

EXHIBIT A

2026 OPERATING FUND BUDGET



TAHOE DONNER™

2026 OPERATING FUND BUDGET

The following is a summary of Tahoe Donner facilities, a description of activities, and the budgeting departments located within for reference in reviewing the Draft 2026 Operating Fund Budget.

Location	Description
Northwoods Clubhouse Dept: 005, 010, 015, 020, 025, 030, 035, 036, 037, 040, 150, 165	Chief administrative building for the entity (multi-dept 005-165). The staff in this building includes departments: administration, member services, information technology, accounting/finance, loss prevention and risk control, human resources, workforce housing, purchasing, marketing and communication, community standards (architectural standards and covenants), and capital projects. Note: the Community Standards department is located off-site at nearby leased commercial space. In the future, other departments may also be relocated temporarily or permanently due to workspace needs and capital project redevelopment at the Northwoods Clubhouse. Pizza on the Hill (150): A food and beverage venue is open to the public and is open year-round 5 to 7 days a week, depending on the season. The staff includes back-of-the-house food service and front-of-the-house service staff.
Tennis + Pickleball Center Dept: 090	Private summer seasonal tennis and pickleball operation managed by the Tennis Director. Staff includes seasonal supervising, office staff (pro-shop), teaching/camp, and sometimes maintenance/labor.
Northwoods Pool Dept: 130	Private summer seasonal aquatics operation supervised by an Aquatics Supervisor who has a lifeguard and swim instructing staff located at Northwoods Pool and Trout Creek Recreation Center.
Recreation Hut Dept: 140	Private summer seasonal recreation hub for children's adventure camps, outdoor recreation like archery, a climbing camp, and arts and crafts. The department assists with recreation and special events like Bingo, Trivia, and Summer Concert on the Green. Staff includes the Recreation Supervisor, recreation hosts, and special event staff.
Trout Creek Recreation Center Dept: 130, 132	Large private year-round recreation center that has a lap pool, recreation pool, hot tubs, sauna, steam room, aerobics classroom, large cardio and weightlifting wing of the building, playground, and basketball court. The facility offers fitness classes, personal training, and, in the summer, swim lessons. The facility has a management team with staff including hosts, custodians, and fitness instructors. In the summer, the aquatics staff also works out of this site for swim programs and recreational swimming.
The Lodge Restaurant & Pub Dept: 128	A year-round food and beverage venue that operates 5-7 days a week, depending on the season. The F&B venue also shares the building with the golf pro shop, which is open in the summer months. This building is adjacent to the 18-hole championship golf course. The F&B venue has front and back-of-the-house staff. The Lodge also operates the summer food and beverage operation related to the Pavilion, the golf course operations (T-nine grill/ and beverage cart), Trout Creek Recreation Center (Marco Polo Grill).
Golf Course Dept: 120, 125	Public 18-hole championship golf course with a pro shop, teaching staff, and golf course maintenance staff. This venue is only open May-October and includes a driving range located at the Trout Creek Recreation Center location.
Beach Club Marina Dept: 060, 145	Private summer seasonal lakefront operation on Donner Lake. The venue offers some children's recreation camps like sailing camps, boat rentals (paddle boats, SUPs, no power boats), and a small food and beverage operation (ex. burgers and fries, salads, sandwiches).

2026 OPERATING FUND BUDGET

	Day Camps (145): One of the summer Day Camps' prime locations is at the Beach Club Marina (BCM). Additionally, all the Day Camps have a "beach day" once per week at the BCM.
Equestrian Center Dept: 080	Public summer seasonal operation located at the Alder Creek Adventure Center. The center offers boarding, clinics, and camps, and private guided tours. The center is staffed with a management team, wranglers, instructors, pony attendants, and some maintenance/labor staff.
Campground Dept: 100	Public summer seasonal operation with RV and tent camping sites. A manager and maintenance/labor staff oversee the campground.
Facility and Vehicle Maintenance Dept: 160	This is an internal service department with maintenance and mechanic staff ranging from apprentice to master. The department maintains all Tahoe Donner facilities and road vehicles.
Downhill Ski Area & Lift Maint/Mechanic Main Shop Dept: 180, 200, 210, 211, 212, 214, 215, 216, 220, 240 and 145	Downhill Ski Resort (multi-depts 180-2??): Public winter operation has sub-departments including operations, lift maintenance, ski and snowboard school, rental/retail, tickets, and snowmaking. The Ticket staff is dedicated computer-based staff with no outside duties. Lift maintenance and over-the-snow mechanic staff work out of two workshops. Day Camps (145): The Downhill Ski Area also houses the headquarters of the Day Camps operations in the summer, with the majority of the camps facilitated out of the ski lodge.
Alder Creek Adventure Center Dept: 110, 141, 145, 155	Cross Country Ski Center (110): Public winter operation that includes under one department operations, ski school, rental, retail, ticket, grooming, and snowmaking. The center operates out of the Alder Creek Adventure Center. Alder Creek Café (155): Public year-round, full to part-time food and beverage venue that operates out of the Alder Creek Adventure Center. Bikeworks (141): A public summer seasonal bike shop operation that offers bike rentals, bike clinics and lessons, and guided rides. Bikeworks operates out of the Alder Creek Adventure Center and is managed by seasonal staff, including a manager, bike mechanics, bike instructors, and shop assistant(s). Day Camps (145): One of the summer Day Camps prime location is at ACAC.
Snowplay Dept: 216	Public winter operation that offers tubing and sledding. A dedicated manager and Snowplay attendants manage the operation.
Land Management: 050, 051	Forestry (050): An internal land management department overseeing the management of Tahoe Donner. This includes forestry work, fuels modification, tree planting, and defensible space work as it relates to TDA-owned property. This department inspects the private residences in the HOA for defensible space compliance. Trails (051): The trails department is located in the Forestry building. This department manages the 60+ miles of single and double-track trails in Tahoe Donner's open space. There is one full-time employee (Trails Manager) and multiple seasonal staff.

2026 OPERATING FUND BUDGET

Tahoe Donner Association
Operating Fund
2026 Budget

Consolidated

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Operating Revenue	9,500,559	13,085,043	17,431,992	17,471,924	17,337,162	17,017,518	17,278,615	18,190,673	912,057	5%	1,173,155	7%
COGs (Cost of Goods Sold)	(1,063,170)	(1,373,045)	(1,890,968)	(1,913,475)	(1,998,170)	(1,658,799)	(1,920,452)	(1,919,323)	1,128	0%	(260,525)	-16%
Gross Margin	8,437,389	11,711,998	15,541,025	15,558,449	15,338,992	15,358,719	15,358,164	16,271,349	913,185	6%	912,630	6%
Payroll Direct-Salary	(3,306,127)	(5,187,993)	(5,861,933)	(6,356,868)	(6,763,722)	(5,957,571)	(7,421,704)	(6,788,535)	633,169	9%	(830,965)	-14%
Payroll Direct-Hourly	(4,096,676)	(4,985,061)	(6,516,383)	(6,148,058)	(6,647,121)	(7,922,008)	(7,298,903)	(8,448,632)	(1,149,729)	-16%	(526,624)	-7%
Payroll Direct-Total	(7,402,803)	(10,173,055)	(12,378,316)	(12,504,926)	(13,410,843)	(13,879,579)	(14,720,607)	(15,237,167)	(516,560)	-4%	(1,357,588)	-10%
Payroll Burden	(2,227,551)	(2,991,620)	(3,621,484)	(3,966,323)	(4,231,158)	(3,992,137)	(4,791,320)	(4,436,291)	355,030	7%	(444,153)	-11%
Payroll	(9,630,354)	(13,164,675)	(15,999,800)	(16,471,249)	(17,642,001)	(17,871,716)	(19,511,927)	(19,673,457)	(161,530)	-1%	(1,801,741)	-10%
Expenses	(4,550,771)	(5,072,168)	(6,621,353)	(6,724,710)	(4,318,828)	(7,989,116)	(5,220,749)	(8,404,578)	(3,183,828)	-61%	(415,461)	-5%
NORBCA	(5,743,736)	(6,524,844)	(7,080,128)	(7,637,510)	(6,621,836)	(10,502,113)	(9,374,513)	(11,806,686)	(2,432,173)	-26%	(1,304,572)	-12%
(Net Operating Result Before Capital												
Expense Allocation	946,668	529,181	335,319	30,300	899,146	1,194,823	840,376	1,338,105	497,729	59%	143,282	12%
NOR (Net Operating Result)	(4,797,068)	(5,995,664)	(6,744,809)	(7,607,210)	(5,722,690)	(9,307,290)	(8,534,137)	(10,468,581)	(1,934,444)	-23%	(1,161,291)	-12%
COGS %	-11%	-10%	-11%	-11%	-12%	-10%	-11%	-11%				
Payroll Direct %	-78%	-78%	-71%	-72%	-77%	-82%	-85%	-84%				
Payroll Burden % Payroll	-30%	-29%	-29%	-32%	-32%	-29%	-33%	-29%				

