(299,408)	(35,595)	-46%		(19,615)	-7%	(35,595)	-46%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%	0%						
Payroll Direct %	-19623%		-3727%		-9184%		-31093%		-57240%		0%	-340593%	0%	0%						
Payroll Burden % Payroll	-22%		-23%		-17%		-22%		-21%		-20%	-23%	-25%	-23%						

Tahoe Donner Association
Operating Fund
2024 Budget

060 Marina

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	678,416		680,754		464,555		748,131		710,292		762,741		571,100		(204,340)	-26%	(191,641)	-27%
Cogs	(52,259)		(51,486)		(13,138)		(54,585)		(73,455)		(87,190)		(6,820)		85,691	93%	80,370	109%
Gross Margin	626,157		629,268		451,417		693,546		636,837		675,551		564,280		(118,649)	-17%	(111,271)	-17%
Payroll Direct-Salary	(96,708)		(94,103)		(68,505)		(70,775)		(70,550)		(71,195)		(63,272)		21,697	26%	7,923	11%
Payroll Direct-Hourly	(145,553)		(145,470)		(77,364)		(166,830)		(220,106)		(212,114)		(152,703)		59,620	28%	59,411	27%
Payroll Direct-Total	(242,261)		(239,573)		(145,869)		(237,605)		(290,656)		(283,309)		(215,975)		81,317	27%	67,334	23%
Payroll Burden	(53,328)		(52,353)		(31,485)		(49,502)		(58,834)		(55,480)		(35,270)		15,337	30%	20,210	34%
Payroll	(295,589)		(291,926)		(177,354)		(287,107)		(349,489)		(338,789)		(251,244)		96,654	28%	87,545	25%
Expenses	(85,137)		(72,705)		(62,743)		(99,663)		(113,436)		(104,429)		(85,579)		35,725	29%	18,850	17%
NORBO	245,431		264,637		211,320		306,776		173,912		232,333		227,457		13,730	6%	(4,876)	-3%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	0%
NOR	245,431		264,637		211,320		306,776		173,912		232,333		227,457		13,730	6%	(4,876)	-3%
COGS %	-8%		-8%		-3%		-7%		-10%		-11%		-1%					
Payroll Direct %	-36%		-35%		-31%		-32%		-41%		-37%		-38%					
Payroll Burden % Payroll	-22%		-22%		-22%		-21%		-20%		-20%		-16%					

Tahoe Donner Association
Operating Fund
2024 Budget

061 Marina F&B

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		F/cast		Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-		247,041		247,041	#DIV/0!	247,041	#DIV/0!
Cogs													(79,640)		(79,640)	#DIV/0!	(79,640)	#DIV/0!
Gross Margin													167,401		167,401	#DIV/0!	167,401	#DIV/0!
Payroll Direct-Salary													(31,911)		(31,911)	#DIV/0!	(31,911)	#DIV/0!
Payroll Direct-Hourly													(70,118)		(70,118)	#DIV/0!	(70,118)	#DIV/0!
Payroll Direct-Total													(102,029)		(102,029)	#DIV/0!	(102,029)	#DIV/0!
Payroll Burden													(16,917)		(16,917)	#DIV/0!	(16,917)	#DIV/0!
Payroll	-		-		-		-		-		-		(118,946)		(118,946)	#DIV/0!	(118,946)	#DIV/0!
Expenses													(49,535)		(49,535)	#DIV/0!	(49,535)	#DIV/0!
NORBO	-		-		-		-		-		-		(1,080)		(1,080)	#DIV/0!	(1,080)	#DIV/0!
Overhead Alloc													-		-	0%	-	0%
NOR	-		-		-		-		-		-		(1,080)		(1,080)	#DIV/0!	(1,080)	#DIV/0!
COGS %	0%		0%		0%		0%		0%		0%		-32%					
Payroll Direct %	0%		0%		0%		0%		0%		0%		-41%					
Payroll Burden % Payroll	0%		0%		0%		0%		0%		0%		-17%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

080 Equestrian

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	227,394		238,635		78,689		140,341		152,553		157,400		159,986		14,591	10%	2,586	2%
Cogs	(6,040)		(7,731)		-		(1,165)		(1,242)		(720)		(1,130)		(30)	-3%	(410)	-33%
Gross Margin	221,354		230,904		78,689		139,177		151,311		156,680		158,856		14,561	10%	2,176	1%
Payroll Direct-Salary	(77,987)		(81,955)		(26,506)		(60,996)		(64,262)		(59,521)		(65,233)		(3,887)	-6%	(5,712)	-9%
Payroll Direct-Hourly	(80,395)		(90,078)		(56,440)		(70,122)		(97,126)		(86,642)		(90,225)		(880)	-1%	(3,583)	-4%
Payroll Direct-Total	(158,382)		(172,033)		(82,946)		(131,118)		(161,389)		(146,163)		(155,458)		(4,767)	-3%	(9,295)	-6%
Payroll Burden	(44,680)		(42,136)		(18,585)		(44,815)		(46,649)		(42,976)		(47,920)		(5,476)	-13%	(4,944)	-11%
Payroll	(203,062)		(214,169)		(101,531)		(175,933)		(208,038)		(189,139)		(203,378)		(10,243)	-5%	(14,239)	-7%
Expenses	(102,857)		(108,325)		(88,445)		(120,200)		(134,768)		(112,684)		(155,363)		4,637	3%	(42,679)	-32%
NORBO	(84,565)		(91,590)		(111,287)		(156,956)		(191,495)		(145,143)		(199,885)		8,955	4%	(54,742)	-29%
Overhead Alloc	-		(69,186)		-		-		-		-		-		-	-	-	#DIV/0!
NOR	(84,565)		(160,776)		(111,287)		(156,956)		(191,495)		(145,143)		(199,885)		8,955	4%	(54,742)	-29%
COGS %	-3%		-3%		0%		-1%		-1%		0%		-1%					
Payroll Direct %	-70%		-72%		-105%		-93%		-106%		-93%		-97%					
Payroll Burden % Payroll	-28%		-24%		-22%		-34%		-29%		-29%		-31%					

Tahoe Donner Association
Operating Fund
2024 Budget

090 Tennis

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	222,645		308,059		352,123		402,908		497,220		456,173		493,816		17,787	4%	37,643	8%
Cogs	(31,801)		(35,643)		(28,553)		(28,830)		(32,450)		(30,219)		(28,580)		(559)	-2%	1,639	5%
Gross Margin	190,844		272,416		323,570		374,078		464,769		425,954		465,236		17,229	4%	39,282	8%
Payroll Direct-Salary	(75,709)		(68,410)		(82,587)		(101,007)		(108,203)		(102,662)		(105,607)		(7,854)	-8%	(2,945)	-3%
Payroll Direct-Hourly	(57,656)		(60,918)		(89,921)		(159,815)		(200,992)		(166,254)		(198,713)		(9,758)	-5%	(32,459)	-16%
Payroll Direct-Total	(133,365)		(129,328)		(172,508)		(260,822)		(309,195)		(268,916)		(304,320)		(17,612)	-6%	(35,404)	-11%
Payroll Burden	(22,702)		(20,595)		(23,758)		(37,430)		(40,414)		(36,965)		(41,815)		(6,897)	-20%	(4,850)	-12%
Payroll	(156,067)		(149,923)		(196,266)		(298,252)		(349,608)		(305,881)		(346,135)		(24,509)	-8%	(40,254)	-12%
Expenses	(55,926)		(50,132)		(31,427)		(45,679)		(64,138)		(70,652)		(75,342)		(2,866)	-4%	(4,690)	-7%
NORBO	(21,149)		72,361		95,877		30,146		51,023		49,421		43,759		(10,147)	-19%	(5,662)	-11%
Overhead Alloc	-		(82,029)		-		-		-		-		-		-	-	-	0%
NOR	(21,149)		(9,668)		95,877		30,146		51,023		49,421		43,759		(10,147)	-19%	(5,662)	-11%
COGS %	-14%		-12%		-8%		-7%		-7%		-7%		-6%					
Payroll Direct %	-60%		-42%		-49%		-65%		-62%		-59%		-62%					
Payroll Burden % Payroll	-17%		-16%		-14%		-14%		-13%		-14%		-14%					

