

# **EXHIBIT A**

## **2025 OPERATING FUND BUDGET SUMMARY SHEETS**

**September 27, 2024**

# Budget Summary by Department - 2025

## DRAFT

Department Name	Dep	Reven	COI	Salz	Hou	Burd	Expens	NORI	Expense Allocati	Net Incor		2024B NOR	YoY Variance
General	005	\$0	\$0	\$0	\$0	\$0	-\$1,030,762	-\$1,030,762	\$0	-\$1,030,762		-\$972,567	(\$58,195)
Administration	010	\$356,002	\$0	-\$622,159	-\$72,180	-\$246,429	-\$399,884	-\$982,307	\$0	-\$982,307		-\$1,139,224	\$156,916
Communications / Marketing	015	\$274,850	\$0	-\$299,106	-\$281,619	-\$191,722	-\$246,950	-\$743,752	\$0	-\$743,752	JM	-\$711,378	(\$32,374)
Community Standards	020	\$229,447	\$0	-\$149,356	-\$252,342	-\$90,563	-\$77,991	-\$340,376	\$0	-\$340,376		-\$348,360	\$7,984
IT	025	\$0	\$0	-\$327,738	-\$301,307	-\$117,541	-\$145,910	-\$892,067	\$0	-\$892,067		-\$872,138	(\$19,929)
Accounting	030	\$0	\$0	-\$574,242	-\$174,318	-\$192,226	-\$153,962	-\$1,094,266	\$30,300	-\$1,063,966		-\$1,090,651	\$26,684
HR	035	\$0	\$0	-\$264,311	-\$103,924	-\$121,557	-\$222,775	-\$712,247	\$65,500	-\$646,747	JM	-\$647,494	\$747
Workforce Housing	036	\$259,500	\$0	-\$35,090	\$0	-\$4,080	-\$362,139	-\$141,787	\$0	-\$141,787		-\$147,916	\$6,129
Risk	037	\$0	\$0	-\$133,388	-\$202,539	-\$66,306	-\$117,261	-\$518,156	\$0	-\$518,156			(\$518,156)
Member Services	040	\$47,827	-\$3,978	-\$126,065	-\$199,657	-\$102,940	-\$45,981	-\$430,575	\$0	-\$430,575	JM	-\$402,798	(\$27,778)
Forestry	050	\$288,929	\$0	-\$359,217	-\$691,478	-\$263,756	-\$624,091	-\$1,642,733	\$350,773	-\$1,291,960		-\$1,303,845	\$11,885
Trails	051	\$0	\$0	-\$172,684	-\$92,625	-\$65,129	-\$34,218	-\$362,701	\$62,500	-\$300,201		-\$299,398	(\$803)
Marina / Beach Club	060	\$594,722	-\$7,050	-\$61,654	-\$159,830	-\$50,515	-\$100,306	-\$216,766	\$0	-\$216,766		\$227,457	(\$10,690)
Marina F&B	061	\$313,317	-\$101,180	-\$30,975	-\$86,432	-\$21,549	-\$47,229	\$26,696	\$0	\$26,696		-\$1,080	\$27,776
Equestrian	080	\$168,698	-\$2,060	-\$73,598	-\$86,737	-\$51,233	-\$141,150	-\$183,347	\$0	-\$183,347	JM	-\$199,885	\$16,538
Tennis	090	\$568,049	-\$41,892	-\$112,561	-\$216,638	-\$45,667	-\$82,155	\$70,714	\$0	\$70,714	JM	\$43,759	\$26,955
Campground	100	\$117,104	\$0	-\$41,632	-\$7,168	-\$7,344	-\$57,259	\$4,043	\$0	\$4,043		-\$9,434	\$13,477
Cross Country Ski	110	\$2,011,426	-\$126,800	-\$165,564	-\$426,617	-\$139,288	-\$405,246	\$756,232	\$0	\$756,232		\$747,003	\$9,229
Golf Ops	120	\$1,675,011	-\$104,900	-\$169,337	-\$268,219	-\$108,077	-\$170,794	\$856,708	\$0	\$856,708	JM	\$937,687	(\$80,979)
Golf Maintenance	125	\$0	\$0	-\$206,887	-\$439,105	-\$203,621	-\$405,625	-\$1,251,813	\$0	-\$1,251,813		-\$1,235,841	(\$15,972)
The Lodge Restaurant	128	\$2,268,846	-\$722,139	-\$471,183	-\$613,417	-\$545,020	-\$475,413	-\$551,508	\$0	-\$551,508		-\$513,574	(\$37,934)
Aquatics	130	\$319,416	\$0	\$0	-\$86,368	-\$16,739	-\$267,972	-\$50,905	\$0	-\$50,905		-\$70,123	\$19,219
Trout Creek Rec Center	132	\$1,392,748	-\$23,100	-\$218,789	-\$395,223	-\$194,190	-\$506,934	\$58,479	\$0	\$58,479		\$60,652	(\$2,173)
Recreation	140	\$228,841	-\$2,080	-\$18,775	-\$71,869	-\$14,796	-\$139,500	-\$17,488	\$0	-\$17,488		-\$19,937	\$2,449
Bikeworks	141	\$207,539	-\$56,300	-\$55,678	-\$54,042	-\$27,353	-\$40,562	-\$25,796	\$0	-\$25,796		-\$26,433	\$637
Day Camps	145	\$294,073	\$0	\$0	-\$130,542	-\$21,563	-\$64,090	\$79,051	\$0	\$79,051		\$71,909	\$7,142
Pizza on the Hill	150	\$647,673	-\$184,709	-\$117,367	-\$233,687	-\$86,164	-\$144,704	-\$116,887	\$0	-\$116,887		-\$167,062	\$50,175
Alder Creek Café	155	\$339,970	-\$102,020	-\$93,948	-\$105,633	-\$51,321	-\$88,007	-\$99,536	\$0	-\$99,536		-\$81,327	(\$18,209)
Maintenance	160	\$0	\$0	-\$135,193	-\$716,164	-\$256,326	-\$106,785	-\$1,208,252	\$172,722	-\$1,035,530		-\$1,006,383	(\$29,147)
Facilities Administration	165	\$0	\$0	-\$403,970	\$0	-\$110,854	-\$81,409	-\$594,437	\$513,028	-\$81,409		-\$608,011	\$526,602
Summer F&B	170	\$329,659	-\$107,360	-\$38,626	-\$112,231	-\$36,746	-\$57,165	-\$21,648	\$0	-\$21,648		-\$23,232	\$1,584
Winter F&B	180	\$137,540	-\$39,430	-\$42,468	-\$48,076	-\$20,588	-\$29,910	-\$41,947	\$0	-\$41,947		\$50,072	(\$92,020)
Downhill Marketing	200	\$0	\$0	\$0	\$0	\$0	-\$50,167	-\$50,167	\$0	-\$50,167		-\$55,429	\$5,263
Mountain Ops	210	\$0	\$0	-\$211,748	-\$497,972	-\$234,940	-\$735,134	-\$1,667,786	\$0	-\$1,667,786		-\$1,663,369	(\$4,417)
Lift Maintenance	211	\$0	\$0	-\$15,472	-\$242,439	-\$81,033	-\$36,492	-\$372,542	\$0	-\$372,542		-\$353,162	(\$19,380)
Snowmaking	212	\$0	\$0	\$0	-\$13,580	-\$2,602	-\$71,251	-\$87,221	\$0	-\$87,221		-\$87,221	\$0
Ski Retail	214	\$62,591	-\$31,700	-\$15,021	-\$30,679	-\$25,818	-\$1,425	-\$41,553	\$0	-\$41,553		\$3,272	(\$44,824)
Ski Rental	215	\$543,865	\$0	-\$15,472	-\$87,740	-\$16,721	-\$5,837	\$419,148	\$0	\$419,148		\$621,951	(\$202,803)
Snowplay	216	\$294,556	-\$2,100	-\$37,081	-\$77,755	-\$20,928	-\$66,884	\$91,218	\$0	\$91,218		\$109,002	(\$17,784)
Ski School	220	\$936,348	\$0	-\$81,863	-\$283,889	-\$93,609	-\$10,173	\$471,831	\$0	\$471,831		\$892,391	(\$420,560)
Ticket Office	240	\$2,019,907	\$0	-\$59,352	-\$57,967	-\$45,283	-\$137,614	\$1,721,563	\$0	\$1,721,563		\$2,604,769	(\$883,206)
<b>TOTALS</b>		<b>\$16,928,454</b>	<b>-\$1,658,799</b>	<b>-\$5,957,571</b>	<b>-\$7,922,008</b>	<b>-\$3,992,137</b>	<b>-\$7,989,116</b>	<b>-\$10,502,113</b>	<b>\$1,194,823</b>	<b>-\$9,307,290</b>		<b>-\$7,687,348</b>	<b>(\$1,619,942)</b>

2024 Budget	\$18,513,279	-\$1,663,104	-\$5,792,404	-\$7,794,788	-\$3,620,884	-\$7,889,423	-\$8,247,324	\$559,976	-\$7,687,348	-\$1,187.60
2025 vs 2024 - \$ Variance	-\$1,584,825	\$4,306	-\$165,166	-\$127,220	-\$371,254	-\$99,694	-\$2,254,789	\$634,847	-\$1,619,942	-\$250.26
2025 vs 2024 - % Variance	-9%	0%	3%	2%	10%	1%	27%	113%	21%	

**TDA CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	14,695,518	9,457,414	13,248,143	17,571,060	17,605,695	18,513,279	17,985,075	16,928,454	(1,056,621)	-6%	(1,584,825)	-9%
Cogs	(1,554,427)	(826,433)	(1,104,059)	(1,637,023)	(1,630,176)	(1,663,104)	(1,592,656)	(1,658,799)	(66,143)	4%	4,306	0%
Gross Margin	13,141,091	8,630,981	12,144,083	15,934,036	15,975,519	16,850,174	16,392,419	15,269,655	(1,122,764)	-7%	(1,580,519)	-9%
Payroll Direct-Salary	(4,234,388)	(2,994,687)	(4,928,674)	(5,521,383)	(5,881,499)	(6,237,692)	(5,872,596)	(5,957,571)	(84,974)	-1%	280,121	4%
Payroll Direct-Hourly	(6,273,729)	(4,412,968)	(5,619,449)	(7,324,300)	(6,597,325)	(8,055,127)	(7,386,088)	(7,922,008)	(535,920)	-7%	133,119	2%
Payroll Direct-Total	(10,508,117)	(7,407,655)	(10,548,122)	(12,845,683)	(12,478,824)	(14,292,819)	(13,258,684)	(13,879,579)	(620,895)	-5%	413,240	3%
Payroll Burden	(2,515,811)	(1,897,821)	(2,618,697)	(3,261,962)	(3,416,887)	(3,884,545)	(3,637,561)	(3,903,073)	(265,513)	-7%	(18,528)	0%
Payroll	(13,023,928)	(9,305,476)	(13,166,819)	(16,107,645)	(15,895,711)	(18,177,364)	(16,896,245)	(17,782,652)	(886,407)	-5%	394,712	2%
Expenses	(5,500,981)	(5,050,667)	(5,894,005)	(7,496,793)	(7,798,186)	(7,972,653)	(7,388,178)	(7,989,116)	(600,939)	-8%	(16,464)	0%
NORBO	(5,383,818)	(5,725,162)	(6,916,741)	(7,670,402)	(7,714,261)	(9,299,842)	(7,892,004)	(10,502,113)	(2,610,110)	-33%	(1,202,271)	-13%
Capital Expense Allocation	669,757	946,668	858,837	640,339	30,300	961,196	840,834	1,194,823	353,989	-42%	233,627	-24%
NOR	(4,714,061)	(4,778,494)	(6,057,904)	(7,030,062)	(7,683,961)	(8,338,646)	(7,051,170)	(9,307,290)	(2,256,121)	-32%	(968,644)	-12%
COGS %	-11%	-9%	-8%	-9%	-9%	-9%	-9%	-10%				
Payroll Direct %	-72%	-78%	-80%	-73%	-71%	-77%	-74%	-82%				
Payroll Burden % Payroll	-24%	-26%	-25%	-25%	-27%	-27%	-27%	-28%				