2026 OPERATING FUND BUDGET

Tahoe Donner Association
Operating Fund
2026 Budget
Consolidated F&B
Summary (128-150-155)

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	1,654,656	2,068,320	3,053,258	3,314,580	3,260,996	3,586,148	3,441,324	3,629,452	188,128	5%	43,304	1%
Cogs	(548,423)	(696,729)	(1,044,693)	(1,016,400)	(1,077,991)	(1,108,378)	(1,091,560)	(1,120,005)	(28,445)	-3%	(11,627)	-1%
Gross Margin	1,106,233	1,371,592	2,008,565	2,298,180	2,183,006	2,477,770	2,349,764	2,509,447	159,683	7%	31,677	1%
Payroll Direct-Salary	(259,853)	(513,067)	(641,963)	(620,637)	(694,803)	(721,124)	(719,153)	(736,995)	(17,842)	-2%	(15,872)	-2%
Payroll Direct-Hourly	(709,072)	(823,849)	(1,252,237)	(1,232,223)	(1,292,760)	(1,064,968)	(1,172,841)	(1,274,199)	(101,358)	-9%	(209,231)	-20%
Payroll Direct-Total	(968,925)	(1,336,916)	(1,894,200)	(1,852,860)	(1,987,563)	(1,786,092)	(1,891,994)	(2,011,194)	(119,200)	-6%	(225,103)	-13%
Payroll Burden	(289,228)	(406,009)	(571,922)	(586,269)	(635,294)	(710,190)	(679,550)	(673,763)	5,786	1%	36,427	5%
Payroll	(1,258,153)	(1,742,925)	(2,466,122)	(2,439,129)	(2,622,857)	(2,496,282)	(2,571,544)	(2,684,958)	(113,414)	-4%	(188,675)	-8%
Expenses	(453,139)	(525,743)	(672,261)	(866,345)	(763,492)	(765,289)	(745,112)	(749,943)	(4,831)	-1%	15,346	2%
NORBO	(605,059)	(897,077)	(1,129,817)	(1,007,294)	(1,203,344)	(783,801)	(966,891)	(925,453)	41,438	4%	(141,652)	-18%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(605,059)	(897,077)	(1,129,817)	(1,007,294)	(1,203,344)	(783,801)	(966,891)	(925,453)	41,438	4%	(141,652)	-18%
COGS %	-33%	-34%	-34%	-31%	-33%	-31%	-32%	-31%				
Payroll Direct %	-59%	-65%	-62%	-56%	-61%	-50%	-55%	-55%				
Payroll Burden % Payroll	-30%	-30%	-30%	-32%	-32%	-40%	-36%	-34%				

2026 OPERATING FUND BUDGET

Tahoe Donner Association
Operating Fund
2026 Budget

60 and 61 Consolidated

060 Marina Consolidated

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	464,555	748,131	710,292	776,646	925,521	908,040	903,656	664,207	(239,449)	-26%	(243,833)	-27%
Cogs	(13,138)	(54,585)	(73,455)	(64,245)	(80,709)	(108,230)	(114,440)	(107,680)	6,760	-6%	550	-1%
Gross Margin	451,417	693,546	636,837	712,401	844,812	799,810	789,216	556,527	(232,688)	-29%	(243,283)	-30%
Payroll Direct-Salary	(68,505)	(70,775)	(70,550)	(96,764)	(101,797)	(92,625)	(65,441)	(96,919)	(31,479)	-48%	(4,294)	-5%
Payroll Direct-Hourly	(77,364)	(166,830)	(220,106)	(198,657)	(243,291)	(246,262)	(249,776)	(265,389)	(15,613)	-6%	(19,127)	-8%
Payroll Direct-Total	(145,869)	(237,605)	(290,656)	(295,421)	(345,088)	(338,887)	(315,217)	(362,308)	(47,092)	-15%	(23,421)	-7%
Payroll Burden	(31,485)	(49,502)	(58,834)	(53,780)	(99,104)	(69,921)	(62,453)	(85,656)	(23,203)	-37%	(15,735)	-23%
Payroll	(177,354)	(287,107)	(349,489)	(349,201)	(444,192)	(408,808)	(377,669)	(447,964)	(70,295)	-19%	(39,156)	-10%
Expenses	(62,743)	(99,663)	(113,436)	(124,395)	(141,574)	(147,540)	(155,012)	(141,843)	13,169	8%	5,697	4%
NORBO	211,320	306,776	173,912	238,804	259,046	243,462	256,534	(33,280)	(289,814)	113%	(276,742)	114%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	211,320	306,776	173,912	238,804	259,046	243,462	256,534	(33,280)	(289,814)	113%	(276,742)	114%
COGS %	-3%	-7%	-10%	-8%	-9%	-12%	-13%	-16%				
Payroll Direct %	-31%	-32%	-41%	-38%	-37%	-37%	-35%	-55%				
Payroll Burden % Payroll	-22%	-21%	-20%	-18%	-29%	-21%	-20%	-24%				

2026 OPERATING FUND BUDGET

Tahoe Donner Association
Operating Fund
2026 Budget
Consolidated Golf
Summary (120-125)

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	86,618	1,536,980	1,641,042	1,327,568	1,545,735	1,675,011	2,022,770	1,833,289	(189,481)	-9%	158,278	9%
Cogs	(411)	(57,808)	(85,288)	(91,880)	(107,511)	(104,900)	(123,348)	(118,173)	5,174	-4%	(13,273)	13%
Gross Margin	86,207	1,479,172	1,555,754	1,235,687	1,438,224	1,570,111	1,899,422	1,715,116	(184,307)	-10%	145,005	9%
Payroll Direct-Salary	(110,003)	(259,973)	(337,647)	(331,086)	(363,041)	(376,224)	(384,567)	(391,502)	(6,935)	-2%	(15,278)	-4%
Payroll Direct-Hourly	(158,749)	(476,686)	(623,731)	(523,321)	(673,496)	(707,324)	(689,145)	(720,857)	(31,712)	-5%	(13,533)	-2%
Payroll Direct-Total	(268,752)	(736,659)	(961,379)	(854,406)	(1,036,536)	(1,083,548)	(1,073,712)	(1,112,359)	(38,647)	-4%	(28,811)	-3%
Payroll Burden	(71,691)	(178,656)	(229,329)	(223,319)	(272,204)	(308,274)	(300,974)	(344,006)	(43,032)	-14%	(35,732)	-12%
Payroll	(340,443)	(915,316)	(1,190,707)	(1,077,725)	(1,308,741)	(1,391,822)	(1,374,686)	(1,456,365)	(81,679)	-6%	(64,544)	-5%
Expenses	(275,298)	(527,245)	(600,886)	(475,623)	(556,029)	(573,394)	(535,616)	(590,781)	(55,166)	-10%	(17,387)	-3%
NORBO	(529,534)	36,612	(235,839)	(317,661)	(426,546)	(395,105)	(10,879)	(332,031)	(321,151)	-2952%	63,074	16%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(529,534)	36,612	(235,839)	(317,661)	(426,546)	(395,105)	(10,879)	(332,031)	(321,151)	-2952%	63,074	16%
COGS %	0%	-4%	-5%	-7%	-7%	-6%	-6%	-6%				
Payroll Direct %	-310%	-48%	-59%	-64%	-67%	-65%	-53%	-61%				
Payroll Burden % Payroll	-27%	-24%	-24%	-26%	-26%	-28%	-28%	-31%				

2026 OPERATING FUND BUDGET

Tahoe Donner Association

Operating Fund

2026 Budget

Consolidated Downhill

Summary (180,200,210,211,212,214,215,220,240)