Tahoe Donner Association
Operating Fund
2024 Budget

100 Campground

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg v 2023 F/cast		2024 Bdg v 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Amount	Pctg	Budget		Amount	Pctg	Amount	Pctg
Revenue	86,757		95,813		119,887		116,461		100,078		118,750		104,880		110,963		6,083	6%	(7,787)	-8%
Cogs	-		-		-		-		-		-		-		-		-	-	-	0%
Gross Margin	86,757		95,813		119,887		116,461		100,078		118,750		104,880		110,963		6,083	6%	(7,787)	-8%
Payroll Direct-Salary	(25,021)		(28,982)		(29,523)		(35,047)		(37,493)		(36,791)		(39,790)		(45,183)		(5,393)	-14%	(8,392)	-22%
Payroll Direct-Hourly	(9,585)		(12,461)		(12,194)		(13,950)		(15,251)		(11,880)		(4,138)		(7,296)		(3,158)	-76%	4,584	30%
Payroll Direct-Total	(34,606)		(41,443)		(41,717)		(48,998)		(52,744)		(48,671)		(43,928)		(52,479)		(8,551)	-19%	(3,808)	-7%
Payroll Burden	(6,470)		(6,624)		(6,270)		(7,598)		(6,342)		(8,468)		(7,568)		(11,848)		(4,280)	-57%	(3,380)	-53%
Payroll	(41,076)		(48,067)		(47,987)		(56,595)		(59,087)		(57,139)		(51,496)		(64,327)		(12,831)	-25%	(7,188)	-12%
Expenses	(35,618)		(37,850)		(37,023)		(39,715)		(45,420)		(42,592)		(47,508)		(56,070)		(8,562)	-18%	(13,478)	-30%
NORBO	10,063		9,896		34,877		20,151		(4,429)		19,019		5,876		(9,434)		(15,310)	-261%	(28,453)	-642%
Overhead Alloc	-		(32,374)		-		-		-		-		-		-		-	-	-	0%
NOR	10,063		(22,478)		34,877		20,151		(4,429)		19,019		5,876		(9,434)		(15,310)	-261%	(28,453)	-642%
COGS %	0%		0%		0%		0%		0%		0%		0%		0%		-	-	-	-
Payroll Direct %	-40%		-43%		-35%		-42%		-53%		-41%		-42%		-47%		-	-	-	-
Payroll Burden % Payroll	-19%		-16%		-15%		-16%		-12%		-17%		-17%		-23%		-	-	-	-

Tahoe Donner Association
Operating Fund
2024 Budget

110 Cross Country Center

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	%	Amount	%
Revenue	957,163		1,381,116		1,265,594		1,590,310		2,065,339		2,073,128		2,045,387		34,470	2%	(27,741)	-1%
Cogs	(72,782)		(85,840)		(70,893)		(103,497)		(127,982)		(118,600)		(118,600)		3,412	3%	-	0%
Gross Margin	884,381		1,295,276		1,194,701		1,486,813		1,937,358		1,954,528		1,926,787		37,881	2%	(27,741)	0%
Payroll Direct-Salary	(132,691)		(118,260)		(73,159)		(128,417)		(133,512)		(132,743)		(145,979)		(4,732)	-3%	(13,236)	-10%
Payroll Direct-Hourly	(237,326)		(360,572)		(305,881)		(296,393)		(418,756)		(418,107)		(449,968)		(26,743)	-6%	(31,861)	-8%
Payroll Direct-Total	(370,017)		(478,832)		(379,040)		(424,810)		(552,268)		(550,850)		(595,947)		(31,475)	-6%	(45,097)	-8%
Payroll Burden	(81,505)		(89,294)		(69,162)		(77,097)		(115,075)		(129,702)		(148,716)		(37,548)	-34%	(19,014)	-17%
Payroll	(451,522)		(568,126)		(448,202)		(501,907)		(667,343)		(680,552)		(744,663)		(69,024)	-10%	(64,111)	-10%
Expenses	(234,855)		(309,209)		(266,394)		(298,868)		(373,764)		(405,427)		(435,121)		(15,903)	-4%	(29,694)	-8%
NORBO	198,004		417,941		480,105		686,038		896,251		868,549		747,003		(47,045)	-6%	(121,546)	-25%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	#DIV/0!
NOR	198,004		417,941		480,105		686,038		896,251		868,549		747,003		(47,045)	-6%	(121,546)	-25%
COGS %	-8%		-6%		-6%		-7%		-6%		-6%		-6%					
Payroll Direct %	-39%		-35%		-30%		-27%		-33%		-33%		-29%					
Payroll Burden % Payroll	-22%		-19%		-18%		-18%		-17%		-17%		-25%					
Net Result % to Revenue	21%		30%		38%		43%		43%		42%		37%					

Tahoe Donner Association
Operating Fund
2024 Budget

120 Golf Course Operations

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	1,102,824		706,521		86,618		1,536,980		1,641,042		1,611,663		1,217,243		1,622,103		404,860	33%	10,440	1%
Cogs	(62,154)		(49,814)		(411)		(57,808)		(85,288)		(70,100)		(65,854)		(75,000)		(9,146)	-14%	(4,900)	-6%
Gross Margin	1,040,670		656,707		86,207		1,479,172		1,555,754		1,541,563		1,151,389		1,547,103		395,714	34%	5,540	0%
Payroll Direct-Salary	(49,119)		(51,079)		(23,676)		(90,426)		(140,446)		(144,198)		(147,796)		(120,124)		27,672	19%	24,074	17%
Payroll Direct-Hourly	(126,817)		(111,046)		(24,330)		(160,759)		(175,659)		(164,721)		(155,815)		(238,034)		(82,219)	-53%	(73,313)	-42%
Payroll Direct-Total	(175,936)		(162,125)		(48,006)		(251,186)		(316,106)		(308,919)		(303,611)		(358,158)		(54,548)	-18%	(49,239)	-16%
Payroll Burden	(42,326)		(39,319)		(13,842)		(53,127)		(64,318)		(79,582)		(67,109)		(87,630)		(20,521)	-31%	(8,048)	-13%
Payroll	(218,262)		(201,444)		(61,848)		(304,313)		(380,423)		(388,501)		(370,719)		(445,788)		(75,069)	-20%	(57,287)	-15%
Expenses	(110,187)		(94,105)		(36,934)		(148,390)		(155,851)		(158,056)		(140,465)		(163,628)		(23,163)	-16%	(5,572)	-4%
NORBO	712,221		361,158		(12,575)		1,026,468		1,019,480		995,006		640,204		937,687		297,482	46%	(57,319)	-6%
Overhead Alloc	-		(132,189)		-		-		-		-		-		-		-	-	-	#DIV/0!
NOR	712,221		228,969		(12,575)		1,026,468		1,019,480		995,006		640,204		937,687		297,482	46%	(57,319)	-6%
COGS %	-6%		-7%		0%		-4%		-5%		-4%		-5%		-5%					
Payroll Direct %	-16%		-23%		-55%		-16%		-19%		-19%		-25%		-22%					
Payroll Burden % Payroll	-24%		-24%		-29%		-21%		-20%		-26%		-22%		-24%					
Net Income to Revenue %	64.58%		32.41%		-14.52%		66.78%		62.12%		61.74%		52.59%		57.81%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

125 Golf Course Maintenance

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Budget	Amount	Pctg	Amount	Pctg	
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	
Cogs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	
Gross Margin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	
Payroll Direct-Salary	(81,422)	(143,247)	(169,547)	(197,201)	(195,300)	(193,659)	(201,178)	(7,519)	-4%	(5,878)	-3%							
Payroll Direct-Hourly	(399,759)	(392,105)	(315,926)	(448,072)	(469,665)	(367,590)	(436,008)	(68,418)	-19%	33,657	8%							
Payroll Direct-Total	(481,181)	(535,352)	(485,473)	(645,273)	(664,965)	(561,249)	(637,186)	(75,937)	-14%	27,779	4%							
Payroll Burden	(108,415)	(111,469)	(125,529)	(165,011)	(176,934)	(157,266)	(172,504)	(15,238)	-10%	4,430	3%							
Payroll	(589,596)	(646,821)	(611,002)	(810,284)	(841,899)	(718,515)	(809,689)	(91,175)	-13%	32,210	4%							
Expenses	(235,772)	(238,511)	(378,855)	(445,035)	(364,420)	(305,822)	(426,152)	(120,330)	-39%	(61,732)	-14%							
NORBO	(825,368)	(885,332)	(989,857)	(1,255,319)	(1,206,319)	(1,024,336)	(1,235,841)	(211,505)	-21%	(29,522)	-2%							
Overhead Alloc	-	-	-	-	-	-	-	-	0%	-	#DIV/0!							
NOR	(825,368)	(885,332)	(989,857)	(1,255,319)	(1,206,319)	(1,024,336)	(1,235,841)	(211,505)	-21%	(29,522)	-2%							
COGS %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%							
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%							
Payroll Burden % Payroll	-23%	-21%	-26%	-26%	-27%	-28%	-27%	-26%	-27%	-28%	-27%							