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**DHS CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	4,282,983	3,163,168	3,476,631	5,028,957	5,224,027	5,275,145	4,972,279	3,562,711	(1,409,569)	-28%	(1,712,434)	-32%
Cogs	(67,720)	(29,677)	(36,569)	(53,726)	(64,901)	(61,600)	(42,268)	(31,700)	10,568	-25%	29,900	-49%
<b>Gross Margin</b>	<b>4,215,263</b>	<b>3,133,491</b>	<b>3,440,062</b>	<b>4,975,231</b>	<b>5,159,125</b>	<b>5,213,545</b>	<b>4,930,011</b>	<b>3,531,011</b>	<b>(1,399,000)</b>	<b>-28%</b>	<b>(1,682,534)</b>	<b>-32%</b>
Payroll Direct-Salary	(326,772)	(278,168)	(326,721)	(341,424)	(354,558)	(366,787)	(349,288)	(398,929)	(49,642)	-14%	(32,142)	-9%
Payroll Direct-Hourly	(1,123,984)	(947,803)	(865,371)	(1,224,357)	(1,306,405)	(1,346,137)	(1,289,735)	(1,214,266)	75,469	6%	131,871	10%
<b>Payroll Direct-Total</b>	<b>(1,450,756)</b>	<b>(1,225,971)</b>	<b>(1,192,091)</b>	<b>(1,565,781)</b>	<b>(1,660,964)</b>	<b>(1,712,924)</b>	<b>(1,639,023)</b>	<b>(1,613,196)</b>	<b>25,827</b>	<b>2%</b>	<b>99,728</b>	<b>6%</b>
Payroll Burden	(364,521)	(290,695)	(293,986)	(416,422)	(460,644)	(453,111)	(431,897)	(476,449)	(44,552)	-10%	(23,338)	-5%
<b>Payroll</b>	<b>(1,815,277)</b>	<b>(1,516,666)</b>	<b>(1,486,078)</b>	<b>(1,982,203)</b>	<b>(2,121,608)</b>	<b>(2,166,035)</b>	<b>(2,070,920)</b>	<b>(2,089,644)</b>	<b>(18,724)</b>	<b>-1%</b>	<b>76,391</b>	<b>4%</b>
Expenses	(818,185)	(720,269)	(852,572)	(1,159,432)	(1,370,962)	(1,084,309)	(971,519)	(1,048,093)	(76,574)	-8%	36,216	3%
NORBO	1,581,801	896,556	1,101,413	1,833,596	1,666,556	1,963,201	1,887,572	393,273	(1,494,298)	79%	(1,569,928)	80%
Capital Expense Allocation	(456,783)	-	-	-	-	-	-	-	-	0%	-	0%
<b>NOR</b>	<b>1,125,018</b>	<b>896,556</b>	<b>1,101,413</b>	<b>1,833,596</b>	<b>1,666,556</b>	<b>1,963,201</b>	<b>1,887,572</b>	<b>393,273</b>	<b>(1,494,298)</b>	<b>79%</b>	<b>(1,569,928)</b>	<b>80%</b>
COGS %	-2%	-1%	-1%	-1%	-1%	-1%	-1%	-1%				
Payroll Direct %	-34%	-39%	-34%	-31%	-32%	-32%	-33%	-45%				
Payroll Burden % Payroll	-25%	-24%	-25%	-27%	-28%	-26%	-26%	-30%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**WINTER OPS CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024		2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount	Pctg
Revenue	4,770,550	3,461,293	3,731,121	5,530,645	5,756,212	5,771,955	5,414,713	-	3,700,251	(1,714,463)	-32%	(2,071,704)	-36%
Cogs	(196,820)	(102,458)	(111,715)	(209,194)	(211,347)	(212,007)	(169,511)	-	(71,130)	98,381	-58%	140,877	-66%
Gross Margin	4,573,730	3,358,835	3,619,406	5,321,450	5,544,865	5,559,948	5,245,203	-	3,629,121	(1,616,082)	-31%	(1,930,828)	-35%
Payroll Direct-Salary	(377,519)	(319,392)	(374,890)	(391,827)	(432,335)	(447,674)	(408,441)	-	(441,397)	(32,956)	-8%	6,277	1%
Payroll Direct-Hourly	(1,225,303)	(1,025,691)	(923,795)	(1,378,322)	(1,458,765)	(1,467,356)	(1,429,014)	-	(1,262,342)	166,672	12%	205,014	14%
Payroll Direct-Total	(1,602,822)	(1,345,083)	(1,298,686)	(1,770,149)	(1,891,100)	(1,915,030)	(1,837,456)	-	(1,703,740)	133,716	7%	211,290	11%
Payroll Burden	(405,856)	(320,164)	(318,050)	(456,953)	(505,595)	(491,509)	(469,170)	-	(496,052)	(26,882)	-6%	(4,543)	-1%
Payroll	(2,008,678)	(1,665,247)	(1,616,736)	(2,227,102)	(2,396,695)	(2,406,538)	(2,306,625)	-	(2,199,791)	106,835	5%	206,747	9%
Expenses	(863,548)	(753,014)	(883,896)	(1,227,557)	(1,429,752)	(1,140,137)	(1,020,184)	-	(1,078,004)	(57,820)	-6%	62,133	5%
NORBO	1,701,504	940,574	1,118,775	1,866,791	1,718,417	2,013,274	1,918,394	-	351,326	(1,567,068)	82%	(1,661,947)	83%
Capital Expense Allocation	(456,783)	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	1,244,721	940,574	1,118,775	1,866,791	1,718,417	2,013,274	1,918,394	-	351,326	(1,567,068)	82%	(1,661,947)	83%
COGS %	-4%	-3%	-3%	-4%	-4%	-4%	-3%		-2%				
Payroll Direct %	-34%	-39%	-35%	-32%	-33%	-33%	-34%		-46%				
Payroll Burden % Payroll	-25%	-24%	-24%	-26%	-27%	-26%	-26%		-29%				

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**F&B CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	4,064,782	1,952,781	2,322,809	3,554,946	3,846,766	4,343,185	4,175,435	4,037,005	(138,429)	-3%	(306,180)	-7%
Cogs	(1,177,549)	(621,204)	(771,875)	(1,200,161)	(1,162,846)	(1,314,838)	(1,226,775)	(1,256,838)	(30,064)	2%	57,999	-4%
Gross Margin	2,887,233	1,331,577	1,550,935	2,354,785	2,683,920	3,028,347	2,948,660	2,780,167	(168,493)	-6%	(248,180)	-8%
Payroll Direct-Salary	(535,107)	(301,077)	(561,237)	(692,365)	(698,414)	(811,809)	(791,874)	(794,567)	(2,693)	0%	17,242	2%
Payroll Direct-Hourly	(1,221,909)	(786,960)	(882,274)	(1,406,204)	(1,384,582)	(1,446,614)	(1,490,399)	(1,199,476)	290,923	20%	247,138	17%
Payroll Direct-Total	(1,757,016)	(1,088,037)	(1,443,511)	(2,098,569)	(2,082,996)	(2,258,423)	(2,282,274)	(1,994,043)	288,231	13%	264,380	12%
Payroll Burden	(484,038)	(318,697)	(430,072)	(612,453)	(631,220)	(670,062)	(679,672)	(748,526)	(68,854)	-10%	(78,464)	-12%
Payroll	(2,241,054)	(1,406,734)	(1,873,583)	(2,711,022)	(2,714,216)	(2,928,485)	(2,961,946)	(2,742,569)	219,376	7%	185,916	6%
Expenses	(690,309)	(485,884)	(557,068)	(740,385)	(925,134)	(836,064)	(824,163)	(842,428)	(18,265)	-2%	(6,364)	-1%
NORBO	(44,130)	(561,041)	(879,716)	(1,096,622)	(955,430)	(736,203)	(837,449)	(804,830)	32,619	4%	(68,628)	-9%
Capital Expense Allocation	(550,291)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(594,421)	(561,041)	(879,716)	(1,096,622)	(955,430)	(736,203)	(837,449)	(804,830)	32,619	4%	(68,628)	-9%
COGS %	-29%	-32%	-33%	-34%	-30%	-30%	-29%	-31%				
Payroll Direct %	-43%	-56%	-62%	-59%	-54%	-52%	-55%	-49%				
Payroll Burden % Payroll	-28%	-29%	-30%	-29%	-30%	-30%	-30%	-38%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**GOLF CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	706,521	86,618	1,536,980	1,641,042	1,327,568	1,622,103	1,504,601	1,675,011	170,410	11%	52,908	3%
Cogs	(49,814)	(411)	(57,808)	(85,288)	(91,880)	(75,000)	(87,954)	(104,900)	(16,946)	19%	(29,900)	40%
Gross Margin	656,707	86,207	1,479,172	1,555,754	1,235,687	1,547,103	1,416,648	1,570,111	153,463	11%	23,008	1%
Payroll Direct-Salary	(194,326)	(110,003)	(259,973)	(337,647)	(331,086)	(321,302)	(347,245)	(376,224)	(28,979)	-8%	(54,922)	-17%
Payroll Direct-Hourly	(503,151)	(158,749)	(476,686)	(623,731)	(523,321)	(707,042)	(636,752)	(707,324)	(70,572)	-11%	(282)	0%
Payroll Direct-Total	(697,477)	(268,752)	(736,659)	(961,379)	(854,406)	(1,028,344)	(983,997)	(1,083,548)	(99,551)	-10%	(55,204)	-5%
Payroll Burden	(150,788)	(71,691)	(178,656)	(229,329)	(223,319)	(260,134)	(266,592)	(305,249)	(38,656)	-15%	(45,115)	-17%
Payroll	(848,265)	(340,443)	(915,316)	(1,190,707)	(1,077,725)	(1,288,477)	(1,250,589)	(1,388,797)	(138,208)	-11%	(100,319)	-8%
Expenses	(332,616)	(275,298)	(527,245)	(600,886)	(475,623)	(589,780)	(527,121)	(576,419)	(49,298)	-9%	13,361	2%
NORBO	(524,174)	(529,534)	36,612	(235,839)	(317,661)	(331,154)	(361,062)	(395,105)	(34,043)	-9%	(63,950)	-19%
Capital Expense Allocation	(132,189)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(656,363)	(529,534)	36,612	(235,839)	(317,661)	(331,154)	(361,062)	(395,105)	(34,043)	-9%	(63,950)	-19%
COGS %	-7%	0%	-4%	-5%	-7%	-5%	-6%	-6%				
Payroll Direct %	-99%	-310%	-48%	-59%	-64%	-63%	-65%	-65%				
Payroll Burden % Payroll	-22%	-27%	-24%	-24%	-26%	-25%	-27%	-28%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Marina CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	680,754	464,555	748,131	710,292	776,646	818,141	861,353	908,039	46,686	5%	89,898	11%
Cogs	(51,486)	(13,138)	(54,585)	(73,455)	(64,245)	(86,460)	(86,859)	(108,230)	(21,371)	25%	(21,770)	25%
Gross Margin	629,268	451,417	693,546	636,837	712,401	731,681	774,494	799,809	25,315	3%	68,128	9%
Payroll Direct-Salary	(94,103)	(68,505)	(70,775)	(70,550)	(96,764)	(95,183)	(94,453)	(92,629)	1,824	2%	2,554	3%
Payroll Direct-Hourly	(145,470)	(77,364)	(166,830)	(220,106)	(198,657)	(222,821)	(236,817)	(246,262)	(9,445)	-4%	(23,441)	-11%
Payroll Direct-Total	(239,573)	(145,869)	(237,605)	(290,656)	(295,421)	(318,004)	(331,270)	(338,891)	(7,621)	-2%	(20,887)	-7%
Payroll Burden	(52,353)	(31,485)	(49,502)	(58,834)	(53,780)	(52,187)	(69,236)	(69,920)	(685)	-1%	(17,733)	-34%
Payroll	(291,926)	(177,354)	(287,107)	(349,489)	(349,201)	(370,191)	(400,506)	(408,811)	(8,305)	-2%	(38,620)	-10%
Expenses	(72,705)	(62,743)	(99,663)	(113,436)	(124,395)	(135,114)	(138,451)	(147,536)	(9,085)	-7%	(12,422)	-9%
NORBO	264,637	211,320	306,776	173,912	238,804	226,376	235,537	243,462	7,925	-3%	17,086	-8%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	264,637	211,320	306,776	173,912	238,804	226,376	235,537	243,462	7,925	-3%	17,086	-8%
COGS %	-8%	-3%	-7%	-10%	-8%	-11%	-10%	-12%				
Payroll Direct %	-35%	-31%	-32%	-41%	-38%	-39%	-38%	-37%				
Payroll Burden % Payroll	-22%	-22%	-21%	-20%	-18%	-16%	-21%	-21%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**



**Private Amenities CONSOLIDATED**

	2019	2020	2021	2022	2023	2024	2024		2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount	Pctg
Revenue	2,299,306	1,484,948	2,401,898	2,804,480	2,907,352	2,660,473	2,786,169	-	2,874,935	88,765	3%	214,461	8%
Cogs	(107,145)	(46,666)	(100,763)	(126,397)	(115,448)	(58,100)	(64,021)	-	(72,042)	(8,021)	13%	(13,942)	24%
Gross Margin	2,192,161	1,438,282	2,301,135	2,678,083	2,791,904	2,602,374	2,722,148	-	2,802,893	80,745	3%	200,519	8%
Payroll Direct-Salary	(324,159)	(268,185)	(356,637)	(365,266)	(385,694)	(375,922)	(386,244)	-	(393,004)	(6,760)	-2%	(17,082)	-5%
Payroll Direct-Hourly	(619,052)	(377,308)	(609,933)	(781,547)	(874,394)	(792,044)	(827,435)	-	(858,059)	(30,624)	-4%	(66,015)	-8%
Payroll Direct-Total	(943,211)	(645,493)	(966,570)	(1,146,812)	(1,260,088)	(1,167,966)	(1,213,679)	-	(1,251,063)	(37,385)	-3%	(83,097)	-7%
Payroll Burden	(212,334)	(145,347)	(166,941)	(217,719)	(257,206)	(261,470)	(262,550)	-	(299,406)	(36,856)	-14%	(37,936)	-15%
Payroll	(1,155,545)	(790,840)	(1,133,511)	(1,364,532)	(1,517,294)	(1,429,436)	(1,476,228)	-	(1,550,470)	(74,241)	-5%	(121,034)	-8%
Expenses	(603,975)	(482,402)	(673,421)	(745,355)	(908,306)	(911,193)	(847,994)	-	(957,368)	(109,374)	-13%	(46,175)	-5%
NORBO	432,641	165,040	494,203	568,196	366,303	261,745	397,926	-	295,055	(102,871)	26%	33,310	-13%
Capital Expense Allocation	(82,029)	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	350,612	165,040	494,203	568,196	366,303	261,745	397,926	-	295,055	(102,871)	26%	33,310	-13%
COGS %	-5%	-3%	-4%	-5%	-4%	-2%	-2%		-3%				
Payroll Direct %	-41%	-43%	-40%	-41%	-43%	-44%	-44%		-44%				
Payroll Burden % Payroll	-23%	-23%	-17%	-19%	-20%	-22%	-22%		-24%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association**  
**Operating Fund**  
**2025 Budget**