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	3,461,293	3,731,121	5,530,645	5,756,212	5,092,951	3,700,251	4,291,653	6,229,308	1,937,654	45%	2,529,057	68%
Cogs	(102,458)	(111,715)	(209,194)	(211,347)	(156,291)	(71,130)	(67,388)	(252,730)	(185,342)	275%	(181,600)	255%
Gross Margin	3,358,835	3,619,406	5,321,450	5,544,865	4,936,660	3,629,121	4,224,265	5,976,578	1,752,312	41%	2,347,457	65%
Payroll Direct-Salary	(319,392)	(374,890)	(391,827)	(432,335)	(366,487)	(441,397)	(436,481)	(476,530)	(40,050)	-9%	(35,133)	-8%
Payroll Direct-Hourly	(1,025,691)	(923,795)	(1,378,322)	(1,458,765)	(1,415,915)	(1,262,342)	(1,295,433)	(1,625,317)	(329,884)	-25%	(362,975)	-29%
Payroll Direct-Total	(1,345,083)	(1,298,686)	(1,770,149)	(1,891,100)	(1,782,403)	(1,703,740)	(1,731,913)	(2,101,848)	(369,935)	-21%	(398,108)	-23%
Payroll Burden	(320,164)	(318,050)	(456,953)	(505,595)	(447,432)	(496,052)	(496,100)	(540,637)	(44,537)	-9%	(44,585)	-9%
Payroll	(1,665,247)	(1,616,736)	(2,227,102)	(2,396,695)	(2,229,834)	(2,199,792)	(2,228,013)	(2,642,485)	(414,472)	-19%	(442,693)	-20%
Expenses	(753,014)	(883,896)	(1,227,557)	(1,429,752)	(983,705)	(1,078,004)	(979,985)	(1,259,519)	(279,534)	-29%	(181,515)	-17%
NORBO	940,574	1,118,775	1,866,791	1,718,417	1,723,120	351,325	1,016,268	2,074,574	1,058,306	-104%	1,723,249	-490%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	940,574	1,118,775	1,866,791	1,718,417	1,723,120	351,325	1,016,268	2,074,574	1,058,306	-104%	1,723,249	-490%
COGS %	-3%	-3%	-4%	-4%	-3%	-2%	-2%	-4%				
Payroll Direct %	-39%	-35%	-32%	-33%	-35%	-46%	-40%	-34%				
Payroll Burden % Payroll	-24%	-24%	-26%	-27%	-25%	-29%	-29%	-26%				

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

005 General

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	295	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	295	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Total	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Burden	(241)	-	-	-	-	-	-	-	-	0%	-	0%
Payroll	(241)	-	-	-	-	-	-	-	-	0%	-	0%
Expenses	(898,592)	(772,259)	(824,814)	(922,781)	1,030,068	(1,030,762)	(1,012,614)	(1,126,323)	(113,709)	-11%	(95,561)	-9%
NORBO	(898,538)	(772,259)	(824,814)	(922,781)	1,030,068	(1,030,762)	(1,012,614)	(1,126,323)	(113,709)	-11%	(95,561)	-9%
Capital Expense Allocation	197,000	197,000	-	-	-	-	-	-	-	0%	-	0%
NOR	(701,538)	(575,259)	(824,814)	(922,781)	1,030,068	(1,030,762)	(1,012,614)	(1,126,323)	(113,709)	-11%	(95,561)	-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%				

Changes since 9/26 BOD Budget review:

NOR: -12,000 (Exp: +\$12k)

- GL Insurance

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

010 Administration

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	217,894	145,854	158,616	353,390	339,637	356,002	268,490	356,002	87,512	33%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	217,894	145,854	158,616	353,390	339,637	356,002	268,490	356,002	87,512	33%	-	0%
Payroll Direct-Salary	(228,102)	(755,339)	(758,893)	(599,680)	(665,117)	(622,159)	(879,678)	(848,639)	31,039	4%	(226,479)	-36%
Payroll Direct-Hourly	(63,815)	(68,872)	(76,414)	-	(54,955)	(72,180)	(132,045)	(91,240)	40,805	31%	(19,060)	-26%
Payroll Direct-Total	(291,917)	(824,211)	(835,306)	(599,680)	(720,072)	(694,339)	(1,011,723)	(939,879)	71,844	7%	(245,540)	-35%
Payroll Burden	(60,878)	(213,138)	(133,263)	(130,378)	(145,249)	(244,086)	(253,733)	(249,784)	3,949	2%	(5,698)	-2%
Payroll	(352,795)	(1,037,349)	(968,570)	(730,059)	(865,321)	(938,425)	(1,265,455)	(1,189,663)	75,793	6%	(251,238)	-27%
Expenses	(113,410)	(343,302)	(454,187)	(445,116)	(421,996)	(399,884)	(414,792)	(518,415)	(103,624)	-25%	(118,531)	-30%
NORBO	(248,311)	(1,234,798)	(1,264,141)	(821,785)	(947,680)	(982,307)	(1,411,757)	(1,352,076)	59,681	4%	(369,769)	-38%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(248,311)	(1,234,798)	(1,264,141)	(821,785)	(947,680)	(982,307)	(1,411,757)	(1,352,076)	59,681	4%	(369,769)	-38%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-134%	-565%	-527%	-170%	-212%	-195%	-377%	-264%				
Payroll Burden % Payroll	-21%	-26%	-16%	-22%	-20%	-35%	-25%	-27%				

Changes since 9/26 BOD Budget review:

NOR: +\$34,000 (P/r: -30k; Exp: -4k)

- p/r: WC rates alignment
- Exp: GL Insurance

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

015 Communications

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	240,013	267,066	300,137	293,347	266,722	274,850	303,320	274,545	(28,775)	-9%	(305)	0%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	240,013	267,066	300,137	293,347	266,722	274,850	303,320	274,545	(28,775)	-9%	(305)	0%
Payroll Direct-Salary	(240,540)	(234,735)	(214,635)	(292,307)	(294,886)	(299,106)	(298,903)	(395,059)	(96,156)	-32%	(95,952)	-32%
Payroll Direct-Hourly	(125,559)	(202,017)	(215,115)	(215,644)	(233,576)	(281,619)	(289,877)	(214,803)	75,074	26%	66,816	24%
Payroll Direct-Total	(366,099)	(436,752)	(429,750)	(507,951)	(528,462)	(580,725)	(588,780)	(609,862)	(21,082)	-4%	(29,136)	-5%
Payroll Burden	(88,377)	(103,140)	(124,909)	(155,937)	(180,165)	(190,927)	(198,322)	(212,216)	(13,894)	-7%	(21,289)	-11%
Payroll	(454,476)	(539,893)	(554,659)	(663,888)	(708,627)	(771,652)	(787,102)	(822,077)	(34,976)	-4%	(50,425)	-7%
Expenses	(148,085)	(216,009)	(230,002)	(245,583)	(223,031)	(246,950)	(250,460)	(235,332)	15,128	6%	11,618	5%
NORBO	(362,548)	(488,835)	(484,525)	(616,124)	(664,937)	(743,752)	(734,242)	(782,864)	(48,622)	-7%	(39,112)	-5%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(362,548)	(488,835)	(484,525)	(616,124)	(664,937)	(743,752)	(734,242)	(782,864)	(48,622)	-7%	(39,112)	-5%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-153%	-164%	-143%	-173%	-198%	-211%	-194%	-222%				
Payroll Burden % Payroll	-24%	-24%	-29%	-31%	-34%	-33%	-34%	-35%				

Changes since 9/26 BOD Budget review:

NOR: +\$11,000 (p/r: -10k burden)

- WC rate alignment

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

020 CSO

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	%	Amount	%
Revenue	325,292	283,651	247,155	157,534	193,404	229,447	172,069	165,246	(6,823)	-4%	(64,201)	-28%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	325,292	283,651	247,155	157,534	193,404	229,447	172,069	165,246	(6,823)	-4%	(64,201)	-28%
Payroll Direct-Salary	(71,287)	(69,787)	(46,980)	(139,567)	(141,450)	(149,356)	(150,334)	(155,070)	(4,736)	-3%	(5,714)	-4%
Payroll Direct-Hourly	(164,656)	(213,197)	(225,252)	(207,439)	(222,242)	(252,342)	(209,835)	(263,641)	(53,806)	-26%	(11,299)	-4%
Payroll Direct-Total	(235,943)	(282,983)	(272,233)	(347,006)	(363,692)	(401,698)	(360,169)	(418,711)	(58,542)	-16%	(17,013)	-4%
Payroll Burden	(75,779)	(73,574)	(92,173)	(79,587)	(130,478)	(90,134)	(110,631)	(125,169)	(14,538)	-13%	(35,035)	-39%
Payroll	(311,722)	(356,558)	(364,406)	(426,594)	(494,170)	(491,832)	(470,801)	(543,880)	(73,080)	-16%	(52,048)	-11%
Expenses	(28,674)	(49,170)	(55,713)	(82,891)	(76,787)	(77,991)	(69,724)	(41,251)	28,474	41%	36,740	47%
NORBO	(15,104)	(122,077)	(172,964)	(351,950)	(377,553)	(340,376)	(368,456)	(419,885)	(51,429)	-14%	(79,509)	-23%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(15,104)	(122,077)	(172,964)	(351,950)	(377,553)	(340,376)	(368,456)	(419,885)	(51,429)	-14%	(79,509)	-23%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-73%	-100%	-110%	-220%	-188%	-175%	-209%	-253%				
Payroll Burden % Payroll	-32%	-26%	-34%	-23%	-36%	-22%	-31%	-30%				

Changes since 9/26 BOD Budget review:

NOR: -34,000 (p/r: +\$34k P/r)