Tahoe Donner Association
Operating Fund
2024 Budget

128 The Lodge

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	2,534,642		2,540,702		1,296,388		1,647,102		1,894,393		2,095,717		2,275,767		199,479	10%	180,050	10%
Cogs	(725,279)		(719,422)		(430,600)		(552,312)		(674,056)		(687,600)		(681,370)		(31,003)	-5%	6,230	1%
Gross Margin	1,809,363		1,821,280		865,788		1,094,790		1,220,337		1,408,117		1,594,397		168,475	12%	186,280	15%
Payroll Direct-Salary	(323,355)		(327,130)		(228,023)		(410,902)		(490,935)		(406,236)		(461,621)		(18,348)	-4%	(55,385)	-11%
Payroll Direct-Hourly	(730,979)		(711,252)		(505,370)		(600,207)		(722,639)		(751,385)		(719,527)		9,170	1%	31,858	4%
Payroll Direct-Total	(1,054,334)		(1,038,382)		(733,393)		(1,011,108)		(1,213,574)		(1,157,621)		(1,181,148)		(9,178)	-1%	(23,527)	-2%
Payroll Burden	(295,175)		(309,468)		(228,722)		(342,816)		(442,761)		(400,142)		(467,970)		(5,149)	-1%	(67,828)	-15%
Payroll	(1,349,509)		(1,347,850)		(962,115)		(1,353,924)		(1,656,335)		(1,557,763)		(1,649,118)		(14,327)	-1%	(91,355)	-6%
Expenses	(431,032)		(431,795)		(326,072)		(381,195)		(423,703)		(476,179)		(458,853)		(63,094)	-16%	17,326	4%
NORBO	28,822		41,635		(422,399)		(640,330)		(859,701)		(625,825)		(513,574)		91,054	15%	112,251	13%
Overhead Alloc	-		(393,776)		-		-		-		-		-		-	0%	-	#DIV/0!
NOR	28,822		(352,141)		(422,399)		(640,330)		(859,701)		(625,825)		(513,574)		91,054	15%	112,251	13%
COGS %	-29%		-28%		-33%		-34%		-36%		-33%		-30%					
Payroll Direct %	-42%		-41%		-57%		-61%		-64%		-55%		-52%					
Payroll Burden % Payroll	-28%		-30%		-31%		-34%		-36%		-35%		-40%					
Net Result % of Revenue	1.14%		-13.86%		-32.58%		-38.88%		-45.38%		-29.86%		-22.57%					

Tahoe Donner Association
Operating Fund
2024 Budget

130 Aquatics

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2022 Actual	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	226,025		250,755		61,082		70,039		296,930		278,314		314,610		36,297	52%	35,092	12%
Cogs	-		-		-		-		-		-		-		-	0%	-	0%
Gross Margin	226,025		250,755		61,082		70,039		296,930		278,314		314,610		36,297	52%	35,092	12%
Payroll Direct-Salary	-		-		-		-		-		(6,066)		-		-	0%	6,066	#DIV/0!
Payroll Direct-Hourly	(57,669)		(91,311)		(30,520)		(62,271)		(76,549)		(84,888)		(89,363)		(4,475)	-7%	4,617	6%
Payroll Direct-Total	(57,669)		(91,311)		(30,520)		(62,271)		(76,549)		(84,888)		(89,363)		(4,475)	-7%	10,683	14%
Payroll Burden	(11,323)		(15,906)		(4,948)		(10,418)		(12,410)		(13,787)		(27,716)		(13,930)	-134%	(8,155)	-66%
Payroll	(68,992)		(107,217)		(35,468)		(72,689)		(88,959)		(98,675)		(117,079)		(18,405)	-25%	2,528	3%
Expenses	(136,893)		(169,146)		(112,378)		(195,856)		(206,940)		(268,264)		(267,654)		610	0%	(20,753)	-10%
NORBO	20,140		(25,608)		(86,764)		(198,506)		1,031		(88,625)		(70,123)		18,502	9%	16,867	-1635%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	0%
NOR	20,140		(25,608)		(86,764)		(198,506)		1,031		(88,625)		(70,123)		18,502	9%	16,867	-1635%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	-26%		-36%		-50%		-89%		-26%		-31%		-28%					
Payroll Burden % Payroll	-20%		-17%		-16%		-17%		-16%		-16%		-31%					

Tahoe Donner Association
Operating Fund
2024 Budget

132 Trout Creek Recreation Center

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget		Budget		Amount		Amount	
	F/cast		F/cast		F/cast		F/cast		F/cast		F/cast		F/cast		Pctg		Pctg	
Revenue	1,076,701	1,059,738	1,059,738	607,188	1,180,820	1,300,038	1,144,248	1,125,766	1,280,947	155,181	14%	11%	1,36,699	11%			136,699	11%
Cogs	(27,108)	(20,016)	(20,016)	(4,975)	(17,348)	(20,491)	(22,500)	(17,555)	(22,700)	(5,145)	-29%	-1%	(200)	-1%			(200)	-1%
Gross Margin	1,049,593	1,039,722	1,039,722	602,213	1,163,472	1,279,546	1,121,748	1,108,211	1,258,247	150,036	14%	11%	136,499	11%			136,499	11%
Payroll Direct-Salary	(151,454)	(161,646)	(161,646)	(117,093)	(184,855)	(186,513)	(163,108)	(168,311)	(209,034)	(40,723)	-24%	-25%	(45,926)	-25%			(45,926)	-25%
Payroll Direct-Hourly	(309,907)	(321,353)	(321,353)	(179,503)	(221,017)	(283,900)	(397,865)	(323,372)	(351,265)	(27,893)	-9%	16%	46,600	16%			46,600	16%
Payroll Direct-Total	(461,361)	(482,999)	(482,999)	(296,596)	(405,872)	(470,413)	(560,973)	(491,683)	(560,299)	(68,616)	-14%	0%	674	0%			674	0%
Payroll Burden	(126,091)	(123,480)	(123,480)	(85,156)	(69,590)	(106,063)	(128,405)	(133,160)	(156,909)	(23,749)	-18%	-27%	(28,504)	-27%			(28,504)	-27%
Payroll	(587,452)	(606,479)	(606,479)	(381,752)	(475,462)	(576,476)	(689,378)	(624,843)	(717,208)	(92,365)	-15%	-5%	(27,830)	-5%			(27,830)	-5%
Expenses	(313,979)	(311,992)	(311,992)	(275,854)	(332,222)	(360,841)	(402,235)	(436,584)	(482,618)	(46,034)	-11%	-22%	(80,383)	-22%			(80,383)	-22%
NORBO	148,162	121,251	121,251	(55,393)	355,787	342,230	30,135	46,784	58,421	11,637	25%	8%	28,286	8%			28,286	8%
Overhead Alloc	-	-	-	-	-	-	-	-	-	-	0%	#DIV/0!	-	#DIV/0!			-	#DIV/0!
NOR	148,162	121,251	121,251	(55,393)	355,787	342,230	30,135	46,784	58,421	11,637	25%	8%	28,286	8%			28,286	8%
COGS %	-3%	-2%	-2%	-1%	-1%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%			-2%	-2%
Payroll Direct %	-43%	-46%	-46%	-49%	-34%	-36%	-49%	-44%	-44%	-36%	-44%	-44%	-44%	-44%			-44%	-44%
Payroll Burden % Payroll	-27%	-26%	-26%	-29%	-17%	-23%	-23%	-27%	-28%	-23%	-23%	-27%	-28%	-28%			-28%	-28%
Net Income % to Revenue	14%	12%	12%	-9%	31%	27%	3%	4%	5%	27%	3%	4%	5%	5%			5%	5%