005 General

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	295	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	-	295	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(71,240)	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Total	(71,240)	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Burden	(4,830)	(241)	-	-	-	-	-	-	-	0%	-	0%
Payroll	(76,070)	(241)	-	-	-	-	-	-	-	0%	-	0%
Expenses	(996,661)	(898,592)	(772,259)	(824,814)	(922,781)	(972,567)	(989,980)	(1,030,762)	(40,782)	-4%	(58,195)	-6%
NORBO	(1,072,731)	(898,538)	(772,259)	(824,814)	(922,781)	(972,567)	(989,980)	(1,030,762)	(40,782)	-4%	(58,195)	-6%
Capital Expense Allocation	(1,368,245)	197,000	197,000	-	-	-	-	-	-	0%	-	0%
NOR	(2,440,976)	(701,538)	(575,259)	(824,814)	(922,781)	(972,567)	(989,980)	(1,030,762)	(40,782)	-4%	(58,195)	-6%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-7%	0%	0%	0%	0%	0%	0%	0%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

010 Administration

	2018	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	264,741	217,894	145,854	158,616	353,390	232,262	252,422	356,002	103,580	41%	123,740	53%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	264,741	217,894	145,854	158,616	353,390	232,262	252,422	356,002	103,580	41%	123,740	53%
Payroll Direct-Salary	(723,847)	(228,102)	(755,339)	(758,893)	(599,680)	(714,582)	(372,094)	(622,159)	(250,065)	-67%	92,423	13%
Payroll Direct-Hourly	(137,639)	(63,815)	(68,872)	(76,414)	-	(54,000)	(345,955)	(72,180)	273,775	79%	(18,180)	-34%
Payroll Direct-Total	(861,486)	(291,917)	(824,211)	(835,306)	(599,680)	(768,582)	(718,049)	(694,339)	23,710	3%	74,243	10%
Payroll Burden	(141,923)	(60,878)	(213,138)	(133,263)	(130,378)	(163,158)	(135,965)	(244,086)	(108,121)	-80%	(80,928)	-50%
Payroll	(1,003,409)	(352,795)	(1,037,349)	(968,570)	(730,059)	(931,740)	(854,013)	(938,425)	(84,412)	-10%	(6,685)	-1%
Expenses	(126,859)	(113,410)	(343,302)	(454,187)	(445,116)	(439,746)	(422,423)	(399,884)	22,539	5%	39,862	9%
NORBO	(865,527)	(248,311)	(1,234,798)	(1,264,141)	(821,785)	(1,139,224)	(1,024,014)	(982,307)	41,707	4%	156,916	14%
Capital Expense Allocation	865,527	-	-	-	-	-	-	-	-	0%	-	0%
NOR	-	(248,311)	(1,234,798)	(1,264,141)	(821,785)	(1,139,224)	(1,024,014)	(982,307)	41,707	4%	156,916	14%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-325%	-134%	-565%	-527%	-170%	-331%	-284%	-195%				
Payroll Burden % Payroll	-16%	-21%	-26%	-16%	-22%	-21%	-19%	-35%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**015 Communications**

	2018	2020	2021	2022	2023	2024	2024	2025	2024 Bdg vs 2023 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Budget	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	227,063	240,013	267,066	300,137	293,347	282,000	254,531	274,850	20,319	8%	(7,150)	-3%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	227,063	240,013	267,066	300,137	293,347	282,000	254,531	274,850	20,319	8%	(7,150)	-3%
Payroll Direct-Salary	(215,573)	(240,540)	(234,735)	(214,635)	(292,307)	(291,460)	(298,330)	(299,106)	(776)	0%	(7,646)	-3%
Payroll Direct-Hourly	(155,502)	(125,559)	(202,017)	(215,115)	(215,644)	(249,340)	(242,621)	(281,619)	(38,998)	-16%	(32,279)	-13%
Payroll Direct-Total	(371,075)	(366,099)	(436,752)	(429,750)	(507,951)	(540,800)	(540,951)	(580,725)	(39,774)	-7%	(39,925)	-7%
Payroll Burden	(80,460)	(88,377)	(103,140)	(124,909)	(155,937)	(194,903)	(188,333)	(190,927)	(2,594)	-1%	3,976	2%
Payroll	(451,535)	(454,476)	(539,893)	(554,659)	(663,888)	(735,703)	(729,284)	(771,652)	(42,368)	-6%	(35,949)	-5%
Expenses	(186,674)	(148,085)	(216,009)	(230,002)	(245,583)	(257,675)	(235,762)	(246,950)	(11,188)	-5%	10,725	4%
NORBO	(411,146)	(362,548)	(488,835)	(484,525)	(616,124)	(711,378)	(710,515)	(743,752)	(33,237)	-5%	(32,374)	-5%
Capital Expense Allocation	411,146	-	-	-	-	-	-	-	-	-	-	0%
NOR	-	(362,548)	(488,835)	(484,525)	(616,124)	(711,378)	(710,515)	(743,752)	(33,237)	-5%	(32,374)	-5%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-163%	-153%	-164%	-143%	-173%	-192%	-213%	-211%				
Payroll Burden % Payroll	-22%	-24%	-24%	-29%	-31%	-36%	-35%	-33%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

020 CSO

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	%	Amount	%
Revenue	174,660	325,292	283,651	247,155	157,534	211,950	203,072	229,447	26,375	13%	17,497	8%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	174,660	325,292	283,651	247,155	157,534	211,950	203,072	229,447	26,375	13%	17,497	8%
Payroll Direct-Salary	(68,477)	(71,287)	(69,787)	(46,980)	(139,567)	(144,560)	(138,607)	(149,356)	(10,749)	-8%	(4,796)	-3%
Payroll Direct-Hourly	(208,579)	(164,656)	(213,197)	(225,252)	(207,439)	(256,360)	(239,367)	(252,342)	(12,975)	-5%	4,018	2%
Payroll Direct-Total	(277,056)	(235,943)	(282,983)	(272,233)	(347,006)	(400,920)	(377,974)	(401,698)	(23,724)	-6%	(778)	0%
Payroll Burden	(83,093)	(75,779)	(73,574)	(92,173)	(79,587)	(88,428)	(104,624)	(90,134)	14,490	14%	(1,706)	-2%
Payroll	(360,149)	(311,722)	(356,558)	(364,406)	(426,594)	(489,348)	(482,598)	(491,832)	(9,234)	-2%	(2,484)	-1%
Expenses	(29,051)	(28,674)	(49,170)	(55,713)	(82,891)	(70,962)	(69,865)	(77,991)	(8,125)	-12%	(7,029)	-10%
NORBO	(214,540)	(15,104)	(122,077)	(172,964)	(351,950)	(348,360)	(349,391)	(340,376)	9,015	3%	7,984	2%
Capital Expense Allocation	(112,959)		-	-	-	-	-	-	-	-	-	0%
NOR	(327,499)	(15,104)	(122,077)	(172,964)	(351,950)	(348,360)	(349,391)	(340,376)	9,015	3%	7,984	2%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-159%	-73%	-100%	-110%	-220%	-189%	-186%	-175%				
Payroll Burden % Payroll	-30%	-32%	-26%	-34%	-23%	-22%	-28%	-22%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**025 MIS**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 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	(233,518)	(230,030)	(263,082)	(281,436)	(307,053)	(318,180)	(317,286)	(327,738)	(10,451)	-3%	(9,558)	-3%
Payroll Direct-Hourly	(144,527)	(123,277)	(143,743)	(237,725)	(212,271)	(283,983)	(262,796)	(301,307)	(38,511)	-15%	(17,325)	-6%
Payroll Direct-Total	(378,045)	(353,307)	(406,825)	(519,161)	(519,324)	(602,162)	(580,082)	(629,045)	(48,963)	-8%	(26,883)	-4%
Payroll Burden	(90,985)	(89,391)	(74,191)	(121,756)	(114,697)	(125,546)	(111,883)	(117,112)	(5,230)	-5%	8,434	7%
Payroll	(469,030)	(442,698)	(481,016)	(640,917)	(634,021)	(727,708)	(691,965)	(746,157)	(54,192)	-8%	(18,449)	-3%
Expenses	(144,167)	(160,178)	(222,064)	(166,272)	(130,432)	(144,430)	(123,247)	(145,910)	(22,663)	-18%	(1,480)	-1%
NORBO	(613,197)	(602,876)	(703,080)	(807,189)	(764,453)	(872,138)	(815,212)	(892,067)	(76,855)	-9%	(19,929)	-2%
Capital Expense Allocation	613,197	-	-	-	-	-	-	-	-	0%	-	0%
NOR	-	(602,876)	(703,080)	(807,189)	(764,453)	(872,138)	(815,212)	(892,067)	(76,855)	-9%	(19,929)	-2%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-24%	-25%	-18%	-23%	-23%	-21%	-19%	-19%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**30 Accounting**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	4,802	1,325	2	33	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	4,802	1,325	2	33	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(303,621)	(150,000)	(343,275)	(382,389)	(498,170)	(556,547)	(516,037)	(574,242)	(58,205)	-11%	(17,695)	-3%
Payroll Direct-Hourly	(283,777)	(209,347)	(245,334)	(238,222)	(237,438)	(169,536)	(177,740)	(174,318)	3,422	2%	(4,781)	-3%
Payroll Direct-Total	(587,398)	(359,347)	(588,609)	(620,611)	(735,608)	(726,083)	(693,777)	(748,560)	(54,783)	-8%	(22,477)	-3%
Payroll Burden	(150,130)	(124,374)	(114,210)	(154,826)	(183,578)	(195,203)	(190,386)	(191,745)	(1,358)	-1%	3,458	2%
Payroll	(737,528)	(483,721)	(702,819)	(775,437)	(919,186)	(921,286)	(884,163)	(940,304)	(56,141)	-6%	(19,019)	-2%
Expenses	(101,664)	(201,793)	(124,832)	(158,683)	(155,767)	(168,998)	(156,982)	(153,962)	3,020	2%	15,036	9%
NORBO	(834,390)	(684,189)	(827,649)	(934,087)	(1,074,953)	(1,090,284)	(1,041,145)	(1,094,266)	(53,121)	-5%	(3,983)	0%
Capital Expense Allocation	834,390		2,525	30,300	30,300	-		30,300	30,300	#DIV/0!	30,300	#DIV/0!
NOR	-	(684,189)	(825,124)	(903,787)	(1,044,653)	(1,090,284)	(1,041,145)	(1,063,966)	(22,821)	-2%	26,317	2%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-12232%	-27121%	-31816678%	-1889227%	0%	0%	0%	0%				
Payroll Burden % Payroll	-26%	-35%	-19%	-25%	-25%	-27%	-27%	-26%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association**  
**Operating Fund**  
**2025 Budget**

**035 Human Resources**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount
Revenue	-	-	-	-	-	-	-	-	-	0%	-
Cogs	-	-	-	-	-	-	-	-	-	0%	-
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-
Payroll Direct-Salary	(217,163)	(190,453)	(209,378)	(169,635)	(249,465)	<b>(265,820)</b>	(250,543)	<b>(264,311)</b>	(13,768)	-5%	1,510
Payroll Direct-Hourly	(5,068)	(2,649)	(39,124)	(67,875)	(69,084)	<b>(101,679)</b>	(101,379)	<b>(103,924)</b>	(2,546)	-3%	(2,245)
Payroll Direct-Total	(222,231)	(193,102)	(248,502)	(237,510)	(318,550)	<b>(367,499)</b>	(351,921)	<b>(368,235)</b>	(16,313)	-5%	(735)
Payroll Burden	(43,444)	(41,591)	(58,142)	(102,977)	(102,016)	<b>(121,148)</b>	(126,135)	<b>(121,237)</b>	4,897	4%	(89)
Payroll	(265,675)	(234,693)	(306,644)	(340,487)	(420,565)	<b>(488,648)</b>	(478,056)	<b>(489,472)</b>	(11,416)	-2%	(824)
Expenses	(118,073)	(95,220)	(151,475)	(140,236)	(144,484)	<b>(158,846)</b>	(212,670)	<b>(222,775)</b>	(10,105)	-5%	(63,929)
NORBO	(383,748)	(329,913)	(458,119)	(480,723)	(565,049)	<b>(647,494)</b>	(690,726)	<b>(712,247)</b>	(21,521)	-3%	(64,753)
Capital Expense Allocation	383,748	-	-	-	-	-	-	<b>65,500</b>	65,500	#DIV/0!	65,500
NOR	-	(329,913)	(458,119)	(480,723)	(565,049)	<b>(647,494)</b>	(690,726)	<b>(646,747)</b>	43,979	6%	747
COGS %	0%	0%	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>			
Payroll Direct %	0%	0%	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>			
Payroll Burden % Payroll	-20%	-22%	<b>-23%</b>	<b>-43%</b>	<b>-32%</b>	<b>-33%</b>	<b>-36%</b>	<b>-33%</b>			