- WC Rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

025 MIS

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(230,030)	(263,082)	(281,436)	(307,053)	(309,231)	(318,180)	(331,104)	(340,847)	(9,743)	-3%	(22,668)	-7%
Payroll Direct-Hourly	(123,277)	(143,743)	(237,725)	(212,271)	(262,124)	(283,983)	(295,434)	(309,755)	(14,321)	-5%	(25,772)	-9%
Payroll Direct-Total	(353,307)	(406,825)	(519,161)	(519,324)	(571,354)	(602,162)	(626,538)	(650,602)	(24,064)	-4%	(48,440)	-8%
Payroll Burden	(89,391)	(74,191)	(121,756)	(114,697)	(110,924)	(125,546)	(126,357)	(133,812)	(7,454)	-6%	(8,266)	-7%
Payroll	(442,698)	(481,016)	(640,917)	(634,021)	(682,278)	(727,708)	(752,895)	(784,414)	(31,518)	-4%	(56,706)	-8%
Expenses	(160,178)	(222,064)	(166,272)	(130,432)	(130,910)	(144,430)	(129,340)	(145,910)	(16,570)	-13%	(1,480)	-1%
NORBO	(602,876)	(703,080)	(807,189)	(764,453)	(813,188)	(872,138)	(882,236)	(930,324)	(48,088)	-5%	(58,186)	-7%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(602,876)	(703,080)	(807,189)	(764,453)	(813,188)	(872,138)	(882,236)	(930,324)	(48,088)	-5%	(58,186)	-7%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-25%	-18%	-23%	-22%	-19%	-21%	-20%	-21%				

Changes since 9/26 BOD Budget review:

NOR: +32,000 (p/r: -\$32k)

- WC rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

30 Accounting

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	1,325	2	33	-	2,680	-	47,781	47,200	(581)	-1%	47,200	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	1,325	2	33	-	2,680	-	47,781	47,200	(581)	-1%	47,200	0%
Payroll Direct-Salary	(150,000)	(343,275)	(382,389)	(498,170)	(478,886)	(574,242)	(554,233)	(600,891)	(46,658)	-8%	(26,650)	-5%
Payroll Direct-Hourly	(209,347)	(245,334)	(238,222)	(237,438)	(186,252)	(174,318)	(185,818)	(198,266)	(12,448)	-7%	(23,948)	-14%
Payroll Direct-Total	(359,347)	(588,609)	(620,611)	(735,608)	(665,138)	(748,560)	(740,051)	(799,158)	(59,107)	-8%	(50,598)	-7%
Payroll Burden	(124,374)	(114,210)	(154,826)	(183,578)	(196,869)	(191,745)	(219,119)	(258,990)	(39,871)	-18%	(67,246)	-35%
Payroll	(483,721)	(702,819)	(775,437)	(919,186)	(862,007)	(940,304)	(959,170)	(1,058,148)	(98,978)	-10%	(117,844)	-13%
Expenses	(201,793)	(124,832)	(158,683)	(155,767)	(207,629)	(153,962)	(173,951)	(157,012)	16,939	10%	(3,050)	-2%
NORBO	(684,189)	(827,649)	(934,087)	(1,074,953)	(1,066,956)	(1,094,266)	(1,085,339)	(1,167,960)	(82,620)	-8%	(73,694)	-7%
Capital Expense Allocation		2,525	30,300	30,300		30,300		18,000	18,000	-	(12,300)	41%
NOR	(684,189)	(825,124)	(903,787)	(1,044,653)	(1,066,956)	(1,063,966)	(1,085,339)	(1,149,960)	(64,620)	-6%	(85,994)	-8%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-27121%	-31816678%	-1889227%	0%	-24820%	0%	-1549%	-1693%				
Payroll Burden % Payroll	-35%	-19%	-25%	-25%	-30%	-26%	-30%	-32%				

Changes since 9/26 BOD Budget review:

NOR: +\$23,000 (p/r: -23k burden)

- WC rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

035 Human Resources

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	9,827	-	(9,827)	-100%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	9,827	-	(9,827)	-100%	-	0%
Payroll Direct-Salary	(190,453)	(209,378)	(169,635)	(249,465)	(245,363)	(264,311)	(261,950)	(275,479)	(13,528)	-5%	(11,168)	-4%
Payroll Direct-Hourly	(2,649)	(39,124)	(67,875)	(69,084)	(102,054)	(103,924)	(101,630)	(128,960)	(27,330)	-27%	(25,036)	-24%
Payroll Direct-Total	(193,102)	(248,502)	(237,510)	(318,550)	(347,418)	(368,235)	(363,580)	(404,439)	(40,859)	-11%	(36,204)	-10%
Payroll Burden	(41,591)	(58,142)	(102,977)	(102,016)	(137,539)	(121,237)	(131,298)	(144,832)	(13,534)	-10%	(23,594)	-19%
Payroll	(234,693)	(306,644)	(340,487)	(420,565)	(484,956)	(489,472)	(494,878)	(549,270)	(54,392)	-11%	(59,798)	-12%
Expenses	(95,220)	(151,475)	(140,236)	(144,484)	(200,299)	(222,775)	(129,727)	(258,088)	(128,361)	-99%	(35,313)	-16%
NORBO	(329,913)	(458,119)	(480,723)	(565,049)	(685,255)	(712,247)	(614,778)	(807,358)	(192,581)	-31%	(95,111)	-13%
Capital Expense Allocation	-	-	-	-	-	65,500	-	65,500	65,500	0%	-	0%
NOR	(329,913)	(458,119)	(480,723)	(565,049)	(685,255)	(646,747)	(614,778)	(741,858)	(127,081)	-21%	(95,111)	-15%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	-3700%	0%				
Payroll Burden % Payroll	-22%	-23%	-43%	-32%	-40%	-33%	-36%	-36%				

Changes since 9/26 BOD Budget review:

NOR: +\$19,500 (p/r: -\$19.5k)

- WC rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

036 Workforce Housing

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue					236,272	259,500	227,731	218,800	(8,931)	-4%	(40,700)	-16%
Cogs						-		-	-	-	-	0%
Gross Margin	-	-	-	-	236,272	259,500	227,731	218,800	(8,931)	-4%	(40,700)	-16%
Payroll Direct-Salary					(33,055)	(35,090)	(35,091)	(36,494)	(1,403)	-4%	(1,404)	-4%
Payroll Direct-Hourly					-	-	-	-	-	0%	-	0%
Payroll Direct-Total	-	-	-	-	(33,055)	(35,090)	(35,091)	(36,494)	(1,403)	-4%	(1,404)	-4%
Payroll Burden					(13,134)	(4,080)	(3,265)	(11,993)	(8,727)	-267%	(7,913)	-194%
Payroll	-	-	-	-	(46,189)	(39,170)	(38,356)	(48,486)	(10,131)	-26%	(9,316)	-24%
Expenses					(517,392)	(362,117)	(366,080)	(407,342)	(41,262)	-11%	(45,225)	-12%
NORBO	-	-	-	-	(327,309)	(141,787)	(176,705)	(237,028)	(60,323)	-34%	(95,241)	-67%
Capital Expense Allocation						-		-	-	0%	-	0%
NOR	-	-	-	-	(327,309)	(147,916)	(176,705)	(237,028)	(60,323)	-34%	(89,112)	-60%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	-14%	-14%	-15%	-17%				
Payroll Burden % Payroll	0%	0%	0%	0%	-40%	-12%	-9%	-33%				

Changes since 9/26 BOD Budget review:

NOR: **-\$7,500** (p/r: **+7.5k**)

- WC rate alignment change

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

037 Risk

	2020	2021	2022	2023	2024	New Dept 2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	-	-	-	-	-	(133,388)	(122,536)	(138,463)	(15,927)	-13%	(5,076)	-4%
Payroll Direct-Hourly	-	-	-	-	-	(202,539)	(198,633)	(203,839)	(5,206)	-3%	(1,300)	-0.6%
Payroll Direct-Total	-	-	-	-	-	(335,927)	(321,169)	(342,302)	(21,133)	-7%	(6,376)	-2%
Payroll Burden	-	-	-	-	-	(64,969)	(88,116)	(124,390)	(36,274)	-41%	(59,421)	-91%
Payroll	-	-	-	-	-	(400,895)	(409,286)	(466,692)	(57,406)	-14%	(65,797)	-16%
Expenses	-	-	-	-	-	(117,261)	(116,058)	(139,159)	(23,101)	-20%	(21,898)	-19%
NORBO	-	-	-	-	-	(518,156)	(525,344)	(605,851)	(80,507)	-15%	(87,695)	-17%
Capital Expense Allocation						-		-	-	0%	-	0%
NOR	-	-	-	-	-	(518,156)	(525,344)	(605,851)	(80,507)	-15%	(87,695)	-17%
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%	-19%	-27%	-36%				

Changes since 9/26 BOD Budget review:

NOR: +\$1,300 (Exp: +2.1k; p/r: -3.4k)

- Exp: GL Insurance
- p/r: WC rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