**Tahoe Donner Association
Operating Fund
2024 Budget**

140 Recreation

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	181,645		201,021		(44)		32,206		199,491		195,850		215,179		224,360		9,181	4%	28,510	14%
Cogs	(1,650)		(1,469)		(24)		(1,106)		(2,148)		(1,440)		(2,863)		(1,070)		1,793	63%	370	17%
Gross Margin	179,995		199,552		(68)		31,100		197,343		194,410		212,316		223,290		10,974	5%	28,880	15%
Payroll Direct-Salary	(11,147)		(22,112)		(15,646)		(15,035)		(15,973)		(23,569)		(15,487)		(18,228)		(2,742)	-18%	5,341	33%
Payroll Direct-Hourly	(62,324)		(54,055)		(2,386)		(46,779)		(89,990)		(70,373)		(63,070)		(71,330)		(8,260)	-13%	(957)	-1%
Payroll Direct-Total	(73,471)		(76,167)		(18,032)		(61,814)		(105,964)		(93,942)		(78,557)		(89,558)		(11,001)	-14%	4,384	4%
Payroll Burden	(18,822)		(20,562)		(9,477)		(9,390)		(16,629)		(20,041)		(3,538)		(18,371)		(14,833)	-419%	1,670	10%
Payroll	(92,293)		(96,729)		(27,509)		(71,204)		(122,593)		(113,983)		(82,095)		(107,929)		(25,834)	-31%	6,054	5%
Expenses	(123,435)		(103,761)		(10,565)		(22,309)		(133,795)		(108,202)		(132,438)		(135,298)		(2,860)	-2%	(27,096)	-20%
NORBO	(35,733)		(938)		(38,142)		(62,414)		(59,045)		(27,775)		(2,217)		(19,937)		(17,720)	-799%	7,838	13%
Overhead Alloc	-		(120,559)		-		-		-		-		-		-		-	0%	-	#DIV/0!
NOR	(35,733)		(121,497)		(38,142)		(62,414)		(59,045)		(27,775)		(2,217)		(19,937)		(17,720)	-799%	7,838	13%
COGS %	-1%		-1%		55%		-3%		-1%		-1%		-1%		0%					
Payroll Direct %	-40%		-38%		40982%		-192%		-53%		-48%		-37%		-40%					
Payroll Burden % Payroll	-26%		-27%		-53%		-15%		-16%		-21%		-5%		-21%					

Tahoe Donner Association
Operating Fund
2024 Budget

141 Bikeworks

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		F/cast		Budget		Amount		Amount	
															Pctg		Pctg	
Revenue	106,887	(33,280)	134,638	(55,263)	172,177	(57,360)	143,339	(30,592)	142,526	(39,460)	175,377	(31,611)	182,150	(30,667)	6,773	4%	8,750	6%
Cogs															944	3%	(4,982)	-13%
Gross Margin	73,607		79,375		114,817		112,748		103,066		143,766		151,483		7,718	5%	3,768	4%
Payroll Direct-Salary	(23,368)		(24,576)		(31,789)		(45,838)		(42,448)		(49,560)		(51,723)		(2,163)	-4%	(2,581)	-6%
Payroll Direct-Hourly	(22,954)		(19,517)		(16,459)		(36,578)		(45,830)		(57,548)		(60,109)		(2,561)	-4%	(15,277)	-33%
Payroll Direct-Total	(46,322)		(44,093)		(48,248)		(82,415)		(88,278)		(107,108)		(111,832)		(4,724)	-4%	(17,858)	-20%
Payroll Burden	(10,521)		(9,556)		(9,446)		(24,066)		(23,762)		(26,229)		(27,992)		(1,763)	-7%	(8,546)	-36%
Payroll	(56,843)		(53,649)		(57,694)		(106,481)		(112,040)		(133,337)		(139,825)		(6,488)	-5%	(26,405)	-24%
Expenses	(15,445)		(18,676)		(26,271)		(23,383)		(30,724)		(31,366)		(38,091)		(6,725)	-21%	(12,897)	-42%
NORBO	1,319		7,050		30,852		(17,116)		(39,698)		9,101		(26,433)		(5,495)	-26%	(35,534)	-90%
Overhead Alloc	-		(29,745)		-		-		-		-		-		-	0%	-	#DIV/0!
NOR	1,319		(22,695)		30,852		(17,116)		(39,698)		9,101		(26,433)		(5,495)	-26%	(35,534)	-90%
COGS %	-31%		-41%		-33%		-21%		-28%		-18%		-17%					
Payroll Direct %	-43%		-33%		-28%		-57%		-62%		-61%		-61%					
Payroll Burden % Payroll	-23%		-22%		-20%		-29%		-27%		-24%		-25%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

141 Bikeworks

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		F/cast		Budget		Amount		Amount	
															Pctg		Pctg	
Revenue	106,887	(33,280)	134,638	(55,263)	172,177	(57,360)	143,339	(30,592)	142,526	(39,460)	173,400	(31,611)	182,150	(30,667)	6,773	4%	8,750	6%
Cogs															944	3%	(4,982)	-13%
Gross Margin	73,607		79,375		114,817		112,748		103,066		147,715		151,483		7,718	5%	3,768	4%
Payroll Direct-Salary	(23,368)		(24,576)		(31,789)		(45,838)		(42,448)		(49,142)		(51,723)		(2,163)	-4%	(2,581)	-6%
Payroll Direct-Hourly	(22,954)		(19,517)		(16,459)		(36,578)		(45,830)		(44,832)		(60,109)		(2,561)	-4%	(15,277)	-33%
Payroll Direct-Total	(46,322)		(44,093)		(48,248)		(82,415)		(88,278)		(93,974)		(111,832)		(4,724)	-4%	(17,858)	-20%
Payroll Burden	(10,521)		(9,556)		(9,446)		(24,066)		(23,762)		(19,446)		(27,992)		(1,763)	-7%	(8,546)	-36%
Payroll	(56,843)		(53,649)		(57,694)		(106,481)		(112,040)		(113,420)		(139,825)		(6,488)	-5%	(26,405)	-24%
Expenses	(15,445)		(18,676)		(26,271)		(23,383)		(30,724)		(25,194)		(38,091)		(6,725)	-21%	(12,897)	-42%
NORBO	1,319		7,050		30,852		(17,116)		(39,698)		9,101		(26,433)		(5,495)	-26%	(35,534)	-90%
Overhead Alloc	-		(29,745)		-		-		-		-		-		-	0%	-	#DIV/0!
NOR	1,319		(22,695)		30,852		(17,116)		(39,698)		9,101		(26,433)		(5,495)	-26%	(35,534)	-90%
COGS %	-31%		-41%		-33%		-21%		-28%		-15%		-17%					
Payroll Direct %	-43%		-33%		-28%		-57%		-62%		-54%		-61%					
Payroll Burden % Payroll	-23%		-22%		-20%		-29%		-27%		-21%		-25%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

145 Day Camp

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 F/cast	2024 Budget	2024 Bdg vs 2023 F/cast			2024 Bdg vs 2023 Budget		
									Amount	Pctg		Amount	Pctg	
Revenue	256,667	247,719	1,534	309,645	354,797	315,645	378,686	297,607	(81,079)	-21%		(18,038)	-5%	
Cogs	-	-	-	-	-	-	-	-	-	-		-	0%	
Gross Margin	256,667	247,719	1,534	309,645	354,797	315,645	378,686	297,607	(81,079)	-21%		(18,038)	-5%	
Payroll Direct-Salary	(22,667)	(16,453)	(689)	910	-	188	-	-	-	0%		(188)	0%	
Payroll Direct-Hourly	(119,545)	(144,099)	(1,537)	(147,071)	(177,204)	(149,720)	(138,579)	(151,464)	(12,885)	-9%		(1,744)	-1%	
Payroll Direct-Total	(142,212)	(160,552)	(2,226)	(146,161)	(177,204)	(149,532)	(138,579)	(151,464)	(12,885)	-9%		(1,932)	-1%	
Payroll Burden	(30,587)	(32,243)	(3,837)	(35,966)	(32,212)	(30,706)	(22,173)	(23,950)	(1,777)	-8%		6,756	21%	
Payroll	(172,799)	(192,795)	(6,063)	(182,127)	(209,416)	(180,238)	(160,752)	(175,414)	(14,662)	-9%		4,824	2%	
Expenses	(52,634)	(44,128)	(14,840)	(58,286)	(38,393)	(46,981)	(41,684)	(50,284)	(8,600)	-21%		(3,303)	-9%	
NORBO	31,234	10,796	(19,369)	69,232	106,988	88,426	176,250	71,909	(104,341)	-59%		(16,517)	-15%	
Overhead Alloc	-	(60,762)	-	-	-	-	-	-	-	-		-	0%	
NOR	31,234	(49,966)	(19,369)	69,232	106,988	88,426	176,250	71,909	(104,341)	-59%		(16,517)	-15%	
COGS %	0%	0%	0%	0%	0%	0%	0%	0%						
Payroll Direct %	-55%	-65%	-145%	-47%	-50%	-47%	-37%	-51%						
Payroll Burden % Payroll	-22%	-20%	-172%	-25%	-18%	-21%	-16%	-16%						