**Work in progress subject to further review by staff, data has not been reviewed by the Board**



Tahoe Donner Association  
 Operating Fund  
 2025 Budget

036 Workforce Housing

	2019	2019	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue						244,500	238,697	259,500	20,803	9%	15,000	6%
Cogs						-		-	-	-	-	0%
Gross Margin	-	-	-	-	-	244,500	238,697	259,500	20,803	9%	15,000	6%
Payroll Direct-Salary						(34,066)	(33,152)	(35,090)	(1,938)	-6%	(1,023)	-3%
Payroll Direct-Hourly						-	-	-	-	0%	-	0%
Payroll Direct-Total	-	-	-	-	-	(34,066)	(33,152)	(35,090)	(1,938)	-6%	(1,023)	-3%
Payroll Burden						(2,880)	(8,559)	(4,058)	4,501	53%	(1,178)	-41%
Payroll	-	-	-	-	-	(36,946)	(41,712)	(39,148)	2,563	6%	(2,202)	-6%
Expenses						(355,470)	(412,466)	(362,139)	50,327	12%	(6,669)	-2%
NORBO	-	-	-	-	-	(147,916)	(215,480)	(141,787)	73,693	34%	6,129	4%
Capital Expense Allocation						-		-	-	0%	-	0%
NOR	-	-	-	-	-	(147,916)	(215,480)	(141,787)	73,693	34%	6,129	4%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	-14%	-14%	-14%				
Payroll Burden % Payroll	0%	0%	0%	0%	0%	-8%	-26%	-12%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

Tahoe Donner Association  
 Operating Fund  
 2025 Budget

037 Risk

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(159,588)	(149,267)	(362,907)	(507,542)	(472,787)	(445,843)	(462,193)	(133,388)	328,805	71%	312,455	70%
Payroll Direct-Hourly	(61,053)	(90,189)	(144,102)	(168,153)	223,585	(227,339)	110,172	(202,539)	(312,711)	284%	24,800	10.9%
Payroll Direct-Total	(220,641)	(239,456)	(507,009)	(675,695)	(249,202)	(673,182)	(352,021)	(335,927)	16,094	5%	337,255	50%
Payroll Burden	(65,109)	(65,289)	(152,094)	(190,021)	(155,932)	(252,819)	(139,524)	(64,969)	74,555	53%	187,850	74%
Payroll	(285,750)	(304,745)	(659,102)	(865,716)	(405,134)	(926,001)	(491,545)	(400,895)	90,650	18%	525,105	57%
Expenses	(29,665)	(30,282)	(58,722)	(70,896)	(72,419)	(83,230)	(79,554)	(117,261)	(37,707)	-47%	(34,031)	-41%
NORBO	(315,415)	(335,027)	(717,824)	(936,611)	(477,553)	(1,009,231)	(571,100)	(518,156)	52,943	9%	491,074	49%
Capital Expense Allocation	315,415		329,656	305,020	-	401,220	394,848	-	(394,848)	-100%	(401,220)	100%
NOR	-	(335,027)	(388,168)	(631,592)	(477,553)	(608,011)	(176,252)	(518,156)	(341,904)	-194%	89,854	15%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-30%	-27%	-30%	-28%	-63%	-38%	-40%	-19%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**040 Member Services**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	29,865	19,722	27,712	51,824	31,927	32,827	30,720	47,827	17,107	56%	15,000	46%
Cogs	15	-	-	(161)	(174)	-	(1,930)	(3,978)	(2,048)	1	(3,978)	#DIV/0!
Gross Margin	29,880	19,722	27,712	51,663	31,753	32,827	28,789	43,849	15,059	52%	11,022	34%
Payroll Direct-Salary	(63,818)	(59,384)	(80,717)	(71,431)	(77,436)	(112,788)	(100,808)	(126,065)	(25,256)	-25%	(13,277)	-12%
Payroll Direct-Hourly	(103,168)	(92,784)	(117,208)	(137,884)	(150,452)	(174,604)	(170,583)	(199,657)	(29,074)	-17%	(25,053)	-14%
Payroll Direct-Total	(166,986)	(152,168)	(197,925)	(209,315)	(227,887)	(287,392)	(271,391)	(325,722)	(54,330)	-20%	(38,330)	-13%
Payroll Burden	(58,235)	(55,838)	(93,969)	(92,960)	(91,595)	(112,788)	(101,253)	(102,721)	(1,468)	-1%	10,067	9%
Payroll	(225,221)	(208,006)	(291,894)	(302,276)	(319,483)	(400,180)	(372,644)	(428,443)	(55,799)	-15%	(28,263)	-7%
Expenses	(28,107)	(18,441)	(36,407)	(29,939)	(34,603)	(46,287)	(33,990)	(45,981)	(11,991)	-35%	306	1%
NORBO	(223,448)	(206,725)	(300,589)	(280,552)	(322,333)	(413,640)	(377,845)	(430,575)	(52,730)	-14%	(16,935)	-4%
Capital Expense Allocation	223,448	-	-	-	-	-	-	-	-	-	-	0%
NOR	-	(206,725)	(300,589)	(280,552)	(322,333)	(413,640)	(377,845)	(430,575)	(52,730)	-14%	(16,935)	-4%
COGS %	0%	0%	0%	0%	0%	0%	-6%	-8%				
Payroll Direct %	-559%	-772%	-714%	-404%	-868%	-875%	-883%	-681%				
Payroll Burden % Payroll	-35%	-37%	-47%	-44%	-43%	-39%	-37%	-32%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**050 Forestry**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Fcast	Budget	Amount	%	Amount	%
Revenue	94,975	173,373	141,248	502,626	297,891	293,000	282,810	288,929	6,119	2%	(4,071)	-1%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	94,975	173,373	141,248	502,626	297,891	293,000	282,810	288,929	6,119	2%	(4,071)	-1%
Payroll Direct-Salary	(171,395)	(234,398)	(272,928)	(345,229)	(366,126)	(390,150)	(387,458)	(359,217)	28,241	7%	30,932	8%
Payroll Direct-Hourly	(394,916)	(403,143)	(406,904)	(433,273)	(420,669)	(378,752)	(360,991)	(691,478)	(330,487)	-92%	(312,726)	-83%
Payroll Direct-Total	(566,311)	(637,541)	(679,832)	(778,502)	(786,795)	(768,902)	(748,448)	(1,050,695)	(302,247)	-40%	(281,794)	-37%
Payroll Burden	(112,917)	(118,435)	(127,499)	(175,240)	(205,793)	(205,473)	(197,384)	(256,876)	(59,493)	-30%	(51,404)	-25%
Payroll	(679,228)	(755,976)	(807,330)	(953,742)	(992,589)	(974,374)	(945,832)	(1,307,572)	(361,739)	-38%	(333,197)	-34%
Expenses	(569,646)	(859,743)	(586,461)	(1,075,750)	(670,593)	(686,227)	(340,222)	(624,091)	(283,869)	-83%	62,136	9%
NORBO	(1,153,899)	(1,442,346)	(1,252,544)	(1,526,866)	(1,365,290)	(1,367,601)	(1,003,244)	(1,642,733)	(639,489)	-64%	(275,132)	-20%
Capital Expense Allocation	(169,934)	-	-	-	-	63,756	-	350,773	350,773	#DIV/0!	287,017	-450%
NOR	(1,323,833)	(1,442,346)	(1,252,544)	(1,526,866)	(1,365,290)	(1,303,845)	(1,003,244)	(1,291,960)	(288,716)	-29%	11,885	1%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-596%	-368%	-481%	-155%	-264%	-262%	-265%	-364%				
Payroll Burden % Payroll	-20%	-19%	-19%	-23%	-26%	-27%	-26%	-24%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

Tahoe Donner Association  
 Operating Fund  
 2025 Budget

051 Trails

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	%	Amount
Revenue	2,832	1,127	396	87	95	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	2,832	1,127	396	87	95	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(63,635)	(54,770)	(70,114)	(47,107)	(158,553)	(167,648)	(168,170)	(172,684)	(4,515)	-3%	(5,036)	-3%
Payroll Direct-Hourly	(41,919)	(48,737)	(53,015)	(2,692)	(41,693)	(60,940)	(34,208)	(92,625)	(58,417)	-171%	(31,685)	-52%
Payroll Direct-Total	(105,554)	(103,507)	(123,130)	(49,799)	(200,246)	(228,588)	(202,378)	(265,309)	(62,932)	-31%	(36,721)	-16%
Payroll Burden	(24,269)	(17,516)	(26,532)	(10,660)	(38,758)	(56,230)	(56,550)	(63,174)	(6,624)	-12%	(6,944)	-12%
Payroll	(129,823)	(121,023)	(149,662)	(60,459)	(239,004)	(284,818)	(258,928)	(328,483)	(69,556)	-27%	(43,665)	-15%
Expenses	(15,238)	15,530	(25,139)	(16,555)	(32,093)	(34,580)	(36,077)	(34,218)	1,859	5%	362	1%
NORBO	(142,229)	(104,366)	(174,405)	(76,927)	(271,002)	(319,398)	(295,004)	(362,701)	(67,696)	-23%	(43,303)	-14%
Capital Expense Allocation	(56,241)	-	-	-	-	20,000	-	62,500	62,500	#DIV/0!	42,500	-213%
NOR	(198,470)	(104,366)	(174,405)	(76,927)	(271,002)	(299,398)	(295,004)	(300,201)	(5,196)	-2%	(803)	0%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-3727%	-9184%	-31093%	-57240%	-210785%	0%	0%	0%				
Payroll Burden % Payroll	-23%	-17%	-22%	-21%	-19%	-25%	-28%	-24%				

Work in progress subject to further review by staff, data has not been reviewed  
 by the Board

Tahoe Donner Association  
 Operating Fund  
 2025 Budget

060 Marina

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	680,754	464,555	748,131	710,292	776,646	571,100	608,439	594,722	(13,718)	-2%	23,622	4%
Cogs	(51,486)	(13,138)	(54,585)	(73,455)	(64,245)	(6,820)	(2,800)	(7,050)	(4,250)	152%	(230)	3%
Gross Margin	629,268	451,417	693,546	636,837	712,401	564,280	605,640	587,672	(17,968)	-3%	23,392	4%
Payroll Direct-Salary	(94,103)	(68,505)	(70,775)	(70,550)	(96,764)	(63,272)	(64,132)	(61,654)	2,479	4%	1,618	3%
Payroll Direct-Hourly	(145,470)	(77,364)	(166,830)	(220,106)	(198,657)	(152,703)	(158,811)	(159,830)	(1,019)	-1%	(7,127)	-5%
Payroll Direct-Total	(239,573)	(145,869)	(237,605)	(290,656)	(295,421)	(215,975)	(222,944)	(221,484)	1,460	1%	(5,509)	-3%
Payroll Burden	(52,353)	(31,485)	(49,502)	(58,834)	(53,780)	(35,270)	(51,111)	(49,115)	1,996	4%	(13,845)	-39%
Payroll	(291,926)	(177,354)	(287,107)	(349,489)	(349,201)	(251,244)	(274,055)	(270,599)	3,456	1%	(19,355)	-8%
Expenses	(72,705)	(62,743)	(99,663)	(113,436)	(124,395)	(85,579)	(88,737)	(100,306)	(11,570)	-13%	(14,727)	-17%
NORBO	264,637	211,320	306,776	173,912	238,804	227,457	242,848	216,766	(26,082)	11%	(10,690)	5%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	264,637	211,320	306,776	173,912	238,804	227,457	242,848	216,766	(26,082)	11%	(10,690)	5%
COGS %	-8%	-3%	-7%	-10%	-8%	-1%	0%	-1%				
Payroll Direct %	-35%	-31%	-32%	-41%	-38%	-38%	-37%	-37%				
Payroll Burden % Payroll	-22%	-22%	-21%	-20%	-18%	-16%	-23%	-22%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

Tahoe Donner Association  
 Operating Fund  
 2025 Budget

061 Marina F&B

	2018	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue						247,041	252,913	313,317	60,404	24%	66,276	27%
Cogs						(79,640)	(84,059)	(101,180)	(17,121)	20%	(21,540)	27%
Gross Margin	-	-	-	-	-	167,401	168,854	212,137	43,283	26%	44,736	27%
Payroll Direct-Salary						(31,911)	(30,321)	(30,975)	(654)	-2%	936	3%
Payroll Direct-Hourly						(70,118)	(78,006)	(86,432)	(8,426)	-11%	(16,314)	-23%
Payroll Direct-Total	-	-	-	-	-	(102,029)	(108,327)	(117,407)	(9,080)	-8%	(15,378)	-15%
Payroll Burden						(16,917)	(18,124)	(20,805)	(2,680)	-15%	(3,888)	-23%
Payroll	-	-	-	-	-	(118,946)	(126,451)	(138,212)	(11,761)	-9%	(19,266)	-16%
Expenses						(49,535)	(49,714)	(47,229)	2,485	5%	2,306	5%
NORBO	-	-	-	-	-	(1,080)	(7,311)	26,696	34,007	465%	27,776	2571%
Capital Expense Allocation						-	-	-	-	0%	-	0%
NOR	-	-	-	-	-	(1,080)	(7,311)	26,696	34,007	465%	27,776	2571%
COGS %	0%	0%	0%	0%	0%	-32%	-33%	-32%				
Payroll Direct %	0%	0%	0%	0%	0%	-41%	-43%	-37%				
Payroll Burden % Payroll	0%	0%	0%	0%	0%	-17%	-17%	-18%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**080 Equestrian**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2024 Bdg vs 2022 Actual	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	238,635	78,689	140,341	152,553	169,896	159,986	155,736	168,698	12,962	8%	8,712	5%
Cogs	(7,731)	-	(1,165)	(1,242)	(4,117)	(1,130)	(1,130)	(2,060)	(930)	-82%	(930)	-82%
Gross Margin	230,904	78,689	139,177	151,311	165,779	158,856	154,606	166,638	12,032	8%	7,782	5%
Payroll Direct-Salary	(81,955)	(26,506)	(60,996)	(64,262)	(69,434)	(65,233)	(65,171)	(73,598)	(8,427)	-13%	(8,365)	(0)
Payroll Direct-Hourly	(90,078)	(56,440)	(70,122)	(97,126)	(91,521)	(90,225)	(87,687)	(86,737)	950	1%	3,488	0
Payroll Direct-Total	(172,033)	(82,946)	(131,118)	(161,389)	(160,956)	(155,458)	(152,858)	(160,335)	(7,477)	-5%	(4,877)	(0)
Payroll Burden	(42,136)	(18,585)	(44,815)	(46,649)	(44,326)	(47,920)	(47,051)	(48,500)	(1,449)	-3%	(580)	(0)
Payroll	(214,169)	(101,531)	(175,933)	(208,038)	(205,281)	(203,378)	(199,909)	(208,835)	(8,926)	-4%	(5,457)	(0)
Expenses	(108,325)	(88,445)	(120,200)	(134,768)	(157,912)	(155,363)	(148,327)	(141,150)	7,177	5%	14,213	0
NORBO	(91,590)	(111,287)	(156,956)	(191,495)	(193,297)	(199,885)	(193,630)	(183,347)	10,283	5%	16,538	0
Capital Expense Allocation	(69,186)	-	-	-	-	-	-	-	-	-	-	#DIV/0!
NOR	(160,776)	(111,287)	(156,956)	(191,495)	(193,297)	(199,885)	(193,630)	(183,347)	10,283	5%	16,538	0
COGS %	-3%	0%	-1%	-1%	-2%	-1%	-1%	-1%				
Payroll Direct %	-72%	-105%	-93%	-106%	-95%	-97%	-98%	-95%				
Payroll Burden % Payroll	-24%	-22%	-34%	-29%	-28%	-31%	-31%	-30%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**