040 Member Services

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	19,722	27,712	51,824	31,927	29,642	47,827	95,881	246,550	150,669	157%	198,723	416%
Cogs	-	-	(161)	(174)	-	(3,978)	(1,647)	(2,150)	(503)	0	1,829	-46%
Gross Margin	19,722	27,712	51,663	31,753	29,642	43,849	94,234	244,400	150,166	159%	200,552	457%
Payroll Direct-Salary	(59,384)	(80,717)	(71,431)	(77,436)	(105,806)	(126,065)	(127,328)	(131,436)	(4,109)	-3%	(5,372)	-4%
Payroll Direct-Hourly	(92,784)	(117,208)	(137,884)	(150,452)	(164,686)	(199,657)	(195,610)	(246,420)	(50,810)	-26%	(46,763)	-23%
Payroll Direct-Total	(152,168)	(197,925)	(209,315)	(227,887)	(270,492)	(325,722)	(322,937)	(377,856)	(54,919)	-17%	(52,135)	-16%
Payroll Burden	(55,838)	(93,969)	(92,960)	(91,595)	(103,453)	(102,721)	(111,928)	(139,379)	(27,451)	-25%	(36,657)	-36%
Payroll	(208,006)	(291,894)	(302,276)	(319,483)	(373,945)	(428,443)	(434,866)	(517,235)	(82,370)	-19%	(88,792)	-21%
Expenses	(18,441)	(36,407)	(29,939)	(34,603)	(46,285)	(45,981)	(31,637)	(51,433)	(19,796)	-63%	(5,452)	-12%
NORBO	(206,725)	(300,589)	(280,552)	(322,333)	(390,588)	(430,575)	(372,268)	(324,268)	48,000	13%	106,307	25%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(206,725)	(300,589)	(280,552)	(322,333)	(390,588)	(430,575)	(372,268)	(324,268)	48,000	13%	106,307	25%
COGS %	0%	0%	0%	0%	0%	-8%	-2%	-1%				
Payroll Direct %	-559%	-772%	-714%	-404%	-868%	-681%	-337%	-153%				
Payroll Burden % Payroll	-35%	-37%	-47%	-44%	-43%	-32%	-35%	-37%				

Changes since 9/26 BOD Budget review:

NOR: +\$20,000 (p/r: -19k; Exp: - 1k)

- p/r: WC rate alignment change
- GL insurance rate change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

050 Forestry

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	%	Amount	%
Revenue	173,373	141,248	502,626	297,891	90,643	288,929	125,295	182,799	57,504	46%	(106,130)	-37%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	173,373	141,248	502,626	297,891	90,643	288,929	125,295	182,799	57,504	46%	(106,130)	-37%
Payroll Direct-Salary	(234,398)	(272,928)	(345,229)	(366,126)	(357,534)	(359,217)	(326,060)	(331,084)	(5,025)	-2%	28,133	8%
Payroll Direct-Hourly	(403,143)	(406,904)	(433,273)	(420,669)	(525,606)	(691,478)	(756,167)	(705,905)	50,262	7%	(14,427)	-2%
Payroll Direct-Total	(637,541)	(679,832)	(778,502)	(786,795)	(883,140)	(1,050,695)	(1,082,227)	(1,036,989)	45,237	4%	13,706	1%
Payroll Burden	(118,435)	(127,499)	(175,240)	(205,793)	(178,133)	(256,876)	(270,456)	(308,789)	(38,333)	-14%	(51,913)	-20%
Payroll	(755,976)	(807,330)	(953,742)	(992,589)	(1,061,273)	(1,307,572)	(1,352,683)	(1,345,779)	6,905	1%	(38,207)	-3%
Expenses	(859,743)	(586,461)	(1,075,750)	(670,593)	(141,718)	(624,091)	(80,355)	(431,528)	(351,172)	-437%	192,563	31%
NORBO	(1,442,346)	(1,252,544)	(1,526,866)	(1,365,290)	(1,112,347)	(1,642,733)	(1,307,744)	(1,594,507)	(286,763)	-22%	48,226	3%
Capital Expense Allocation	-	-	-	-	278,551	350,773	-	229,996	229,996		(120,777)	34%
NOR	(1,442,346)	(1,252,544)	(1,526,866)	(1,365,290)	(833,796)	(1,291,960)	(1,307,744)	(1,364,511)	(56,767)	-4%	(72,551)	-6%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-368%	-481%	-155%	-264%	-974%	-364%	-864%	-567%				
Payroll Burden % Payroll	-19%	-19%	-23%	-26%	-20%	-24%	-25%	-30%				

Changes since 9/26 BOD Budget review:

NOR: **-\$14,500** (Exp: -14k; p/r: **+28k**)

- p/r: new benefits selections and WC rate alignment change
- Exp: Maintenance centralization and GL Liability rate change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

051 Trails

	2020	2021	2022	2023	2024	2025	2025		2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast		Budget	Amount	%	Amount	%
Revenue	1,127	396	87	95	290	-	282		-	(282)	-100%	-	0%
Cogs	-	-	-	-	-	-	-		-	-	0%	-	0%
Gross Margin	1,127	396	87	95	290	-	282		-	(282)	-100%	-	0%
Payroll Direct-Salary	(54,770)	(70,114)	(47,107)	(158,553)	(166,419)	(172,684)	(173,307)		(179,381)	(6,075)	-4%	(6,697)	-4%
Payroll Direct-Hourly	(48,737)	(53,015)	(2,692)	(41,693)	(69,143)	(92,625)	(101,398)		(100,610)	788	1%	(7,985)	-9%
Payroll Direct-Total	(103,507)	(123,130)	(49,799)	(200,246)	(235,563)	(265,309)	(274,705)		(279,991)	(5,287)	-2%	(14,682)	-6%
Payroll Burden	(17,516)	(26,532)	(10,660)	(38,758)	(36,983)	(63,174)	(66,544)		(75,384)	(8,840)	-13%	(12,211)	-19%
Payroll	(121,023)	(149,662)	(60,459)	(239,004)	(272,546)	(328,483)	(341,249)		(355,376)	(14,127)	-4%	(26,893)	-8%
Expenses	15,530	(25,139)	(16,555)	(32,093)	10,007	(34,218)	39,661		(36,540)	(76,201)	192%	(2,322)	-7%
NORBO	(104,366)	(174,405)	(76,927)	(271,002)	(262,248)	(362,701)	(301,306)		(391,915)	(90,609)	-30%	(29,215)	-8%
Capital Expense Allocation	-	-	-	-	53,024	62,500	-		114,000	114,000	-	51,500	-82%
NOR	(104,366)	(174,405)	(76,927)	(271,002)	(209,224)	(300,201)	(301,306)		(277,915)	23,391	8%	22,285	7%
COGS %	0%	0%	0%	0%	0%	0%	0%		0%				
Payroll Direct %	-9184%	-31093%	-57240%	-210785%	-81229%	0%	-97413%		0%				
Payroll Burden % Payroll	-17%	-22%	-21%	-19%	-16%	-24%	-24%		-27%				

Changes since 9/26 BOD Budget review:

NOR: +\$51,000 (CapAlloc: +51.5k)

- Missing RRF work identified

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

60 and 61 Consolidated

060 Marina Consolidated

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	464,555	748,131	710,292	776,646	925,521	908,040	903,656	664,207	(239,449)	-26%	(243,833)	-27%
Cogs	(13,138)	(54,585)	(73,455)	(64,245)	(80,709)	(108,230)	(114,440)	(107,680)	6,760	-6%	550	-1%
Gross Margin	451,417	693,546	636,837	712,401	844,812	799,810	789,216	556,527	(232,688)	-29%	(243,283)	-30%
Payroll Direct-Salary	(68,505)	(70,775)	(70,550)	(96,764)	(101,797)	(92,625)	(65,441)	(96,919)	(31,479)	-48%	(4,294)	-5%
Payroll Direct-Hourly	(77,364)	(166,830)	(220,106)	(198,657)	(243,291)	(246,262)	(249,776)	(265,389)	(15,613)	-6%	(19,127)	-8%
Payroll Direct-Total	(145,869)	(237,605)	(290,656)	(295,421)	(345,088)	(338,887)	(315,217)	(362,308)	(47,092)	-15%	(23,421)	-7%
Payroll Burden	(31,485)	(49,502)	(58,834)	(53,780)	(99,104)	(69,921)	(62,453)	(85,656)	(23,203)	-37%	(15,735)	-23%
Payroll	(177,354)	(287,107)	(349,489)	(349,201)	(444,192)	(408,808)	(377,669)	(447,964)	(70,295)	-19%	(39,156)	-10%
Expenses	(62,743)	(99,663)	(113,436)	(124,395)	(141,574)	(147,540)	(155,012)	(141,843)	13,169	8%	5,697	4%
NORBO	211,320	306,776	173,912	238,804	259,046	243,462	256,534	(33,280)	(289,814)	113%	(276,742)	114%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	211,320	306,776	173,912	238,804	259,046	243,462	256,534	(33,280)	(289,814)	113%	(276,742)	114%
COGS %	-3%	-7%	-10%	-8%	-9%	-12%	-13%	-16%				
Payroll Direct %	-31%	-32%	-41%	-38%	-37%	-37%	-35%	-55%				
Payroll Burden % Payroll	-22%	-21%	-20%	-18%	-29%	-21%	-20%	-24%				