Tahoe Donner Association
Operating Fund
2024 Budget

150 Pizza on the Hill

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget		Budget		Amount		Pctg	
Revenue	590,922	344,562	(99,622)	(99,622)	-	-	19,240	496,872	535,280	554,551	575,017	575,017	575,017	575,017	20,466	4%	39,737	8%
Cogs	(175,579)	(99,622)	(99,622)	(99,622)	-	-	(18,592)	(159,540)	(169,190)	(152,891)	(168,070)	(168,070)	(168,070)	(168,070)	(15,179)	-10%	1,120	1%
Gross Margin	415,343	244,940	-	-	-	-	648	337,332	366,090	401,660	406,947	406,947	406,947	406,947	5,287	1%	40,857	12%
Payroll Direct-Salary	(122,194)	(55,969)	(55,969)	(55,969)	(63,794)	(63,794)	(105,259)	(126,068)	(126,068)	(126,068)	(138,437)	(138,437)	(138,437)	(138,437)	(12,369)	-10%	22,386	21%
Payroll Direct-Hourly	(200,277)	(124,233)	(124,233)	(124,233)	(24,199)	(24,199)	(233,475)	(227,332)	(160,567)	(227,332)	(236,955)	(236,955)	(236,955)	(236,955)	(9,623)	-4%	(76,388)	-33%
Payroll Direct-Total	(322,471)	(180,202)	(180,202)	(180,202)	-	-	(87,993)	(338,734)	(321,390)	(353,400)	(375,392)	(375,392)	(375,392)	(375,392)	(21,992)	-6%	(54,002)	-16%
Payroll Burden	(82,422)	(48,530)	(48,530)	(48,530)	(14,859)	(14,859)	(75,491)	(81,240)	(76,290)	(81,240)	(73,832)	(73,832)	(73,832)	(73,832)	7,408	9%	2,458	3%
Payroll	(404,893)	(228,732)	(228,732)	(228,732)	-	-	(102,852)	(414,225)	(397,680)	(434,640)	(449,224)	(449,224)	(449,224)	(449,224)	(14,584)	-3%	(51,544)	-12%
Expenses	(84,881)	(61,477)	(61,477)	(61,477)	(18,571)	(18,571)	(32,924)	(95,472)	(70,982)	(116,121)	(124,785)	(124,785)	(124,785)	(124,785)	(8,664)	-7%	(53,803)	-56%
NORBO	(74,431)	(45,269)	(45,269)	(45,269)	(18,571)	(18,571)	(135,128)	(172,364)	(102,572)	(149,101)	(167,062)	(167,062)	(167,062)	(167,062)	(17,961)	-12%	(64,490)	-37%
Overhead Alloc	-	(109,163)	(109,163)	(109,163)	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(74,431)	(154,432)	(154,432)	(154,432)	(18,571)	(18,571)	(135,128)	(172,364)	(102,572)	(149,101)	(167,062)	(167,062)	(167,062)	(167,062)	(17,961)	-12%	(64,490)	-37%
COGS %	-30%	-29%	-29%	-29%	0%	0%	-97%	-32%	-32%	-28%	-29%	-29%	-29%	-29%				
Payroll Direct %	-55%	-52%	-52%	-52%	0%	0%	-457%	-68%	-60%	-64%	-65%	-65%	-65%	-65%				
Payroll Burden % Payroll	-26%	-27%	-27%	-27%	0%	0%	-17%	-22%	-24%	-23%	-20%	-20%	-20%	-20%				

**Tahoe Donner Association
Operating Fund
2024 Budget**

155 Alder Creek Café

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Budget	Amount	Pctg	Amount	Pctg		
Revenue	387,892	490,425	349,604	197,118	382,228	361,890	373,093	429,950	56,857	15%	68,060	18%								
Cogs	(138,213)	(164,450)	(116,757)	(66,180)	(122,389)	(116,055)	(110,291)	(127,520)	(17,229)	-16%	(11,465)	-9%								
Gross Margin	249,679	325,975	232,847	130,938	259,839	245,835	262,802	302,430	39,628	15%	56,595	22%								
Payroll Direct-Salary	(73,224)	(70,764)	(31,722)	(9,476)	(22,369)	(19,468)	(62,917)	(65,207)	(2,290)	-4%	(45,739)	-204%								
Payroll Direct-Hourly	(152,621)	(183,962)	(199,413)	(127,677)	(189,735)	(172,238)	(171,389)	(174,330)	(2,941)	-2%	(2,092)	-1%								
Payroll Direct-Total	(225,845)	(254,726)	(231,135)	(137,152)	(212,104)	(191,706)	(234,306)	(239,537)	(5,231)	-2%	(47,831)	-23%								
Payroll Burden	(55,966)	(56,017)	(55,775)	(27,615)	(31,940)	(44,401)	(44,094)	(47,941)	(3,847)	-9%	(3,540)	-11%								
Payroll	(281,811)	(310,743)	(286,910)	(164,767)	(244,044)	(236,107)	(278,400)	(287,478)	(9,078)	-3%	(51,371)	-21%								
Expenses	(77,397)	(83,733)	(73,261)	(77,950)	(89,371)	(55,086)	(86,670)	(96,279)	(9,609)	-11%	(41,193)	-46%								
NORBO	(109,529)	(68,501)	(127,324)	(111,779)	(73,576)	(45,358)	(102,269)	(81,327)	20,942	20%	(35,969)	-49%								
Overhead Alloc	-	-	-	-	-	-	-	-	-	0%	-	0%								
NOR	(109,529)	(68,501)	(127,324)	(111,779)	(73,576)	(45,358)	(102,269)	(81,327)	20,942	20%	(35,969)	-49%								
COGS %	-36%	-34%	-33%	-34%	-32%	-32%	-30%	-30%												
Payroll Direct %	-58%	-52%	-66%	-70%	-55%	-53%	-63%	-56%												
Payroll Burden % Payroll	-25%	-22%	-24%	-20%	-15%	-23%	-19%	-20%												
Net Result % to Revenue	-28.24%	-13.97%	-36.42%	-56.71%	-19.25%	-12.53%	-27.41%	-18.92%												

Tahoe Donner Association
Operating Fund
2024 Budget

160 Maintenance

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-	-	-		-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-		-	0%	-	0%
Gross Margin	-		-		-		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Salary	(89,808)		(92,893)		(89,088)		(99,555)		(142,561)		(122,720)	(123,522)	(130,000)		(6,478)	-5%	(7,280)	-5%
Payroll Direct-Hourly	(487,132)		(470,968)		(296,599)		(349,890)		(403,734)		(544,681)	(596,770)	(675,108)		(78,338)	-13%	(130,427)	-32%
Payroll Direct-Total	(576,940)		(563,861)		(385,687)		(449,445)		(546,295)		(667,401)	(720,292)	(805,108)		(84,816)	-12%	(137,707)	-25%
Payroll Burden	(168,002)		(164,700)		(139,748)		(148,354)		(135,684)		(164,574)	(162,610)	(171,697)		(9,087)	-6%	(7,123)	-5%
Payroll	(744,942)		(728,561)		(525,435)		(597,798)		(681,979)		(831,975)	(882,902)	(976,805)		(93,903)	-11%	(144,830)	-21%
Expenses	8,798		(21,106)		(34,189)		(18,438)		(155,304)		(66,674)	(98,616)	(104,578)		(5,962)	-6%	(37,904)	-24%
NORBO	(736,144)		(749,667)		(559,624)		(616,237)		(837,282)		(898,649)	(981,518)	(1,081,383)		(99,865)	-10%	(182,734)	-22%
Overhead Alloc	-		749,668				75,000		37,500		37,500	37,500	75,000		37,500	0%	37,500	100%
NOR	(736,144)		1		(559,624)		(541,237)		(799,782)		(861,149)	(944,018)	(1,006,383)		(62,365)	-7%	(145,234)	-18%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Burden % Payroll	-29%		-29%		-36%		-33%		-25%		-25%	-23%	-21%					