Tahoe Donner Association  
 Operating Fund  
 2025 Budget

090 Tennis

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	308,059	352,123	402,908	497,220	485,055	493,816	538,273	568,049	29,777	6%	74,233	15%
Cogs	(35,643)	(28,553)	(28,830)	(32,450)	(26,721)	(28,580)	(32,763)	(41,892)	(9,129)	-28%	(13,312)	-47%
Gross Margin	272,416	323,570	374,078	464,769	458,333	465,236	505,510	526,158	20,648	4%	60,921	13%
Payroll Direct-Salary	(68,410)	(82,587)	(101,007)	(108,203)	(103,867)	(105,607)	(110,000)	(112,561)	(2,561)	-2%	(6,954)	-7%
Payroll Direct-Hourly	(60,918)	(89,921)	(159,815)	(200,992)	(199,674)	(198,713)	(214,738)	(216,638)	(1,901)	-1%	(17,925)	-9%
Payroll Direct-Total	(129,328)	(172,508)	(260,822)	(309,195)	(303,541)	(304,320)	(324,738)	(329,200)	(4,462)	-1%	(24,880)	-8%
Payroll Burden	(20,595)	(23,758)	(37,430)	(40,414)	(42,875)	(41,815)	(47,076)	(44,089)	2,987	6%	(2,274)	-5%
Payroll	(149,923)	(196,266)	(298,252)	(349,608)	(346,417)	(346,135)	(371,813)	(373,288)	(1,475)	0%	(27,153)	-8%
Expenses	(50,132)	(31,427)	(45,679)	(64,138)	(64,741)	(75,342)	(40,878)	(82,155)	(41,277)	-101%	(6,813)	-9%
NORBO	72,361	95,877	30,146	51,023	47,175	43,759	92,818	70,714	(22,104)	24%	26,955	62%
Capital Expense Allocation	(82,029)		-	-					-	-	-	0%
NOR	(9,668)	95,877	30,146	51,023	47,175	43,759	92,818	70,714	(22,104)	24%	26,955	62%
COGS %	-12%	-8%	-7%	-7%	-6%	-6%	-6%	-7%				
Payroll Direct %	-42%	-49%	-65%	-62%	-63%	-62%	-60%	-58%				
Payroll Burden % Payroll	-16%	-14%	-14%	-13%	-14%	-14%	-14%	-13%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**100 Campground**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg v 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	95,813	119,887	116,461	100,078	135,453	110,963	109,194	117,104	7,910	7%	6,141	6%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	95,813	119,887	116,461	100,078	135,453	110,963	109,194	117,104	7,910	7%	6,141	6%
Payroll Direct-Salary	(28,982)	(29,523)	(35,047)	(37,493)	(39,405)	(45,183)	(43,036)	(41,632)	1,404	3%	3,551	8%
Payroll Direct-Hourly	(12,461)	(12,194)	(13,950)	(15,251)	(5,575)	(7,296)	(6,076)	(7,168)	(1,092)	-18%	128	2%
Payroll Direct-Total	(41,443)	(41,717)	(48,998)	(52,744)	(44,980)	(52,479)	(49,112)	(48,800)	312	1%	3,679	7%
Payroll Burden	(6,624)	(6,270)	(7,598)	(6,342)	(5,105)	(11,848)	(9,072)	(7,002)	2,069	23%	4,846	41%
Payroll	(48,067)	(47,987)	(56,595)	(59,087)	(50,084)	(64,327)	(58,183)	(55,802)	2,381	4%	8,525	13%
Expenses	(37,850)	(37,023)	(39,715)	(45,420)	(60,945)	(56,070)	(53,738)	(57,259)	(3,521)	-7%	(1,189)	-2%
NORBO	9,896	34,877	20,151	(4,429)	24,424	(9,434)	(2,728)	4,043	6,771	-248%	13,477	143%
Capital Expense Allocation	(32,374)	-	-	-	-	-	-	-	-	-	-	0%
NOR	(22,478)	34,877	20,151	(4,429)	24,424	(9,434)	(2,728)	4,043	6,771	-248%	13,477	143%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-43%	-35%	-42%	-53%	-33%	-47%	-45%	-42%				
Payroll Burden % Payroll	-16%	-15%	-16%	-12%	-11%	-23%	-18%	-14%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**110 Cross Country Center**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	%	Amount	%
<b>Revenue</b>	1,381,116	1,265,594	1,590,310	2,065,339	1,775,096	2,045,387	2,011,729	2,011,426	(303)	0%	(33,960)	-2%
<b>Cogs</b>	(85,840)	(70,893)	(103,497)	(127,982)	(106,562)	(118,600)	(135,021)	(126,800)	8,221	6%	(8,200)	7%
<b>Gross Margin</b>	1,295,276	1,194,701	1,486,813	1,937,358	1,668,534	1,926,787	1,876,708	1,884,626	7,918	0%	(42,160)	-2%
<b>Payroll Direct-Salary</b>	(118,260)	(73,159)	(128,417)	(133,512)	(154,511)	(145,979)	(160,010)	(165,564)	(5,554)	-3%	(19,585)	-13%
<b>Payroll Direct-Hourly</b>	(360,572)	(305,881)	(296,393)	(418,756)	(389,975)	(449,968)	(408,110)	(426,617)	(18,507)	-5%	23,351	5%
<b>Payroll Direct-Total</b>	(478,832)	(379,040)	(424,810)	(552,268)	(544,486)	(595,947)	(568,120)	(592,181)	(24,061)	-4%	3,766	1%
<b>Payroll Burden</b>	(89,294)	(69,162)	(77,097)	(115,075)	(110,021)	(148,716)	(138,944)	(130,967)	7,977	6%	17,749	12%
<b>Payroll</b>	(568,126)	(448,202)	(501,907)	(667,343)	(654,507)	(744,663)	(707,064)	(723,148)	(16,084)	-2%	21,514	3%
<b>Expenses</b>	(309,209)	(266,394)	(298,868)	(373,764)	(420,012)	(435,121)	(429,863)	(405,246)	24,616	6%	29,875	7%
<b>NORBO</b>	417,941	480,105	686,038	896,251	594,014	747,003	739,781	756,232	16,451	2%	9,229	-1%
<b>Capital Expense Allocation</b>	-	-	-	-	-	-	-	-	-	0%	-	0%
<b>NOR</b>	417,941	480,105	686,038	896,251	594,014	747,003	739,781	756,232	16,451	2%	9,229	-1%
<b>COGS %</b>	-6%	-6%	-7%	-6%	-6%	-6%	-6%	-6%				
<b>Payroll Direct %</b>	-35%	-30%	-27%	-27%	-33%	-33%	-33%	-29%				
<b>Payroll Burden % Payroll</b>	-19%	-18%	-18%	-21%	-17%	-17%	-17%	-22%				
<b>Net Result % to Revenue</b>	30%	38%	43%	43%	33%	37%	37%	38%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**120 Golf Course Operations**

	2019	2020	2021	2022	2023	2024	2024	2025	2024 Bdg vs 2023 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	706,521	86,618	1,536,980	1,641,042	1,327,568	<b>1,622,103</b>	<b>1,504,601</b>	<b>1,675,011</b>	170,410	11%	52,908	3%
Cogs	(49,814)	(411)	(57,808)	(85,288)	(91,880)	<b>(75,000)</b>	<b>(87,954)</b>	<b>(104,900)</b>	(16,946)	19%	(29,900)	40%
Gross Margin	656,707	86,207	1,479,172	1,555,754	1,235,687	<b>1,547,103</b>	<b>1,416,648</b>	<b>1,570,111</b>	153,463	11%	23,008	1%
Payroll Direct-Salary	(51,079)	(23,676)	(90,426)	(140,446)	(133,780)	<b>(120,124)</b>	<b>(142,862)</b>	<b>(169,337)</b>	(26,476)	-19%	(49,213)	-41%
Payroll Direct-Hourly	(111,046)	(24,330)	(160,759)	(175,659)	(144,518)	<b>(271,034)</b>	<b>(213,672)</b>	<b>(268,219)</b>	(54,547)	-26%	2,815	1%
Payroll Direct-Total	(162,125)	(48,006)	(251,186)	(316,106)	(278,297)	<b>(391,158)</b>	<b>(356,534)</b>	<b>(437,556)</b>	(81,022)	-23%	(46,398)	-12%
Payroll Burden	(39,319)	(13,842)	(53,127)	(64,318)	(58,596)	<b>(87,630)</b>	<b>(88,412)</b>	<b>(105,052)</b>	(16,640)	-19%	(17,422)	-20%
Payroll	(201,444)	(61,848)	(304,313)	(380,423)	(336,893)	<b>(478,788)</b>	<b>(444,946)</b>	<b>(542,608)</b>	(97,663)	-22%	(63,820)	-13%
Expenses	(94,105)	(36,934)	(148,390)	(155,851)	(132,424)	<b>(163,628)</b>	<b>(138,050)</b>	<b>(170,794)</b>	(32,745)	-24%	(7,166)	-4%
NORBO	361,158	(12,575)	1,026,468	1,019,480	766,371	<b>904,687</b>	<b>833,652</b>	<b>856,708</b>	23,056	-3%	(47,979)	5%
Capital Expense Allocation	(132,189)	-	-	-	-	-	-	-	-	-	-	0%
NOR	228,969	(12,575)	1,026,468	1,019,480	766,371	<b>904,687</b>	<b>833,652</b>	<b>856,708</b>	23,056	-3%	(47,979)	5%
COGS %	-7%	0%	-4%	-5%	-7%	<b>-5%</b>	<b>-6%</b>	<b>-6%</b>				
Payroll Direct %	-23%	-55%	-16%	-19%	-21%	<b>-24%</b>	<b>-24%</b>	<b>-26%</b>				
Payroll Burden % Payroll	-24%	-29%	-21%	-20%	-21%	<b>-22%</b>	<b>-25%</b>	<b>-24%</b>				
Net Income to Revenue %	32.41%	-14.52%	66.78%	62.12%	57.73%	55.77%	<b>55.41%</b>	51.15%				
	(656,363)	(529,534)	36,612	(235,839)	(317,661)	(331,154)	(361,062)	(401,779)				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**125 Golf Course Maintenance**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 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	(143,247)	(86,327)	(169,547)	(197,201)	(197,306)	(201,178)	(204,383)	(206,887)	(2,504)	-1%	(5,709)	-3%	
Payroll Direct-Hourly	(392,105)	(134,419)	(315,926)	(448,072)	(378,803)	(436,008)	(423,080)	(439,105)	(16,025)	-4%	(3,097)	-1%	
Payroll Direct-Total	(535,352)	(220,746)	(485,473)	(645,273)	(576,109)	(637,186)	(627,463)	(645,992)	(18,529)	-3%	(8,806)	-1%	
Payroll Burden	(111,469)	(57,849)	(125,529)	(165,011)	(164,723)	(172,504)	(178,180)	(200,196)	(22,016)	-12%	(27,693)	-16%	
Payroll	(646,821)	(278,595)	(611,002)	(810,284)	(740,832)	(809,689)	(805,643)	(846,188)	(40,545)	-5%	(36,499)	-5%	
Expenses	(238,511)	(238,364)	(378,855)	(445,035)	(343,200)	(426,152)	(389,071)	(405,625)	(16,554)	-4%	20,527	5%	
NORBO	(885,332)	(516,959)	(989,857)	(1,255,319)	(1,084,032)	(1,235,841)	(1,194,714)	(1,251,813)	(57,099)	-5%	(15,972)	-1%	
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%	
NOR	(885,332)	(516,959)	(989,857)	(1,255,319)	(1,084,032)	(1,235,841)	(1,194,714)	(1,251,813)	(57,099)	-5%	(15,972)	-1%	
COGS %	0%	0%	0%	0%	0%	0%	0%	0%					
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%					
Payroll Burden % Payroll	-21%	-26%	-26%	-26%	-29%	-27%	-28%	-31%					