Changes since 9/26 BOD Budget review:

NOR: **-\$5,100** (Exp: -5.6k; p/r: **+10.8k**)

- Exp: Centralized Maintenance
- p/r: Change in benefit selections

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

080 Equestrian

	2025	2020	2021	2022	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Forecast</u>	<u>Budget</u>	<u>Amount</u>	<u>Pctg</u>	<u>Amount</u>	<u>Pctg</u>
Revenue	168,698	78,689	140,341	152,553	170,120	168,698	146,503	138,282	(8,221)	-6%	(30,416)	-18%
Cogs	(2,060)	-	(1,165)	(1,242)	(3,329)	(2,060)	(1,409)	(1,380)	29	2%	680	33%
Gross Margin	166,638	78,689	139,177	151,311	166,791	166,638	145,094	136,902	(8,192)	-6%	(29,889)	-18%
Payroll Direct-Salary	(73,598)	(26,506)	(60,996)	(64,262)	(73,165)	(73,598)	(74,741)	(85,684)	(10,943)	-15%	(12,086)	-16%
Payroll Direct-Hourly	(86,737)	(56,440)	(70,122)	(97,126)	(108,543)	(86,737)	(90,835)	(91,737)	(902)	-1%	(5,000)	-6%
Payroll Direct-Total	(160,335)	(82,946)	(131,118)	(161,389)	(181,708)	(160,335)	(165,576)	(177,421)	(11,845)	-7%	(17,086)	-11%
Payroll Burden	(48,500)	(18,585)	(44,815)	(46,649)	(55,237)	(48,500)	(49,547)	(55,140)	(5,593)	-11%	(6,640)	-14%
Payroll	(208,835)	(101,531)	(175,933)	(208,038)	(236,945)	(208,835)	(215,123)	(232,561)	(17,438)	-8%	(23,726)	-11%
Expenses	(141,150)	(88,445)	(120,200)	(134,768)	(147,242)	(141,150)	(140,498)	(114,500)	25,998	19%	26,650	19%
NORBO	(183,347)	(111,287)	(156,956)	(191,495)	(214,067)	(183,347)	(210,527)	(210,159)	367	0%	(26,812)	-15%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(183,347)	(111,287)	(156,956)	(191,495)	(214,067)	(183,347)	(210,527)	(210,159)	367	0%	(26,812)	-15%
COGS %	-1%	0%	-1%	-1%	-2%	-1%	-1%	-1%				
Payroll Direct %	-95%	-105%	-93%	-106%	-107%	-95%	-113%	-128%				
Payroll Burden % Payroll	-30%	-22%	-34%	-29%	-30%	-30%	-30%	-31%				

Changes since 9/26 BOD Budget review:

NOR **-\$12,000** (p/r **+12k**)

- WC rate alignment change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

090 Tennis

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	352,123	402,908	497,220	485,055	609,362	568,049	605,895	372,327	(233,567)	-39%	(195,722)	-34%
Cogs	(28,553)	(28,830)	(32,450)	(26,721)	(49,312)	(41,892)	(40,142)	(42,929)	(2,786)	-7%	(1,037)	-2%
Gross Margin	323,570	374,078	464,769	458,333	560,050	526,158	565,752	329,399	(236,353)	-42%	(196,759)	-37%
Payroll Direct-Salary	(82,587)	(101,007)	(108,203)	(103,867)	(120,411)	(112,561)	(126,365)	(117,734)	8,631	7%	(5,173)	-5%
Payroll Direct-Hourly	(89,921)	(159,815)	(200,992)	(199,674)	(246,024)	(216,638)	(227,073)	(217,189)	9,884	4%	(550)	0%
Payroll Direct-Total	(172,508)	(260,822)	(309,195)	(303,541)	(366,436)	(329,200)	(353,438)	(334,923)	18,515	5%	(5,723)	-2%
Payroll Burden	(23,758)	(37,430)	(40,414)	(42,875)	(52,403)	(44,089)	(51,520)	(52,391)	(871)	-2%	(8,303)	-19%
Payroll	(196,266)	(298,252)	(349,608)	(346,417)	(418,838)	(373,288)	(404,958)	(387,314)	17,645	4%	(14,026)	-4%
Expenses	(31,427)	(45,679)	(64,138)	(64,741)	(89,408)	(82,155)	(79,196)	(85,966)	(6,770)	-9%	(3,811)	-5%
NORBO	95,877	30,146	51,023	47,175	51,804	70,714	81,598	(143,881)	(225,479)	-276%	(214,595)	-303%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	95,877	30,146	51,023	47,175	51,804	70,714	81,598	(143,881)	(225,479)	-276%	(214,595)	-303%
COGS %	-8%	-7%	-7%	-6%	-8%	-7%	-7%	-12%				
Payroll Direct %	-49%	-65%	-62%	-63%	-60%	-58%	-58%	-90%				
Payroll Burden % Payroll	-14%	-14%	-13%	-14%	-14%	-13%	-15%	-16%				

Changes since 9/26 BOD Budget review:

NOR +3,000 (p/r: +1k; Exp: -4k)

- p/r: WC rate alignment
- Exp: Maintenance expense centralization

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

100 Campground

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg v 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	119,887	116,461	100,078	135,453	126,378	117,704	117,717	129,853	12,137	10%	12,149	10%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	119,887	116,461	100,078	135,453	126,378	117,704	117,717	129,853	12,137	10%	12,149	10%
Payroll Direct-Salary	(29,523)	(35,047)	(37,493)	(39,405)	(41,417)	(41,632)	(42,106)	(43,437)	(1,331)	-3%	(1,805)	-4%
Payroll Direct-Hourly	(12,194)	(13,950)	(15,251)	(5,575)	(5,952)	(7,168)	(6,982)	(11,886)	(4,904)	-70%	(4,718)	-66%
Payroll Direct-Total	(41,717)	(48,998)	(52,744)	(44,980)	(47,369)	(48,800)	(49,087)	(55,323)	(6,236)	-13%	(6,523)	-13%
Payroll Burden	(6,270)	(7,598)	(6,342)	(5,105)	(19,405)	(7,002)	(7,736)	(11,808)	(4,072)	-53%	(4,805)	-69%
Payroll	(47,987)	(56,595)	(59,087)	(50,084)	(66,774)	(55,802)	(56,823)	(67,131)	(10,308)	-18%	(11,329)	-20%
Expenses	(37,023)	(39,715)	(45,420)	(60,945)	(61,604)	(57,279)	(48,274)	(54,300)	(6,027)	-12%	2,978	5%
NORBO	34,877	20,151	(4,429)	24,424	(1,999)	4,623	12,620	8,422	(4,198)	-33%	3,799	82%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	34,877	20,151	(4,429)	24,424	(1,999)	4,623	12,620	8,422	(4,198)	-33%	3,799	82%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-35%	-42%	-53%	-33%	-37%	-41%	-42%	-43%				
Payroll Burden % Payroll	-15%	-16%	-12%	-11%	-41%	-14%	-16%	-21%				

Changes since 9/26 BOD Budget review:

NOR **-\$2,000** (p/r: **+5k**; Exp -3k)

- p/r: Benefit selection change
- Exp: Maintenance centralization

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

110 Cross Country Center

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	%	Amount	%
Revenue	1,265,594	1,590,310	2,065,339	1,775,096	1,941,503	2,011,426	1,926,439	1,977,620	51,181	3%	(33,806)	-2%
Cogs	(70,893)	(103,497)	(127,982)	(106,562)	(143,143)	(126,800)	(132,202)	(135,200)	(2,998)	-2%	(8,400)	7%
Gross Margin	1,194,701	1,486,813	1,937,358	1,668,534	1,798,359	1,884,626	1,794,238	1,842,420	48,182	3%	(42,206)	-2%
Payroll Direct-Salary	(73,159)	(128,417)	(133,512)	(154,511)	(165,709)	(165,564)	(170,485)	(172,410)	(1,924)	-1.1%	(6,846)	-4.1%
Payroll Direct-Hourly	(305,881)	(296,393)	(418,756)	(389,975)	(405,297)	(426,617)	(430,795)	(455,682)	(24,887)	-5.8%	(29,065)	-6.8%
Payroll Direct-Total	(379,040)	(424,810)	(552,268)	(544,486)	(571,005)	(592,181)	(601,281)	(628,092)	(26,811)	-4.5%	(35,911)	-6.1%
Payroll Burden	(69,162)	(77,097)	(115,075)	(110,021)	(141,331)	(130,967)	(143,308)	(183,261)	(39,953)	-27.9%	(52,294)	-40%
Payroll	(448,202)	(501,907)	(667,343)	(654,507)	(712,337)	(723,148)	(744,589)	(811,353)	(66,764)	-9%	(88,205)	-12%
Expenses	(266,394)	(298,868)	(373,764)	(420,012)	(405,366)	(405,246)	(380,947)	(404,910)	(23,962)	-6%	337	0%
NORBO	480,105	686,038	896,251	594,014	680,657	756,232	668,702	626,158	(42,544)	-6%	(130,074)	17%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	480,105	686,038	896,251	594,014	680,657	756,232	668,702	626,158	(42,544)	-6%	(130,074)	-17%
COGS %	-6%	-7%	-6%	-6%	-6%	-6%	-6%	-7%				
Payroll Direct %	-30%	-27%	-27%	-31%	-33%	-33%	-33%	-32%				
Payroll Burden % Payroll	-18%	-18%	-21%	-20%	-17%	-17%	-17%	-29%				