Tahoe Donner Association
Operating Fund
2024 Budget

165 Facility Administration

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-	-	-		-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-		-	0%	-	0%
Gross Margin	-		-		-		-		-		-	-	-		-	0%	-	0%
Payroll Direct-Salary	(135,572)		(159,588)		(149,267)		(362,907)		(507,542)		(428,030)	(429,568)	(445,843)		(16,275)	-4%	(17,813)	-4%
Payroll Direct-Hourly	(106,118)		(61,053)		(90,189)		(144,102)		(168,153)		(227,759)	(170,000)	(227,339)		(57,339)	-34%	420	0.2%
Payroll Direct-Total	(241,690)		(220,641)		(239,456)		(507,009)		(675,695)		(655,789)	(599,568)	(673,182)		(73,614)	-12%	(17,393)	-3%
Payroll Burden	(65,413)		(65,109)		(65,289)		(152,094)		(190,021)		(115,192)	(225,000)	(252,819)		(27,819)	-12%	(137,627)	-72%
Payroll	(307,103)		(285,750)		(304,745)		(659,102)		(865,716)		(770,981)	(824,568)	(926,001)		(101,433)	-12%	(155,020)	-18%
Expenses	(21,648)		(29,665)		(30,282)		(58,722)		(70,896)		(78,044)	(75,142)	(83,230)		(8,088)	-11%	(5,186)	-7%
NORBO	(328,751)		(315,415)		(335,027)		(717,824)		(936,611)		(849,025)	(899,710)	(1,009,231)		(109,521)	-12%	(160,206)	-17%
Overhead Alloc	-		315,415		329,656		329,656		305,020		391,899	391,899	401,220		9,321	2%	9,321	3%
NOR	(328,751)		-		(335,027)		(388,168)		(631,592)		(457,126)	(507,811)	(608,011)		(100,200)	-20%	(150,885)	-24%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%	0%	0%					
Payroll Burden % Payroll	-27%		-30%		-27%		-30%		-28%		-18%	-38%	-38%					

Tahoe Donner Association
Operating Fund
2024 Budget

170 Summer Food and Beverage

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	258,217		201,526		8,664		204,860		279,765		282,400		318,600		20,710	7%	36,200	13%
Cogs	(71,188)		(64,955)		(1,066)		(59,644)		(88,708)		(87,431)		(107,831)		(18,330)	-20%	(20,400)	-23%
Gross Margin	187,029		136,571		7,598		145,215		191,057		194,969		210,769		2,380	1%	15,800	8%
Payroll Direct-Salary	(35,546)		(30,497)		(108)		(28,896)		(23,400)		(32,448)		(33,746)		(6,042)	-22%	(1,298)	-6%
Payroll Direct-Hourly	(100,292)		(101,143)		(4,289)		(71,766)		(106,388)		(103,629)		(124,465)		(12,942)	-12%	(20,836)	-20%
Payroll Direct-Total	(135,838)		(131,640)		(4,397)		(100,663)		(129,788)		(136,077)		(158,211)		(18,984)	-14%	(22,134)	-17%
Payroll Burden	(29,398)		(28,688)		(4,731)		(20,719)		(21,730)		(15,065)		(25,005)		(1,098)	-5%	(9,940)	-46%
Payroll	(165,236)		(160,328)		(9,128)		(121,382)		(151,518)		(151,142)		(183,216)		(20,082)	-12%	(32,074)	-21%
Expenses	(82,578)		(67,941)		(35,235)		(33,674)		(63,715)		(75,071)		(50,785)		137,238	73%	24,286	38%
NORBO	(60,785)		(91,698)		(36,765)		(9,840)		(24,176)		(31,244)		(23,232)		119,536	84%	8,012	33%
Overhead Alloc	-		(47,352)		-		-		-		-		-		-	0%	-	0%
NOR	(60,785)		(139,050)		(36,765)		(9,840)		(24,176)		(31,244)		(23,232)		119,536	84%	8,012	33%
COGS %	-28%		-32%		-12%		-29%		-32%		-31%		-34%					
Payroll Direct %	-53%		-65%		-51%		-49%		-46%		-48%		-50%					
Payroll Burden % Payroll	-22%		-22%		-108%		-21%		-17%		-11%		-16%					

Tahoe Donner Association
Operating Fund
2024 Budget

180 Winter Food and Beverage

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	379,890		487,567		298,125		254,490		501,688		420,160		496,810		(88,001)	-15%	76,650	15%
Cogs	(113,830)		(129,100)		(72,781)		(75,146)		(155,469)		(128,797)		(150,407)		19,944	12%	(21,610)	-14%
Gross Margin	266,060		358,467		225,344		179,344		346,219		291,363		346,403		(68,057)	-16%	55,040	16%
Payroll Direct-Salary	(53,973)		(50,747)		(41,224)		(48,170)		(50,402)		(51,660)		(80,886)		(5,768)	-8%	(29,226)	-58%
Payroll Direct-Hourly	(90,461)		(101,319)		(77,888)		(58,425)		(153,966)		(134,550)		(121,219)		27,116	18%	13,331	9%
Payroll Direct-Total	(144,434)		(152,066)		(119,112)		(106,595)		(204,368)		(186,210)		(202,105)		21,348	10%	(15,895)	-8%
Payroll Burden	(40,835)		(41,335)		(29,469)		(24,063)		(40,531)		(37,175)		(38,398)		(6,099)	-19%	(1,223)	-3%
Payroll	(185,269)		(193,401)		(148,581)		(130,658)		(244,900)		(223,385)		(240,503)		15,249	6%	(17,118)	-7%
Expenses	(38,400)		(45,363)		(32,745)		(31,325)		(68,124)		(43,604)		(55,827)		7,735	12%	(12,223)	-18%
NORBO	42,391		119,703		44,018		17,361		33,195		24,374		50,072		(45,073)	-47%	25,698	77%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	0%
NOR	42,391		119,703		44,018		17,361		33,195		24,374		50,072		(45,073)	-47%	25,698	77%
COGS %	-30%		-26%		-24%		-30%		-31%		-31%		-30%					
Payroll Direct %	-38%		-31%		-40%		-42%		-41%		-44%		-41%					
Payroll Burden % Payroll	-28%		-27%		-25%		-23%		-20%		-20%		-19%					

**Tahoe Donner Association
Operating Fund
2024 Budget**

200 Marketing - Downhill

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	703	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	703	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Burden	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Expenses	(59,192)	(35,728)	(26,302)	(20,443)	(40,603)	(56,839)	(53,541)						(55,429)	(1,888)	-4%		1,410	3%
NORBO	(58,489)	(35,728)	(26,302)	(20,443)	(40,603)	(56,839)	(53,541)						(55,429)	(1,888)	-4%		1,410	3%
Overhead Alloc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(58,489)	(35,728)	(26,302)	(20,443)	(40,603)	(56,839)	(53,541)						(55,429)	(1,888)	-4%		1,410	3%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				

Tahoe Donner Association
Operating Fund
2024 Budget

210 Mountain Operations

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	95,743		98,536		71,520		29,721		134,795		162,500	179,067	-		(179,067)	-100%	(162,500)	-121%
Cogs	-		-		-		-		-		-	-	-		-	0%	-	0%
Gross Margin	95,743		98,536		71,520		29,721		134,795		162,500	179,067	-		(179,067)	-100%	(162,500)	-121%
Payroll Direct-Salary	(130,892)		(139,855)		(127,772)		(136,697)		(144,987)		(164,110)	(175,293)	(182,265)		(6,972)	-4%	(18,155)	-13%
Payroll Direct-Hourly	(361,732)		(413,825)		(372,197)		(397,672)		(479,901)		(551,114)	(516,916)	(538,080)		(21,164)	-4%	13,034	3%
Payroll Direct-Total	(492,624)		(553,680)		(499,969)		(534,369)		(624,888)		(715,224)	(692,209)	(720,345)		(28,136)	-4%	(5,121)	-1%
Payroll Burden	(124,846)		(128,756)		(103,893)		(135,842)		(181,689)		(195,332)	(182,064)	(205,416)		(23,352)	-13%	(10,084)	-6%
Payroll	(617,470)		(682,436)		(603,862)		(670,212)		(806,577)		(910,556)	(874,273)	(925,761)		(51,488)	-6%	(15,205)	-2%
Expenses	(525,760)		(629,838)		(541,739)		(608,509)		(859,102)		(831,935)	(900,265)	(737,608)		162,657	18%	94,327	11%
NORBO	(1,047,487)		(1,213,738)		(1,074,081)		(1,248,999)		(1,530,884)		(1,579,991)	(1,595,471)	(1,663,369)		(67,898)	-4%	(83,378)	-5%
Overhead Alloc	-		(456,783)		-		-		-		-	-	-		-	0%	-	0%
NOR	(1,047,487)		(1,670,521)		(1,074,081)		(1,248,999)		(1,530,884)		(1,579,991)	(1,595,471)	(1,663,369)		(67,898)	-4%	(83,378)	-5%
COGS %	0%		0%		0%		0%		0%		0%	0%	0%		-	0%	-	0%
Payroll Direct %	-515%		-562%		-699%		-1798%		-464%		-440%	-387%	0%		-	0%	-	0%
Payroll Burden % Payroll	-25%		-23%		-21%		-25%		-29%		-27%	-26%	-29%		-	0%	-	0%