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**128 The Lodge**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	2,540,702	1,296,388	1,647,102	1,894,393	2,053,198	2,275,767	2,115,037	2,268,846	153,809	7%	(6,921)	0%
Cogs	(719,422)	(430,600)	(552,312)	(674,056)	(625,922)	(681,370)	(678,995)	(722,139)	(43,144)	6%	(40,769)	6%
Gross Margin	1,821,280	865,788	1,094,790	1,220,337	1,427,276	1,594,397	1,436,042	1,546,707	110,665	8%	(47,690)	-3%
Payroll Direct-Salary	(327,130)	(228,023)	(410,902)	(490,935)	(414,032)	(461,621)	(454,923)	(471,183)	(16,259)	-4%	(9,561)	-2%
Payroll Direct-Hourly	(711,252)	(505,370)	(600,207)	(722,639)	(746,089)	(719,527)	(774,188)	(613,417)	160,771	21%	106,110	15%
Payroll Direct-Total	(1,038,382)	(733,393)	(1,011,108)	(1,213,574)	(1,160,121)	(1,181,148)	(1,229,111)	(1,084,600)	144,512	12%	96,549	8%
Payroll Burden	(309,468)	(228,722)	(342,816)	(442,761)	(451,712)	(467,970)	(476,658)	(538,203)	(61,544)	-13%	(70,233)	-15%
Payroll	(1,347,850)	(962,115)	(1,353,924)	(1,656,335)	(1,611,833)	(1,649,118)	(1,705,769)	(1,622,802)	82,967	5%	26,316	2%
Expenses	(431,795)	(326,072)	(381,195)	(423,703)	(444,269)	(458,853)	(485,273)	(475,413)	9,859	2%	(16,560)	-4%
NORBO	41,635	(422,399)	(640,330)	(859,701)	(628,825)	(513,574)	(755,000)	(551,508)	203,492	27%	(37,934)	-7%
Capital Expense Allocation	(393,776)		-	-	-	-	-	-	-	0%	-	0%
NOR	(352,141)	(422,399)	(640,330)	(859,701)	(628,825)	(513,574)	(755,000)	(551,508)	203,492	27%	(37,934)	-7%
COGS %	-28%	-33%	-34%	-36%	-33%	-30%	-32%	-32%				
Payroll Direct %	-41%	-57%	-61%	-64%	-55%	-52%	-58%	-48%				
Payroll Burden % Payroll	-30%	-31%	-34%	-36%	-35%	-40%	-39%	-50%				
Net Result % of Revenue	-13.86%	-32.58%	-38.88%	-45.38%	-30.63%	-22.57%	-35.70%	-24.31%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**130 Aquatics**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	250,755	61,082	70,039	296,930	287,766	314,610	317,319	319,416	2,097	1%	4,806	2%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	250,755	61,082	70,039	296,930	287,766	314,610	317,319	319,416	2,097	1%	4,806	2%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	(91,311)	(30,520)	(62,271)	(76,549)	(77,560)	(89,363)	(67,937)	(86,368)	(18,431)	-27%	2,995	3%
Payroll Direct-Total	(91,311)	(30,520)	(62,271)	(76,549)	(77,560)	(89,363)	(67,937)	(86,368)	(18,431)	-27%	2,995	3%
Payroll Burden	(15,906)	(4,948)	(10,418)	(12,410)	(12,937)	(27,716)	(12,612)	(15,980)	(3,368)	-27%	11,736	42%
Payroll	(107,217)	(35,468)	(72,689)	(88,959)	(90,498)	(117,079)	(80,548)	(102,348)	(21,800)	-27%	14,731	13%
Expenses	(169,146)	(112,378)	(195,856)	(206,940)	(252,510)	(267,654)	(224,993)	(267,972)	(42,979)	-19%	(318)	0%
NORBO	(25,608)	(86,764)	(198,506)	1,031	(55,242)	(70,123)	11,777	(50,905)	(62,682)	532%	19,219	27%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(25,608)	(86,764)	(198,506)	1,031	(55,242)	(70,123)	11,777	(50,905)	(62,682)	532%	19,219	27%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-36%	-50%	-89%	-26%	-27%	-28%	-21%	-27%				
Payroll Burden % Payroll	-17%	-16%	-17%	-16%	-17%	-31%	-19%	-19%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

Tahoe Donner Association  
 Operating Fund  
 2025 Budget

132 Trout Creek Recreation Center

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	1,059,738	607,188	1,180,820	1,300,038	1,357,886	1,280,947	1,322,139	1,392,748	70,609	5%	111,801	9%
Cogs	(20,016)	(4,975)	(17,348)	(20,491)	(24,482)	(22,700)	(28,459)	(23,100)	5,359	19%	(400)	-2%
Gross Margin	1,039,722	602,213	1,163,472	1,279,546	1,333,404	1,258,247	1,293,680	1,369,648	75,968	6%	111,401	9%
Payroll Direct-Salary	(161,646)	(117,093)	(184,855)	(186,513)	(185,064)	(207,043)	(212,111)	(218,789)	(6,678)	-3%	(11,746)	-6%
Payroll Direct-Hourly	(321,353)	(179,503)	(221,017)	(283,900)	(398,502)	(351,265)	(385,949)	(395,223)	(9,274)	-2%	(43,958)	-13%
Payroll Direct-Total	(482,999)	(296,596)	(405,872)	(470,413)	(583,565)	(558,308)	(598,060)	(614,012)	(15,952)	-3%	(55,704)	-10%
Payroll Burden	(123,480)	(85,156)	(69,590)	(106,063)	(147,613)	(156,669)	(151,751)	(190,222)	(38,471)	-25%	(33,554)	-21%
Payroll	(606,479)	(381,752)	(475,462)	(576,476)	(731,179)	(714,977)	(749,812)	(804,234)	(54,423)	-7%	(89,257)	-12%
Expenses	(311,992)	(275,854)	(332,222)	(360,841)	(466,660)	(482,618)	(493,386)	(506,934)	(13,548)	-3%	(24,316)	-5%
NORBO	121,251	(55,393)	355,787	342,230	135,566	60,652	50,482	58,479	7,998	16%	(2,173)	-4%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	121,251	(55,393)	355,787	342,230	135,566	60,652	50,482	58,479	7,998	16%	(2,173)	-4%
COGS %	-2%	-1%	-1%	-2%	-2%	-2%	-2%	-2%				
Payroll Direct %	-46%	-49%	-34%	-36%	-43%	-44%	-45%	-44%				
Payroll Burden % Payroll	-26%	-29%	-17%	-23%	-25%	-28%	-25%	-31%				
Net Income % to Revenue	12%	-9%	31%	27%	10%	5%	4%	4%				

Work in progress subject to further review by staff, data has not been reviewed by the Board



**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**140 Recreation**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	201,021	(44)	32,206	199,491	229,777	224,360	214,419	228,841	14,422	7%	4,481	2%
Cogs	(1,469)	(24)	(1,106)	(2,148)	(2,451)	(1,070)	(2,794)	(2,080)	714	26%	(1,010)	-41%
Gross Margin	199,552	(68)	31,100	197,343	227,325	223,290	211,625	226,761	15,136	7%	3,471	2%
Payroll Direct-Salary	(22,112)	(15,646)	(15,035)	(15,973)	(17,917)	(18,228)	(18,405)	(18,775)	(371)	-2%	(547)	-3%
Payroll Direct-Hourly	(54,055)	(2,386)	(46,779)	(89,990)	(58,832)	(71,330)	(68,257)	(71,869)	(3,612)	-5%	(539)	-1%
Payroll Direct-Total	(76,167)	(18,032)	(61,814)	(105,964)	(76,749)	(89,558)	(86,662)	(90,644)	(3,982)	-5%	(1,086)	-1%
Payroll Burden	(20,562)	(9,477)	(9,390)	(16,629)	(20,041)	(18,371)	(32,142)	(14,105)	18,037	56%	4,266	21%
Payroll	(96,729)	(27,509)	(71,204)	(122,593)	(96,790)	(107,929)	(118,804)	(104,749)	14,055	12%	3,180	3%
Expenses	(103,761)	(10,565)	(22,309)	(133,795)	(122,691)	(135,298)	(110,425)	(139,500)	(29,075)	-26%	(4,202)	-3%
NORBO	(938)	(38,142)	(62,414)	(59,045)	7,844	(19,937)	(17,604)	(17,488)	115	1%	2,449	31%
Capital Expense Allocation	(120,559)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(121,497)	(38,142)	(62,414)	(59,045)	7,844	(19,937)	(17,604)	(17,488)	115	1%	2,449	12%
COGS %	-1%	55%	-3%	-1%	-1%	0%	-1%	-1%				
Payroll Direct %	-38%	40982%	-192%	-53%	-33%	-40%	-40%	-40%				
Payroll Burden % Payroll	-27%	-53%	-15%	-16%	-26%	-21%	-37%	-16%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

28,595  
18,792  
65.7%

**141 Bikeworks**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	134,638	172,177	143,339	142,526	223,398	182,150	174,844	207,539	32,695	19%	25,389	14%
Cogs	(55,263)	(57,360)	(30,592)	(39,460)	(80,817)	(30,667)	(27,464)	(56,300)	(28,836)	105%	(25,633)	84%
Gross Margin	79,375	114,817	112,748	103,066	142,582	151,483	147,380	151,239	3,859	3%	(244)	0%
Payroll Direct-Salary	(24,576)	(31,789)	(45,838)	(42,448)	(53,230)	(51,723)	(53,810)	(55,678)	(1,868)	-3%	(3,955)	-8%
Payroll Direct-Hourly	(19,517)	(16,459)	(36,578)	(45,830)	(54,598)	(60,109)	(61,719)	(54,042)	7,677	12%	6,067	10%
Payroll Direct-Total	(44,093)	(48,248)	(82,415)	(88,278)	(107,828)	(111,832)	(115,529)	(109,720)	5,809	5%	2,112	2%
Payroll Burden	(9,556)	(9,446)	(24,066)	(23,762)	(24,456)	(27,992)	(33,423)	(26,752)	6,671	20%	1,240	4%
Payroll	(53,649)	(57,694)	(106,481)	(112,040)	(132,284)	(139,825)	(148,952)	(136,473)	12,479	8%	3,352	2%
Expenses	(18,676)	(26,271)	(23,383)	(30,724)	(39,714)	(38,091)	(35,543)	(40,562)	(5,019)	-14%	(2,471)	-6%
NORBO	7,050	30,852	(17,116)	(39,698)	(29,417)	(26,433)	(37,115)	(25,796)	11,319	30%	637	2%
Capital Expense Allocation	(29,745)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(22,695)	30,852	(17,116)	(39,698)	(29,417)	(26,433)	(37,115)	(25,796)	11,319	30%	637	2%
COGS %	-41%	-33%	-21%	-28%	-36%	-17%	-16%	-27%				
Payroll Direct %	-33%	-28%	-57%	-62%	-48%	-61%	-66%	-53%				
Payroll Burden % Payroll	-22%	-20%	-29%	-27%	-23%	-25%	-29%	-24%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**145 Day Camp**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	247,719	1,534	309,645	354,797	378,388	297,607	299,741	294,073	(5,668)	-2%	(3,533)	-1%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	247,719	1,534	309,645	354,797	378,388	297,607	299,741	294,073	(5,668)	-2%	(3,533)	-1%
Payroll Direct-Salary	(16,453)	(689)	910	-	-	188	-	-	-	0%	(188)	-100%
Payroll Direct-Hourly	(144,099)	(1,537)	(147,071)	(177,204)	(139,659)	(151,464)	(108,127)	(130,542)	(22,415)	-21%	20,922	14%
Payroll Direct-Total	(160,552)	(2,226)	(146,161)	(177,204)	(139,659)	(151,276)	(108,127)	(130,542)	(22,415)	-21%	20,734	14%
Payroll Burden	(32,243)	(3,837)	(35,966)	(32,212)	(24,605)	(23,950)	(18,924)	(20,390)	(1,466)	-8%	3,560	15%
Payroll	(192,795)	(6,063)	(182,127)	(209,416)	(164,264)	(175,226)	(127,052)	(150,932)	(23,880)	-19%	24,294	14%
Expenses	(44,128)	(14,840)	(58,286)	(38,393)	(49,655)	(50,284)	(45,183)	(64,090)	(18,908)	-42%	(13,806)	-27%
NORBO	10,796	(19,369)	69,232	106,988	164,469	72,097	127,507	79,051	(48,456)	-38%	6,954	10%
Capital Expense Allocation	(60,762)	-	-	-	-	-	-	-	-	-	-	0%
NOR	(49,966)	(19,369)	69,232	106,988	164,469	72,097	127,507	79,051	(48,456)	-38%	6,954	10%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-65%	-145%	-47%	-50%	-37%	-51%	-36%	-44%				
Payroll Burden % Payroll	-20%	-172%	-25%	-18%	-18%	-16%	-18%	-16%				