Changes since 9/26 BOD Budget review:

NOR **-\$29,500** (Exp: -2k; p/r: **+31.5k**)

- Exp: Centralized maintenance
- p/r: GL Liability rate change and new Benefits selections

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

120 Golf Course Operations

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	86,618	1,536,980	1,641,042	1,327,568	1,545,735	1,675,011	2,022,770	1,833,289	(189,481)	-9%	158,278	9%
Cogs	(411)	(57,808)	(85,288)	(91,880)	(107,511)	(104,900)	(123,348)	(118,173)	5,174	4%	(13,273)	-13%
Gross Margin	86,207	1,479,172	1,555,754	1,235,687	1,438,224	1,570,111	1,899,422	1,715,116	(184,307)	-10%	145,005	9%
Payroll Direct-Salary	(23,676)	(90,426)	(140,446)	(133,780)	(161,640)	(169,337)	(175,966)	(176,340)	(374)	0%	(7,003)	-4%
Payroll Direct-Hourly	(24,330)	(160,759)	(175,659)	(144,518)	(197,964)	(268,219)	(270,943)	(252,827)	18,115	7%	15,392	6%
Payroll Direct-Total	(48,006)	(251,186)	(316,106)	(278,297)	(359,604)	(437,556)	(446,909)	(429,167)	17,742	4%	8,389	2%
Payroll Burden	(13,842)	(53,127)	(64,318)	(58,596)	(85,973)	(108,077)	(109,365)	(125,019)	(15,653)	-14%	(16,941)	-16%
Payroll	(61,848)	(304,313)	(380,423)	(336,893)	(445,576)	(545,633)	(556,274)	(554,186)	2,088	0%	(8,552)	-2%
Expenses	(36,934)	(148,390)	(155,851)	(132,424)	(133,742)	(167,769)	(180,371)	(175,298)	5,073	3%	(7,528)	-4%
NORBO	(12,575)	1,026,468	1,019,480	766,371	858,905	856,708	1,162,777	985,632	(177,145)	-15%	128,924	15%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(12,575)	1,026,468	1,019,480	766,371	858,905	856,708	1,162,777	985,632	(177,145)	-15%	128,924	15%
COGS %	0%	-4%	-5%	-7%	-7%	-6%	-6%	-6%				
Payroll Direct %	-55%	-16%	-19%	-21%	-23%	-26%	-22%	-23%				
Payroll Burden % Payroll	-29%	-21%	-20%	-21%	-24%	-25%	-24%	-29%				
Net Income to Revenue %	-14.52%	66.78%	62.12%	57.73%	55.57%	51.15%	57.48%	53.76%				
	(897,907)	509,509	29,623	(488,949)	(225,126)	(379,133)	(31,937)	(272,855)				

Changes since 9/26 BOD Budget review:

NOR +\$38,000 (p/r: -40.3k; Exp: +2k)

- WC rate alignment change, and hourly staffing changes

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

125 Golf Course Maintenance

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(86,327)	(169,547)	(197,201)	(197,306)	(201,401)	(206,887)	(208,601)	(215,162)	(6,561)	-3%	(8,276)	-4%
Payroll Direct-Hourly	(134,419)	(315,926)	(448,072)	(378,803)	(475,532)	(439,105)	(418,202)	(448,075)	(29,873)	-7%	(8,970)	-2%
Payroll Direct-Total	(220,746)	(485,473)	(645,273)	(576,109)	(676,933)	(645,992)	(626,803)	(663,237)	(36,434)	-6%	(17,246)	-3%
Payroll Burden	(57,849)	(125,529)	(165,011)	(164,723)	(186,231)	(200,196)	(191,609)	(171,449)	20,159	11%	28,747	14%
Payroll	(278,595)	(611,002)	(810,284)	(740,832)	(863,164)	(846,188)	(818,412)	(834,686)	(16,275)	-2%	11,502	1%
Expenses	(238,364)	(378,855)	(445,035)	(343,200)	(422,287)	(405,625)	(355,245)	(417,373)	(62,129)	-17%	(11,748)	-3%
NORBO	(516,959)	(989,857)	(1,255,319)	(1,084,032)	(1,285,451)	(1,251,813)	(1,173,657)	(1,252,060)	(78,403)	-7%	(247)	0%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(516,959)	(989,857)	(1,255,319)	(1,084,032)	(1,285,451)	(1,251,813)	(1,173,657)	(1,252,060)	(78,403)	-7%	(247)	0%
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%	-28%	-31%	-31%	-26%				

Changes since 9/26 BOD Budget review:

NOR +\$27,200 (p/r: -27k)

- New Benefit selection

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

128 and 170 Consolidated

128 The Lodge

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	1,305,052	1,851,962	2,174,158	2,351,901	2,231,363	2,598,505	2,431,805	2,606,040	174,235	7%	7,535	0%
Cogs	(431,666)	(611,956)	(762,764)	(725,246)	(748,640)	(829,499)	(787,706)	(824,870)	(37,164)	-5%	4,629	1%
Gross Margin	873,386	1,240,006	1,411,394	1,626,655	1,482,723	1,769,006	1,644,099	1,781,170	137,072	8%	12,164	1%
Payroll Direct-Salary	(228,131)	(439,798)	(514,335)	(438,611)	(486,259)	(509,809)	(493,937)	(479,341)	14,596	3%	30,468	6%
Payroll Direct-Hourly	(509,659)	(671,973)	(829,027)	(841,045)	(867,804)	(725,648)	(796,265)	(747,766)	48,499	6%	(22,118)	-3%
Payroll Direct-Total	(737,790)	(1,111,771)	(1,343,362)	(1,279,656)	(1,354,063)	(1,235,457)	(1,290,202)	(1,227,107)	63,095	5%	8,350	1%
Payroll Burden	(233,453)	(363,535)	(464,491)	(476,401)	(485,482)	(574,128)	(539,501)	(562,100)	(22,599)	-4%	12,028	2%
Payroll	(971,243)	(1,475,306)	(1,807,853)	(1,756,057)	(1,839,545)	(1,809,585)	(1,829,704)	(1,789,207)	40,496	2%	20,378	1%
Expenses	(361,307)	(414,869)	(487,418)	(638,718)	(512,619)	(532,578)	(517,310)	(472,730)	44,580	9%	59,848	11%
NORBO	(459,164)	(650,169)	(883,877)	(768,120)	(869,441)	(573,157)	(702,915)	(480,767)	222,148	32%	92,390	16%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(459,164)	(650,169)	(883,877)	(768,120)	(869,441)	(573,157)	(702,915)	(480,767)	222,148	32%	92,390	16%
COGS %	-28%	-33%	-34%	-36%	-33%	-32%	-32%	-32%				
Payroll Direct %	-41%	-57%	-61%	-64%	-55%	-48%	-53%	-47%				
Payroll Burden % Payroll	-30%	-31%	-34%	-36%	-35%	-46%	-42%	-46%				
Net Result % of Revenue	-35.18%	-35.11%	-40.65%	-32.66%	-38.96%	-22.06%	-28.91%	-18.45%				

Changes since 9/26 BOD Budget review:

NOR +153,000 (p/r: -127k; Exp: -26k)

- Payroll
 - Corrected staff alignment to POTH
 - Adjusted hourly staffing during shoulder season
- Expenses
 - Centralized Maintenance expenses
 - Updated Linens, Kitchen Equip & Uniforms