**Tahoe Donner Association
Operating Fund
2024 Budget**

211 Lift Maintenance

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-	-	-	0%	-	0%	-	0%
Cogs	-		-		-		-		-		-	-	-	0%	-	0%	-	0%
Gross Margin	-		-		-		-		-		-	-	-	0%	-	0%	-	0%
Payroll Direct-Salary	(10,538)		(10,938)		(10,378)		(13,110)		(12,883)		(12,961)		(14,386)		(635)	-4%	(2,060)	-16%
Payroll Direct-Hourly	(157,700)		(173,372)		(140,042)		(160,755)		(210,325)		(206,179)		(207,009)		(7,490)	-4%	(8,320)	-4%
Payroll Direct-Total	(168,238)		(184,310)		(150,420)		(173,865)		(223,208)		(219,140)		(221,395)		(8,126)	-4%	(10,380)	-5%
Payroll Burden	(53,185)		(63,822)		(54,425)		(54,347)		(79,148)		(79,692)		(85,246)		(5,862)	-7%	(11,416)	-14%
Payroll	(221,423)		(248,132)		(204,845)		(228,211)		(302,355)		(298,832)		(306,641)		(13,988)	-5%	(21,796)	-7%
Expenses	2,764		(4,938)		(2,552)		(18,879)		(26,932)		(40,160)		(29,286)		(3,248)	-11%	7,626	28%
NORBO	(218,659)		(253,070)		(207,397)		(247,090)		(329,287)		(338,992)		(335,927)		(17,235)	-5%	(14,170)	-4%
Overhead Alloc	-		-		-		-		-		-	-	-	0%	-	0%	-	0%
NOR	(218,659)		(253,070)		(207,397)		(247,090)		(329,287)		(338,992)		(335,927)		(17,235)	-5%	(14,170)	-4%
COGS %	0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	0%		0%		0%		0%		0%		0%		0%					
Payroll Burden % Payroll	-32%		-35%		-36%		-31%		-35%		-36%		-39%					

Tahoe Donner Association
Operating Fund
2024 Budget

212 Snowmaking

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budg	
	Actual		Actual		Actual		Actual		Actual		Budget		Budget		Amount	Pctg	Amount	Pctg
Revenue	-		-		-		-		-		-		-		-	0%	-	0%
Cogs	-		-		-		-		-		-		-		-	0%	-	0%
Gross Margin	-		-		-		-		-		-		-		-	0%	-	0%
Payroll Direct-Salary	-		-		-		-		-		-		-		-	0%	-	0%
Payroll Direct-Hourly	(11,170)		(779)		(1,647)		(6,925)		(4,420)		(16,153)		(13,580)		(2,674)	-25%	2,573	58%
Payroll Direct-Total	(11,170)		(779)		(1,647)		(6,925)		(4,420)		(16,153)		(13,580)		(2,674)	-25%	2,573	58%
Payroll Burden	(2,820)		(165)		(328)		(1,569)		(904)		(2,840)		(2,390)		(535)	-29%	450	50%
Payroll	(13,990)		(944)		(1,975)		(8,494)		(5,324)		(18,993)		(15,970)		(3,209)	-25%	3,023	-57%
Expenses	(55,962)		(35,537)		(58,545)		(66,500)		(43,858)		(65,512)		(71,251)		(7,959)	-13%	(5,739)	-13%
NORBO	(69,952)		(36,481)		(60,520)		(74,994)		(49,183)		(84,505)		(87,221)		(11,168)	-15%	(2,716)	-6%
Overhead Alloc	-		-		-		-		-		-		-		-	0%	-	0%
NOR	(69,952)		(36,481)		(60,520)		(74,994)		(49,183)		(84,505)		(87,221)		(11,168)	-15%	(2,716)	-6%
COGS %	0%		0%		0%		0%		0%		0%		0%		0%		0%	
Payroll Direct %	0%		0%		0%		0%		0%		0%		0%		0%		0%	
Payroll Burden % Payroll	-25%		-21%		-20%		-23%		-20%		-18%		-18%		-20%		3%	

**Tahoe Donner Association
Operating Fund
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214 Ski Retail

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget		Budget		Amount		Pctg	
															Amount	Pctg	Amount	Pctg
Revenue	135,533	162,941	75,720	70,593	124,638	101,061	157,067								(30,666)	-20%	25,340	20%
Cogs	(58,807)	(67,720)	(29,677)	(36,569)	(53,726)	(45,246)	(75,589)								13,989	19%	(16,354)	-30%
Gross Margin	76,726	95,221	46,043	34,024	70,912	55,815	81,478								(16,677)	-20%	8,986	13%
Payroll Direct-Salary	(9,511)	(10,082)	(6,224)	(13,110)	(12,883)	(12,961)	(13,917)								(1,104)	-8%	(2,060)	-16%
Payroll Direct-Hourly	(17,999)	(21,443)	(20,256)	(19,746)	(26,289)	(28,914)	(24,898)								(5,781)	-23%	(1,765)	-7%
Payroll Direct-Total	(27,510)	(31,525)	(26,480)	(32,856)	(39,172)	(41,875)	(38,815)								(6,886)	-18%	(3,826)	-10%
Payroll Burden	(11,853)	(12,365)	(11,383)	(11,373)	(20,638)	(29,423)	(24,133)								13,522	56%	18,811	91%
Payroll	(39,363)	(43,890)	(37,863)	(44,230)	(59,809)	(71,298)	(62,948)								6,636	11%	14,986	25%
Expenses	(4,310)	(8,063)	(2,164)	(1,047)	(2,290)	(4,367)	(3,148)								(2,070)	-66%	(850)	-37%
NORBO	33,053	43,268	6,016	(11,253)	8,812	(19,850)	15,382								(12,110)	-79%	23,122	262%
Overhead Alloc	-	-	-	-	-	-	-								-	0%	-	0%
NOR	33,053	43,268	6,016	(11,253)	8,812	(19,850)	15,382								(12,110)	79%	23,122	262%
COGS %	-43%	-42%	-39%	-52%	-43%	-45%	-48%											
Payroll Direct %	-20%	-19%	-35%	-47%	-31%	-41%	-25%											
Payroll Burden % Payroll	-43%	-39%	-43%	-35%	-53%	-70%	-62%											

Tahoe Donner Association
Operating Fund
2024 Budget

215 Ski Rental

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget		F/cast		Budget		Amount		Amount	
Revenue	652,675	803,366	533,888	479,472	804,911	648,873	862,000								772,275		(89,725)	-10%	123,402	15%
Cogs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	652,675	803,366	533,888	479,472	804,911	648,873	862,000								772,275		(89,725)	-10%	123,402	15%
Payroll Direct-Salary	(10,538)	(10,938)	(11,220)	(13,110)	(12,883)	(14,461)	(16,548)								(16,521)		27	0%	(2,060)	-16%
Payroll Direct-Hourly	(90,056)	(107,438)	(70,167)	(58,649)	(86,600)	(92,895)	(95,587)								(96,538)		(951)	-1%	(3,643)	-4%
Payroll Direct-Total	(100,594)	(118,376)	(81,387)	(71,760)	(99,483)	(107,356)	(112,135)								(113,059)		(924)	-1%	(5,703)	-6%
Payroll Burden	(23,728)	(25,754)	(14,851)	(12,203)	(16,353)	(16,728)	(15,382)								(18,088)		(2,706)	-18%	(1,360)	-8%
Payroll	(124,322)	(144,130)	(96,238)	(83,962)	(115,835)	(124,084)	(127,517)								(131,147)		(3,630)	-3%	(7,063)	-6%
Expenses	(12,764)	(22,507)	(14,003)	(7,474)	(3,192)	(14,181)	(7,500)								(19,177)		(11,677)	-156%	(4,996)	-157%
NORBO	515,589	636,729	423,647	388,035	685,884	510,608	726,983								621,951		(105,032)	-14%	111,343	16%
Overhead Alloc	-	-	-	-	-	-	-								-		-	0%	-	0%
NOR	515,589	636,729	423,647	388,035	685,884	510,608	726,983								621,951		(105,032)	-14%	111,343	16%
COGS %	0%	0%	0%	0%	0%	0%	0%								0%					
Payroll Direct %	-15%	-15%	-15%	-15%	-12%	-17%	-13%								-15%					
Payroll Burden % Payroll	-24%	-22%	-18%	-17%	-16%	-16%	-14%								-16%					