**Work in progress subject to further revue by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**150 Pizza on the Hill**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	344,562	-	19,240	496,872	540,182	575,017	626,502	647,673	21,171	3%	72,656	13%
Cogs	(99,622)	-	(18,592)	(159,540)	(147,801)	(168,070)	(179,588)	(184,709)	(5,121)	3%	(16,639)	10%
Gross Margin	244,940	-	648	337,332	392,381	406,947	446,915	462,964	16,049	4%	56,017	14%
Payroll Direct-Salary	(55,969)		(63,794)	(105,259)	(122,984)	(138,437)	(138,869)	(117,367)	21,502	15%	21,070	15%
Payroll Direct-Hourly	(124,233)		(24,199)	(233,475)	(209,961)	(236,955)	(234,994)	(233,687)	1,307	1%	3,268	1%
Payroll Direct-Total	(180,202)	-	(87,993)	(338,734)	(332,945)	(375,392)	(373,863)	(351,054)	22,809	6%	24,338	6%
Payroll Burden	(48,530)		(14,859)	(75,491)	(65,467)	(73,832)	(70,097)	(84,093)	(13,996)	-20%	(10,261)	-14%
Payroll	(228,732)	-	(102,852)	(414,225)	(398,412)	(449,224)	(443,960)	(435,147)	8,813	2%	14,077	3%
Expenses	(61,477)	(18,571)	(32,924)	(95,472)	(123,270)	(124,785)	(110,256)	(144,704)	(34,448)	-31%	(19,919)	-16%
NORBO	(45,269)	(18,571)	(135,128)	(172,364)	(129,301)	(167,062)	(107,301)	(116,887)	(9,586)	-9%	50,175	30%
Capital Expense Allocation	(109,163)	-	-	-	-	-	-	-	-	-	-	0%
NOR	(154,432)	(18,571)	(135,128)	(172,364)	(129,301)	(167,062)	(107,301)	(116,887)	(9,586)	-9%	50,175	30%
COGS %	-29%	0%	-97%	-32%	-27%	-29%	-29%	-29%				
Payroll Direct %	-52%	0%	-457%	-68%	-62%	-65%	-60%	-54%				
Payroll Burden % Payroll	-27%	0%	-17%	-22%	-20%	-20%	-19%	-24%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**155 Alder Creek Café**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	490,425	349,604	197,118	382,228	422,497	429,950	421,061	339,970	(81,091)	-19%	(89,980)	-21%
Cogs	(164,450)	(116,757)	(66,180)	(122,389)	(143,353)	(127,520)	(131,344)	(102,020)	29,324	-22%	25,500	-20%
Gross Margin	325,975	232,847	130,938	259,839	279,144	302,430	289,717	237,950	(51,767)	-18%	(64,480)	-21%
Payroll Direct-Salary	(70,764)	(31,722)	(9,476)	(22,369)	(59,042)	(65,207)	(72,983)	(93,948)	(20,965)	-29%	(28,741)	-44%
Payroll Direct-Hourly	(183,962)	(199,413)	(127,677)	(189,735)	(181,217)	(174,330)	(187,750)	(105,633)	82,117	44%	68,697	39%
Payroll Direct-Total	(254,726)	(231,135)	(137,152)	(212,104)	(240,259)	(239,537)	(260,733)	(199,581)	61,152	23%	39,956	17%
Payroll Burden	(56,017)	(55,775)	(27,615)	(31,940)	(44,401)	(47,941)	(52,806)	(49,898)	2,908	6%	(1,957)	-4%
Payroll	(310,743)	(286,910)	(164,767)	(244,044)	(284,660)	(287,478)	(313,539)	(249,479)	64,060	20%	37,999	13%
Expenses	(83,733)	(73,261)	(77,950)	(89,371)	(104,357)	(96,279)	(106,979)	(88,007)	18,972	18%	8,272	9%
NORBO	(68,501)	(127,324)	(111,779)	(73,576)	(109,873)	(81,327)	(130,800)	(99,536)	31,264	24%	(18,209)	-22%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(68,501)	(127,324)	(111,779)	(73,576)	(109,873)	(81,327)	(130,800)	(99,536)	31,264	24%	(18,209)	-22%
COGS %	-34%	-33%	-34%	-32%	-34%	-30%	-31%	-30%				
Payroll Direct %	-52%	-66%	-70%	-55%	-57%	-56%	-62%	-59%				
Payroll Burden % Payroll	-22%	-24%	-20%	-15%	-18%	-20%	-20%	-25%				
Net Result % to Revenue	-13.97%	-36.42%	-56.71%	-19.25%	-26.01%	-18.92%	-31.06%	-29.28%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**160 Maintenance**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(92,893)	(89,088)	(99,555)	(142,561)	(126,410)	(130,000)	(132,239)	(135,193)	(2,954)	-2%	(5,193)	-4%
Payroll Direct-Hourly	(470,968)	(296,599)	(349,890)	(403,734)	(582,009)	(675,108)	(614,684)	(716,164)	(101,480)	-17%	(41,056)	-6%
Payroll Direct-Total	(563,861)	(385,687)	(449,445)	(546,295)	(708,419)	(805,108)	(746,923)	(851,357)	(104,433)	-14%	(46,249)	-6%
Payroll Burden	(164,700)	(139,748)	(148,354)	(135,684)	(184,077)	(171,697)	(199,354)	(250,110)	(50,756)	-25%	(78,413)	-46%
Payroll	(728,561)	(525,435)	(597,798)	(681,979)	(892,497)	(976,805)	(946,277)	(1,101,467)	(155,190)	-16%	(124,662)	-13%
Expenses	(21,106)	(34,189)	(18,438)	(155,304)	(188,443)	(104,578)	(134,134)	(106,785)	27,349	20%	(2,207)	-2%
NORBO	(749,667)	(559,624)	(616,237)	(837,282)	(1,080,939)	(1,081,383)	(1,080,412)	(1,208,252)	(127,841)	-12%	(126,869)	-12%
Capital Expense Allocation	-	749,668				75,000	51,139	172,722	121,583	238%	97,722	-130%
NOR	(749,667)	190,044	(616,237)	(837,282)	(1,080,939)	(1,006,383)	(1,029,273)	(1,035,530)	(6,258)	-1%	(29,147)	-3%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-29%	-36%	-33%	-25%	-26%	-21%	-27%	-29%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**165 Facility Administration**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 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	(159,588)	(149,267)	(362,907)	(507,542)	(472,787)	(445,843)	(462,193)	(403,970)	58,224	13%	41,873	9%	
Payroll Direct-Hourly	(61,053)	(90,189)	(144,102)	(168,153)	223,585	(227,339)	110,172	-	(110,172)	100%	227,339	100.0%	
Payroll Direct-Total	(220,641)	(239,456)	(507,009)	(675,695)	(249,202)	(673,182)	(352,021)	(403,970)	(51,948)	-15%	269,212	40%	
Payroll Burden	(65,109)	(65,289)	(152,094)	(190,021)	(155,932)	(252,819)	(139,524)	(109,059)	30,465	22%	143,760	57%	
Payroll	(285,750)	(304,745)	(659,102)	(865,716)	(405,134)	(926,001)	(491,545)	(513,028)	(21,483)	-4%	412,973	45%	
Expenses	(29,665)	(30,282)	(58,722)	(70,896)	(72,419)	(83,230)	(79,554)	(81,409)	(1,854)	-2%	1,821	2%	
NORBO	(315,415)	(335,027)	(717,824)	(936,611)	(477,553)	(1,009,231)	(571,100)	(594,437)	(23,337)	-4%	414,794	41%	
Capital Expense Allocation	315,415		329,656	305,020	-	401,220	394,848	513,028	118,180	30%	111,808	-28%	
NOR	-	(335,027)	(388,168)	(631,592)	(477,553)	(608,011)	(176,252)	(81,409)	94,843	54%	526,602	87%	
COGS %	0%	0%	0%	0%	0%	0%	0%	0%					
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%					
Payroll Burden % Payroll	-30%	-27%	-30%	-28%	-63%	-38%	-40%	-27%					

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**170 Summer Food and Beverage**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	201,526	8,664	204,860	279,765	298,703	318,600	317,486	329,659	12,173	4%	11,059	3%
Cogs	(64,955)	(1,066)	(59,644)	(88,708)	(99,324)	(107,831)	(25,546)	(107,360)	(81,814)	320%	471	0%
Gross Margin	136,571	7,598	145,215	191,057	199,380	210,769	291,940	222,299	(69,641)	-24%	11,530	5%
Payroll Direct-Salary	(30,497)	(108)	(28,896)	(23,400)	(24,579)	(33,746)	(35,625)	(38,626)	(3,001)	-8%	(4,881)	-14%
Payroll Direct-Hourly	(101,143)	(4,289)	(71,766)	(106,388)	(94,956)	(124,465)	(76,183)	(112,231)	(36,048)	-47%	12,234	10%
Payroll Direct-Total	(131,640)	(4,397)	(100,663)	(129,788)	(119,535)	(158,211)	(111,808)	(150,857)	(39,050)	-35%	7,353	5%
Payroll Burden	(28,688)	(4,731)	(20,719)	(21,730)	(24,689)	(25,005)	(24,713)	(35,925)	(11,212)	-45%	(10,920)	-44%
Payroll	(160,328)	(9,128)	(121,382)	(151,518)	(144,224)	(183,216)	(136,521)	(186,782)	(50,261)	-37%	(3,566)	-2%
Expenses	(67,941)	(35,235)	(33,674)	(63,715)	(194,449)	(50,785)	(23,278)	(57,165)	(33,887)	-146%	(6,380)	-13%
NORBO	(91,698)	(36,765)	(9,840)	(24,176)	(139,292)	(23,232)	132,141	(21,648)	(153,789)	116%	1,584	7%
Capital Expense Allocation	(47,352)		-	-	-	-	-	-	-	0%	-	0%
NOR	(139,050)	(36,765)	(9,840)	(24,176)	(139,292)	(23,232)	132,141	(21,648)	(153,789)	116%	1,584	7%
COGS %	-32%	-12%	-29%	-32%	-33%	-34%	-8%	-33%				
Payroll Direct %	-65%	-51%	-49%	-46%	-40%	-50%	-35%	-46%				
Payroll Burden % Payroll	-22%	-108%	-21%	-17%	-21%	-16%	-22%	-24%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**



**Tahoe Donner Association  
Operating Fund  
2024 Budget**

**180 Winter Food and Beverage**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	487,567	298,125	254,490	501,688	532,185	496,810	442,434	137,540	(304,894)	-69%	(359,270)	-72%
Cogs	(129,100)	(72,781)	(75,146)	(155,469)	(146,446)	(150,407)	(127,242)	(39,430)	87,812	-69%	110,977	-74%
Gross Margin	358,467	225,344	179,344	346,219	385,739	346,403	315,192	98,110	(217,082)	-69%	(248,293)	-72%
Payroll Direct-Salary	(50,747)	(41,224)	(48,170)	(50,402)	(77,777)	(80,886)	(59,154)	(42,468)	16,686	28%	38,418	47%
Payroll Direct-Hourly	(101,319)	(77,888)	(58,425)	(153,966)	(152,360)	(121,219)	(139,279)	(48,076)	91,203	65%	73,143	60%
Payroll Direct-Total	(152,066)	(119,112)	(106,595)	(204,368)	(230,137)	(202,105)	(198,433)	(90,544)	107,889	54%	111,561	55%
Payroll Burden	(41,335)	(29,469)	(24,063)	(40,531)	(44,951)	(38,398)	(37,273)	(19,603)	17,670	47%	18,795	49%
Payroll	(193,401)	(148,581)	(130,658)	(244,900)	(275,088)	(240,503)	(235,706)	(110,147)	125,559	53%	130,357	54%
Expenses	(45,363)	(32,745)	(31,325)	(68,124)	(58,790)	(55,827)	(48,664)	(29,910)	18,754	39%	25,917	46%
NORBO	119,703	44,018	17,361	33,195	51,861	50,072	30,822	(41,947)	(72,769)	236%	(92,020)	184%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	119,703	44,018	17,361	33,195	51,861	50,072	30,822	(41,947)	(72,769)	236%	(92,020)	184%
COGS %	-26%	-24%	-30%	-31%	-28%	-30%	-29%	-29%				
Payroll Direct %	-31%	-40%	-42%	-41%	-43%	-41%	-45%	-66%				
Payroll Burden % Payroll	-27%	-25%	-23%	-20%	-20%	-19%	-19%	-22%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

200 Marketing - Downhill

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	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	(35,728)	(26,302)	(20,443)	(40,603)	(41,841)	(55,429)	(45,749)	(50,167)	(4,417)	-10%	5,263	9%
NORBO	(35,728)	(26,302)	(20,443)	(40,603)	(41,841)	(55,429)	(45,749)	(50,167)	(4,417)	-10%	5,263	9%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(35,728)	(26,302)	(20,443)	(40,603)	(41,841)	(55,429)	(45,749)	(50,167)	(4,417)	-10%	5,263	9%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	0%	0%	0%	0%	0%	0%	0%	0%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**210 Mountain Operations**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	98,536	71,520	29,721	134,795	180,321	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	98,536	71,520	29,721	134,795	180,321	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(139,855)	(127,772)	(136,697)	(144,987)	(162,348)	(182,265)	(176,538)	(211,748)	(35,209)	-20%	(29,483)	-16%
Payroll Direct-Hourly	(413,825)	(372,197)	(397,672)	(479,901)	(505,149)	(538,080)	(535,911)	(497,972)	37,939	7%	40,108	7%
Payroll Direct-Total	(553,680)	(499,969)	(534,369)	(624,888)	(667,497)	(720,345)	(712,449)	(709,720)	2,729	0%	10,625	1%
Payroll Burden	(128,756)	(103,893)	(135,842)	(181,689)	(188,344)	(205,416)	(196,259)	(222,932)	(26,674)	-14%	(17,516)	-9%
Payroll	(682,436)	(603,862)	(670,212)	(806,577)	(855,840)	(925,761)	(908,708)	(932,652)	(23,944)	-3%	(6,891)	-1%
Expenses	(629,838)	(541,739)	(608,509)	(859,102)	(1,052,470)	(737,608)	(683,913)	(735,134)	(51,221)	-7%	2,474	0%
NORBO	(1,213,738)	(1,074,081)	(1,248,999)	(1,530,884)	(1,727,989)	(1,663,369)	(1,592,621)	(1,667,786)	(75,165)	-5%	(4,417)	0%
Capital Expense Allocation	(456,783)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(1,670,521)	(1,074,081)	(1,248,999)	(1,530,884)	(1,727,989)	(1,663,369)	(1,592,621)	(1,667,786)	(75,165)	-5%	(4,417)	0%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%	-	0%	-	0%
Payroll Direct %	-562%	-699%	-1798%	-464%	-370%	0%	0%	0%	-	0%	-	0%
Payroll Burden % Payroll	-23%	-21%	-25%	-29%	-28%	-29%	-28%	-31%	-	0%	-	0%