Tahoe Donner Association
Operating Fund
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216 Snowplay

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
Revenue	201,572	244,046	153,021	311,593	266,373	300,928	250,793	(2,100)	(18,228)	(73,918)	(1,413)	(2,100)	(1,413)	18%	(1,413)	11%	(1,413)	11%
Cogs	(3,553)	(1,911)	(198)	(685)	(458)	(700)	(1,592)	(2,100)	(73,918)	(1,413)	(2,100)	(1,413)	(508)	-32%	(508)	-829%	(508)	-829%
Gross Margin	198,019	242,135	152,823	310,909	265,915	300,228	249,201	(2,100)	(18,228)	(73,918)	(1,413)	(2,100)	(1,413)	18%	(508)	18%	(27,366)	18%
Payroll Direct-Salary	(22,837)	(17,330)	(13,356)	(14,961)	(15,611)	(23,569)	(17,492)	(18,228)	(73,918)	(1,413)	(2,100)	(1,413)	(736)	-4%	(736)	-20%	(2,617)	-20%
Payroll Direct-Hourly	(49,725)	(56,682)	(36,307)	(46,783)	(69,813)	(66,991)	(75,331)	(73,918)	(1,413)	(2,100)	(1,413)	(2,100)	1,413	2%	1,413	-11%	(4,105)	-11%
Payroll Direct-Total	(72,562)	(74,012)	(49,663)	(61,744)	(85,424)	(90,560)	(92,823)	(92,823)	(92,823)	(92,823)	(92,823)	(92,823)	677	1%	677	-14%	(6,722)	-14%
Payroll Burden	(18,722)	(18,511)	(11,868)	(13,172)	(20,881)	(27,365)	(14,988)	(17,880)	(110,026)	(74,253)	(109,002)	(109,002)	(2,892)	-19%	(2,892)	25%	3,001	25%
Payroll	(91,284)	(92,523)	(61,531)	(74,916)	(106,304)	(117,925)	(107,811)	(110,026)	(74,253)	(109,002)	(109,002)	(109,002)	(2,215)	-2%	(2,215)	-6%	(3,721)	-6%
Expenses	(34,168)	(37,371)	(39,917)	(57,939)	(44,621)	(59,522)	(65,322)	(74,253)	(109,002)	(109,002)	(109,002)	(109,002)	(8,931)	-14%	(8,931)	-74%	(29,632)	-74%
NORBO	72,567	112,241	51,375	178,054	114,989	122,781	76,069	109,002	109,002	109,002	109,002	109,002	32,933	43%	32,933	-12%	(5,987)	-12%
Overhead Alloc	-	(51,232)	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%
NOR	72,567	61,009	51,375	178,054	114,989	122,781	76,069	109,002	109,002	109,002	109,002	109,002	32,933	43%	32,933	-12%	(5,987)	-12%
COGS %	-2%	-1%	0%	0%	0%	0%	-1%	-1%	-1%	-1%	-1%	-1%	-1%	-1%	-1%	-1%	-1%	-1%
Payroll Direct %	-36%	-30%	-32%	-20%	-32%	-30%	-37%	-37%	-37%	-37%	-37%	-37%	-37%	-37%	-37%	-37%	-37%	-37%
Payroll Burden % Payroll	-26%	-25%	-24%	-21%	-24%	-30%	-16%	-16%	-16%	-16%	-16%	-16%	-16%	-16%	-16%	-16%	-16%	-16%

Tahoe Donner Association
Operating Fund
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220 Ski School

	2018		2019		2020		2021		2022		2023		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget	F/cast	Budget	F/cast	Budget		Amount	Pctg	Amount	Pctg
Revenue	927,989		1,219,134		912,692		741,808		1,222,942		1,295,630		1,660,722		1,539,041		(121,681)	-7%	243,411	20%
Cogs	-		-		-		-		-		-		-		-		-	0%	-	0%
Gross Margin	927,989		1,219,134		912,692		741,808		1,222,942		1,295,630		1,660,722		1,539,041		(121,681)	-7%	243,411	20%
Payroll Direct-Salary	(112,240)		(115,145)		(86,259)		(102,674)		(107,426)		(106,420)		(107,471)		(79,005)		28,466	26%	27,415	26%
Payroll Direct-Hourly	(310,647)		(345,771)		(302,127)		(184,243)		(364,890)		(381,796)		(433,326)		(391,613)		41,713	10%	(9,817)	-3%
Payroll Direct-Total	(422,887)		(460,916)		(388,386)		(286,917)		(472,316)		(488,216)		(540,797)		(470,618)		70,179	13%	17,598	4%
Payroll Burden	(105,644)		(110,799)		(90,078)		(62,821)		(98,626)		(113,057)		(120,685)		(104,097)		16,588	14%	8,960	9%
Payroll	(528,531)		(571,715)		(478,464)		(349,738)		(570,942)		(601,273)		(661,481)		(574,715)		86,766	13%	26,558	5%
Expenses	(10,203)		(9,203)		(6,490)		(1,055)		(10,003)		(37,548)		(17,733)		(63,525)		(45,792)	-258%	(25,977)	-260%
NORBO	389,255		638,216		427,738		391,016		641,997		656,809		981,508		900,801		(80,707)	-8%	243,992	38%
Overhead Alloc	-		-		-		-		-		-		-		-		-	0%	-	0%
NOR	389,255		638,216		427,738		391,016		641,997		656,809		981,508		900,801		(80,707)	-8%	243,992	38%
COGS %	0%		0%		0%		0%		0%		0%		0%		0%					
Payroll Direct %	-46%		-38%		-43%		-39%		-39%		-38%		-33%		-31%					
Payroll Burden % Payroll	-25%		-24%		-23%		-22%		-21%		-23%		-22%		-22%					
NOR % to Revenue	42%		52%		47%		53%		52%		51%		59%		59%					

Tahoe Donner Association
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240 Ticket Office Administration

	2018		2019		2020		2021		2022		2023		2024		2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual		Actual		Actual		Actual		Actual		Budget		Budget		Amount		Amount	
															Pctg		Pctg	
Revenue	1,238,488	1,999,006	1,569,348	2,155,037	2,741,671	2,614,271	2,925,243						2,848,118		(77,125)	-3%	233,847	9%
Cogs	-	-	-	-	-	-	-	-	-	-	-	-	-		-	0%	-	0%
Gross Margin	1,238,488	1,999,006	1,569,348	2,155,037	2,741,671	2,614,271	2,925,243						2,848,118		(77,125)	-3%	233,847	9%
Payroll Direct-Salary	(38,667)	(39,814)	(36,315)	(48,019)	(50,363)	(53,395)	(56,647)						(58,953)		(2,306)	-4%	(5,558)	-11%
Payroll Direct-Hourly	(56,048)	(61,356)	(41,367)	(37,380)	(51,931)	(44,849)	(62,826)						(61,148)		1,678	3%	(16,299)	-31%
Payroll Direct-Total	(94,715)	(101,170)	(77,682)	(85,399)	(102,294)	(98,244)	(119,473)						(120,101)		(628)	-1%	(21,857)	-21%
Payroll Burden	(22,200)	(22,860)	(15,737)	(15,831)	(19,065)	(20,520)	(20,354)						(21,400)		(1,046)	-5%	(880)	-5%
Payroll	(116,915)	(124,030)	(93,419)	(101,231)	(121,359)	(118,764)	(139,827)						(141,501)		(1,674)	-1%	(22,737)	-19%
Expenses	(53,480)	(72,371)	(68,474)	(128,665)	(173,452)	(132,497)	(174,365)						(99,878)		74,487	43%	32,619	19%
NORBO	1,068,093	1,802,605	1,407,455	1,925,141	2,446,860	2,363,010	2,611,051						2,606,739		(4,312)	0%	243,729	10%
Overhead Alloc	-	-	-	-	-	-	-						-		-	0%	-	0%
NOR	1,068,093	1,802,605	1,407,455	1,925,141	2,446,860	2,363,010	2,611,051						2,606,739		(4,312)	0%	243,729	10%
COGS %	0%	0%	0%	0%	0%	0%	0%						0%					
Payroll Direct %	-8%	-5%	-5%	-4%	-4%	-4%	-4%					-4%						
Payroll Burden % Payroll	-23%	-23%	-20%	-19%	-19%	-21%	-17%					-18%						