**Work in progress subject to further review by staff, data has not been reviewed  
by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**211 Lift Maintenance**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 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	(10,938)	(10,378)	(13,110)	(12,883)	(13,963)	(15,021)	(15,349)	(15,472)	(123)	-1%	(451)	-3%
Payroll Direct-Hourly	(173,372)	(140,042)	(160,755)	(210,325)	(200,085)	(214,499)	(176,264)	(242,439)	(66,175)	-38%	(27,940)	-13%
Payroll Direct-Total	(184,310)	(150,420)	(173,865)	(223,208)	(214,049)	(229,520)	(191,613)	(257,911)	(66,298)	-35%	(28,391)	-12%
Payroll Burden	(63,822)	(54,425)	(54,347)	(79,148)	(83,395)	(91,108)	(70,480)	(78,138)	(7,658)	-11%	12,970	14%
Payroll	(248,132)	(204,845)	(228,211)	(302,355)	(297,443)	(320,628)	(262,093)	(336,049)	(73,956)	-28%	(15,421)	-5%
Expenses	(4,938)	(2,552)	(18,879)	(26,932)	(29,662)	(32,534)	(26,564)	(36,492)	(9,928)	-37%	(3,959)	-12%
NORBO	(253,070)	(207,397)	(247,090)	(329,287)	(327,105)	(353,162)	(288,657)	(372,542)	(83,884)	-29%	(19,380)	-5%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(253,070)	(207,397)	(247,090)	(329,287)	(327,105)	(353,162)	(288,657)	(372,542)	(83,884)	-29%	(19,380)	-5%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-35%	-36%	-31%	-35%	-39%	-40%	-37%	-30%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

212 Snowmaking

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	(779)	(1,647)	(6,925)	(4,420)	(7,366)	(13,580)	(20,812)	(13,580)	7,232	35%	-	0%
Payroll Direct-Total	(779)	(1,647)	(6,925)	(4,420)	(7,366)	(13,580)	(20,812)	(13,580)	7,232	35%	-	0%
Payroll Burden	(165)	(328)	(1,569)	(904)	(4,696)	(2,390)	(4,438)	(2,390)	2,048	46%	-	0%
Payroll	(944)	(1,975)	(8,494)	(5,324)	(12,062)	(15,970)	(25,250)	(15,970)	9,280	37%	-	0%
Expenses	(35,537)	(58,545)	(66,500)	(43,858)	(64,442)	(71,251)	(73,382)	(71,251)	2,131	3%	-	0%
NORBO	(36,481)	(60,520)	(74,994)	(49,183)	(76,504)	(87,221)	(98,632)	(87,221)	11,411	12%	-	0%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(36,481)	(60,520)	(74,994)	(49,183)	(76,504)	(87,221)	(98,632)	(87,221)	11,411	12%	-	0%
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	-21%	-20%	-23%	-20%	-64%	-18%	-21%	-18%	-28%		46%	

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**214 Ski Retail**

	2019	2020	2021	2022	2023	2024	2024	2025	2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual	Actual	Actual	Actual	Budget	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	162,941	75,720	70,593	124,638	135,794	126,401	102,290	62,591	(39,699)	-39%	(63,810)	-50%
Cogs	(67,720)	(29,677)	(36,569)	(53,726)	(64,901)	(61,600)	(42,268)	(31,700)	10,568	25%	29,900	-49%
Gross Margin	95,221	46,043	34,024	70,912	70,893	64,801	60,021	30,891	(29,130)	-49%	(33,910)	-52%
Payroll Direct-Salary	(10,082)	(6,224)	(13,110)	(12,883)	(13,158)	(15,021)	(15,349)	(15,021)	328	2%	-	0%
Payroll Direct-Hourly	(21,443)	(20,256)	(19,746)	(26,289)	(27,375)	(30,679)	(28,969)	(30,679)	(1,710)	-6%	-	0%
Payroll Direct-Total	(31,525)	(26,480)	(32,856)	(39,172)	(40,533)	(45,700)	(44,319)	(45,701)	(1,383)	-3%	(1)	0%
Payroll Burden	(12,365)	(11,383)	(11,373)	(20,638)	(26,481)	(10,612)	(19,811)	(25,318)	(5,507)	-28%	(14,706)	-139%
Payroll	(43,890)	(37,863)	(44,230)	(59,809)	(67,015)	(56,312)	(64,130)	(71,018)	(6,888)	-11%	(14,706)	-26%
Expenses	(8,063)	(2,164)	(1,047)	(2,290)	(308)	(5,217)	(280)	(1,425)	(1,145)	-409%	3,792	73%
NORBO	43,268	6,016	(11,253)	8,812	3,570	3,272	(4,388)	(41,553)	(37,164)	847%	(44,824)	1370%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	43,268	6,016	(11,253)	8,812	3,570	3,272	(4,388)	(41,553)	(37,164)	-847%	(44,824)	1370%
COGS %	-42%	-39%	-52%	-43%	-48%	-49%	-41%	-51%				
Payroll Direct %	-19%	-35%	-47%	-31%	-30%	-36%	-43%	-73%				
Payroll Burden % Payroll	-39%	-43%	-35%	-53%	-65%	-23%	-45%	-55%				

**Work in progress subject to further revue by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

215 Ski Rental

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	803,366	533,888	479,472	804,911	784,194	772,275	747,251	543,865	(203,386)	-27%	(228,410)	-30%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	803,366	533,888	479,472	804,911	784,194	772,275	747,251	543,865	(203,386)	-27%	(228,410)	-30%
Payroll Direct-Salary	(10,938)	(11,220)	(13,110)	(12,883)	(13,690)	(16,521)	(15,849)	(15,472)	377	2%	1,049	6%
Payroll Direct-Hourly	(107,438)	(70,167)	(58,649)	(86,600)	(95,775)	(96,538)	(89,706)	(87,740)	1,966	2%	8,798	9%
Payroll Direct-Total	(118,376)	(81,387)	(71,760)	(99,483)	(109,466)	(113,059)	(105,555)	(103,212)	2,343	2%	9,847	9%
Payroll Burden	(25,754)	(14,851)	(12,203)	(16,353)	(16,274)	(18,088)	(16,477)	(15,668)	809	5%	2,420	13%
Payroll	(144,130)	(96,238)	(83,962)	(115,835)	(125,739)	(131,147)	(122,032)	(118,880)	3,152	3%	12,267	9%
Expenses	(22,507)	(14,003)	(7,474)	(3,192)	(1,001)	(19,177)	(930)	(5,837)	(4,907)	-527%	13,340	70%
NORBO	636,729	423,647	388,035	685,884	657,454	621,951	624,288	419,148	(205,141)	-33%	(202,803)	33%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	636,729	423,647	388,035	685,884	657,454	621,951	624,288	419,148	(205,141)	-33%	(202,803)	33%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-15%	-15%	-15%	-12%	-14%	-15%	-14%	-19%				
Payroll Burden % Payroll	-22%	-18%	-17%	-16%	-15%	-16%	-16%	-15%				

Work in progress subject to further review by staff, data has not been reviewed by the Board

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

216 Snowplay

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Budget	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	244,046	153,021	311,593	266,373	253,791	295,381	318,676	294,556	(24,120)	-8%	(825)	0%
Cogs	(1,911)	(198)	(685)	(458)	(979)	(2,100)	(3,299)	(2,100)	1,199	(0)	-	0%
Gross Margin	242,135	152,823	310,909	265,915	252,812	293,281	315,378	292,456	(22,922)	-7%	(825)	0%
Payroll Direct-Salary	(17,330)	(13,356)	(14,961)	(15,611)	(16,907)	(18,228)	(18,405)	(37,081)	(18,677)	-101%	(18,854)	-103%
Payroll Direct-Hourly	(56,682)	(36,307)	(46,783)	(69,813)	(78,933)	(73,918)	(71,810)	(77,755)	(5,945)	-8%	(3,837)	-5%
Payroll Direct-Total	(74,012)	(49,663)	(61,744)	(85,424)	(95,841)	(92,146)	(90,215)	(114,836)	(24,621)	-27%	(22,691)	-25%
Payroll Burden	(18,511)	(11,868)	(13,172)	(20,881)	(17,665)	(17,880)	(17,821)	(19,518)	(1,697)	-10%	(1,638)	-9%
Payroll	(92,523)	(61,531)	(74,916)	(106,304)	(113,505)	(110,026)	(108,036)	(134,355)	(26,319)	-24%	(24,329)	-22%
Expenses	(37,371)	(39,917)	(57,939)	(44,621)	(69,608)	(74,253)	(67,375)	(66,884)	491	1%	7,369	10%
NORBO	112,241	51,375	178,054	114,989	69,699	109,002	139,967	91,218	(48,749)	35%	(17,784)	16%
Capital Expense Allocation	(51,232)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	61,009	51,375	178,054	114,989	69,699	109,002	139,967	91,218	(48,749)	35%	(17,784)	16%
COGS %	-1%	0%	0%	0%	0%	-1%	-1%	-1%				
Payroll Direct %	-30%	-32%	-20%	-32%	-38%	-31%	-28%	-39%				
Payroll Burden % Payroll	-25%	-24%	-21%	-24%	-18%	-19%	-20%	-17%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**



**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**220 Ski School**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>F/cast</u>		<u>Budget</u>	<u>Amount</u>	<u>Pctg</u>	<u>Amount</u>
Revenue	1,219,134	912,692	741,808	1,222,942	1,502,898	1,530,371	1,460,873	936,348	(524,525)	-36%	(594,023)	-39%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	1,219,134	912,692	741,808	1,222,942	1,502,898	1,530,371	1,460,873	936,348	(524,525)	-36%	(594,023)	-39%
Payroll Direct-Salary	(115,145)	(86,259)	(102,674)	(107,426)	(98,366)	(79,005)	(72,670)	(81,863)	(9,193)	-13%	(2,858)	-4%
Payroll Direct-Hourly	(345,771)	(302,127)	(184,243)	(364,890)	(408,718)	(391,613)	(371,754)	(283,889)	87,865	24%	107,724	28%
Payroll Direct-Total	(460,916)	(388,386)	(286,917)	(472,316)	(507,084)	(470,618)	(444,425)	(365,752)	78,673	18%	104,866	22%
Payroll Burden	(110,799)	(90,078)	(62,821)	(98,626)	(117,992)	(104,097)	(102,092)	(88,592)	13,500	13%	15,505	15%
Payroll	(571,715)	(478,464)	(349,738)	(570,942)	(625,076)	(574,715)	(546,517)	(454,344)	92,173	17%	120,371	21%
Expenses	(9,203)	(6,490)	(1,055)	(10,003)	(6,871)	(63,265)	(15,233)	(10,173)	5,060	33%	53,092	84%
NORBO	638,216	427,738	391,016	641,997	870,951	892,391	899,123	471,831	(427,292)	48%	(420,560)	47%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	638,216	427,738	391,016	641,997	870,951	892,391	899,123	471,831	(427,292)	48%	(420,560)	47%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-38%	-43%	-39%	-39%	-34%	-31%	-30%	-39%				
Payroll Burden % Payroll	-24%	-23%	-22%	-21%	-23%	-22%	-23%	-24%				
NOR % to Revenue	52%	47%	53%	52%	58%	58%	62%	50%				

**Work in progress subject to further review by staff, data has not been reviewed by the Board**

**Tahoe Donner Association  
Operating Fund  
2025 Budget**

**240 Ticket Office Administration**

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast		Budget	Amount	Pctg	Amount
Revenue	1,999,006	1,569,348	2,155,037	2,741,671	2,620,820	2,846,098	2,661,866	2,019,907	(641,959)	-24%	(826,191)	-29%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	1,999,006	1,569,348	2,155,037	2,741,671	2,620,820	2,846,098	2,661,866	2,019,907	(641,959)	-24%	(826,191)	-29%
Payroll Direct-Salary	(39,814)	(36,315)	(48,019)	(50,363)	(53,033)	(58,953)	(53,531)	(59,352)	(5,821)	-11%	(399)	-1%
Payroll Direct-Hourly	(61,356)	(41,367)	(37,380)	(51,931)	(61,937)	(61,148)	(66,319)	(57,967)	8,352	13%	3,181	5%
Payroll Direct-Total	(101,170)	(77,682)	(85,399)	(102,294)	(114,970)	(120,101)	(119,851)	(117,319)	2,532	2%	2,782	2%
Payroll Burden	(22,860)	(15,737)	(15,831)	(19,065)	(23,462)	(21,400)	(22,339)	(43,411)	(21,071)	-94%	(22,011)	-103%
Payroll	(124,030)	(93,419)	(101,231)	(121,359)	(138,432)	(141,501)	(142,190)	(160,730)	(18,540)	-13%	(19,229)	-14%
Expenses	(72,371)	(68,474)	(128,665)	(173,452)	(174,367)	(99,828)	(125,467)	(137,614)	(12,146)	-10%	(37,786)	-38%
NORBO	1,802,605	1,407,455	1,925,141	2,446,860	2,308,020	2,604,769	2,394,208	1,721,563	(672,645)	28%	(883,206)	34%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	1,802,605	1,407,455	1,925,141	2,446,860	2,308,020	2,604,769	2,394,208	1,721,563	(672,645)	28%	(883,206)	34%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-5%	-5%	-4%	-4%	-4%	-4%	-5%	-6%				
Payroll Burden % Payroll	-23%	-20%	-19%	-19%	-20%	-18%	-19%	-37%				

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