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

130 Aquatics

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	61,082	70,039	296,930	287,766	315,086	319,416	313,319	43,198	(270,121)	-86%	(276,218)	-86%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	61,082	70,039	296,930	287,766	315,086	319,416	313,319	43,198	(270,121)	-86%	(276,218)	-86%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	(30,520)	(62,271)	(76,549)	(77,560)	(75,013)	(86,368)	(80,594)	(82,074)	(1,480)	-2%	4,294	5%
Payroll Direct-Total	(30,520)	(62,271)	(76,549)	(77,560)	(75,013)	(86,368)	(80,594)	(82,074)	(1,480)	-2%	4,294	5%
Payroll Burden	(4,948)	(10,418)	(12,410)	(12,937)	(14,075)	(15,980)	(14,632)	(14,470)	162	1%	1,510	9%
Payroll	(35,468)	(72,689)	(88,959)	(90,498)	(89,087)	(102,348)	(95,226)	(96,544)	(1,318)	-1%	5,804	6%
Expenses	(112,378)	(195,856)	(206,940)	(252,510)	(185,317)	(267,973)	(220,249)	(217,288)	2,961	1%	50,685	19%
NORBO	(86,764)	(198,506)	1,031	(55,242)	40,682	(50,905)	(2,156)	(270,634)	(268,477)	-12451%	(219,729)	-432%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(86,764)	(198,506)	1,031	(55,242)	40,682	(50,905)	(2,156)	(270,634)	(268,477)	-12451%	(219,729)	-432%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-50%	-89%	-26%	-27%	-24%	-27%	-26%	-190%				
Payroll Burden % Payroll	-16%	-17%	-16%	-17%	-19%	-19%	-18%	-18%				

Changes since 9/26 BOD Budget review:

NOR +\$11,200 (p/r: -4.9k; Exp: -6k)

- p/r: WC rate alignment change
- Exp: Centralized maintenance

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

✓ **132 Trout Creek Recreation Center**

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	607,188	1,180,820	1,300,038	1,357,886	1,307,937	1,392,748	1,405,797	449,993	(955,805)	-68%	(942,755)	-68%
Cogs	(4,975)	(17,348)	(20,491)	(24,482)	(27,079)	(23,100)	(20,319)	(24,700)	(4,381)	-22%	(1,600)	-7%
Gross Margin	602,213	1,163,472	1,279,546	1,333,404	1,280,858	1,369,648	1,385,478	425,293	(960,185)	-69%	(944,355)	-69%
Payroll Direct-Salary	(117,093)	(184,855)	(186,513)	(185,064)	(202,674)	(218,789)	(224,323)	(239,881)	(15,558)	-7%	(21,091)	-10%
Payroll Direct-Hourly	(179,503)	(221,017)	(283,900)	(398,502)	(445,414)	(395,223)	(456,982)	(425,483)	31,499	7%	(30,260)	-8%
Payroll Direct-Total	(296,596)	(405,872)	(470,413)	(583,565)	(648,088)	(614,012)	(681,305)	(665,364)	15,941	2%	(51,351)	-8%
Payroll Burden	(85,156)	(69,590)	(106,063)	(147,613)	(145,046)	(190,222)	(156,346)	(148,854)	7,492	5%	41,368	22%
Payroll	(381,752)	(475,462)	(576,476)	(731,179)	(793,135)	(804,234)	(837,651)	(814,217)	23,434	3%	(9,983)	-1%
Expenses	(275,854)	(332,222)	(360,841)	(466,660)	(508,621)	(506,934)	(538,854)	(590,922)	(52,068)	-10%	(83,988)	-17%
NORBO	(55,393)	355,787	342,230	135,566	(20,897)	58,479	8,972	(979,847)	(988,819)	-11021%	(1,038,326)	-1776%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(55,393)	355,787	342,230	135,566	(20,897)	58,479	8,972	(979,847)	(988,819)	-11021%	(1,038,326)	-1776%
COGS %	-1%	-1%	-2%	-2%	-2%	-2%	-1%	-5%				
Payroll Direct %	-49%	-34%	-36%	-43%	-50%	-44%	-48%	-148%				
Payroll Burden % Payroll	-29%	-17%	-23%	-25%	-22%	-31%	-23%	-22%				

Changes since 9/26 BOD Budget review:

NOR +\$5,000 (p/r: +12k; Exp: -17k)

- p/r: Staffing increase and Benefit selection changes
- Exp: Centralized Maintenance

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

140 Recreation

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	(44)	32,206	199,491	229,777	227,467	228,841	226,766	231,629	4,863	2%	2,788	1%
Cogs	(24)	(1,106)	(2,148)	(2,451)	(2,956)	(2,080)	(658)	(1,990)	(1,332)	-203%	90	3%
Gross Margin	(68)	31,100	197,343	227,325	224,511	226,761	226,108	229,639	3,531	2%	2,878	1%
Payroll Direct-Salary	(15,646)	(15,035)	(15,973)	(17,917)	(18,720)	(18,775)	(19,232)	(19,638)	(406)	-2%	(862)	-5%
Payroll Direct-Hourly	(2,386)	(46,779)	(89,990)	(58,832)	(71,611)	(71,869)	(73,375)	(87,134)	(13,759)	-19%	(15,265)	-21%
Payroll Direct-Total	(18,032)	(61,814)	(105,964)	(76,749)	(90,331)	(90,644)	(92,607)	(106,772)	(14,165)	-15%	(16,127)	-18%
Payroll Burden	(9,477)	(9,390)	(16,629)	(20,041)	(39,676)	(14,105)	(21,557)	(53,791)	(32,234)	-150%	(39,686)	-100%
Payroll	(27,509)	(71,204)	(122,593)	(96,790)	(130,006)	(104,749)	(114,164)	(160,563)	(46,399)	-41%	(55,814)	-43%
Expenses	(10,565)	(22,309)	(133,795)	(122,691)	(124,675)	(139,500)	(153,712)	(144,590)	9,122	6%	(5,090)	-4%
NORBO	(38,142)	(62,414)	(59,045)	7,844	(30,170)	(17,488)	(41,768)	(75,514)	(33,747)	-81%	(58,026)	-192%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(38,142)	(62,414)	(59,045)	7,844	(30,170)	(17,488)	(41,768)	(75,514)	(33,747)	-81%	(58,026)	-332%
COGS %	55%	-3%	-1%	-1%	-1%	-1%	0%	-1%				
Payroll Direct %	40982%	-192%	-53%	-33%	-40%	-40%	-41%	-46%				
Payroll Burden % Payroll	-53%	-15%	-16%	-26%	-44%	-16%	-23%	-50%				

Changes since 9/26 BOD Budget review:

NOR **-\$20,500** (p/r: **+20k**; Exp: flat)

- New benefits selections and increased staffing

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

141 Bikeworks

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	172,177	143,339	142,526	223,398	222,367	207,539	213,605	222,869	9,264	4%	15,330	7%
Cogs	(57,360)	(30,592)	(39,460)	(80,817)	(63,346)	(56,300)	(63,186)	(64,980)	(1,794)	-3%	(8,680)	-15%
Gross Margin	114,817	112,748	103,066	142,582	159,021	151,239	150,419	157,889	7,470	5%	6,650	4%
Payroll Direct-Salary	(31,789)	(45,838)	(42,448)	(53,230)	(56,145)	(55,678)	(54,618)	(57,463)	(2,845)	-5%	(1,784)	-3%
Payroll Direct-Hourly	(16,459)	(36,578)	(45,830)	(54,598)	(52,941)	(54,042)	(56,154)	(54,763)	1,391	2%	(721)	-1%
Payroll Direct-Total	(48,248)	(82,415)	(88,278)	(107,828)	(109,086)	(109,720)	(110,772)	(112,226)	(1,453)	-1%	(2,505)	-2%
Payroll Burden	(9,446)	(24,066)	(23,762)	(24,456)	(36,458)	(26,752)	(29,059)	(32,786)	(3,727)	-13%	(6,034)	-23%
Payroll	(57,694)	(106,481)	(112,040)	(132,284)	(145,544)	(136,473)	(139,831)	(145,012)	(5,181)	-4%	(8,539)	-6%
Expenses	(26,271)	(23,383)	(30,724)	(39,714)	(41,745)	(40,562)	(41,841)	(44,043)	(2,202)	-5%	(3,481)	-9%
NORBO	30,852	(17,116)	(39,698)	(29,417)	(28,268)	(25,796)	(31,253)	(31,166)	87	0%	(5,370)	-21%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	30,852	(17,116)	(39,698)	(29,417)	(28,268)	(25,796)	(31,253)	(31,166)	87	0%	(5,370)	-21%
COGS %	-33%	-21%	-28%	-36%	-28%	-27%	-30%	-29%				
Payroll Direct %	-28%	-57%	-62%	-48%	-49%	-53%	-52%	-50%				
Payroll Burden % Payroll	-20%	-29%	-27%	-23%	-33%	-24%	-26%	-29%				

Changes since 9/26 BOD Budget review:

NOR **-\$6,000** (p/r: **+5.8k**; Exp **+400**)

- p/r: new Benefits selected

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

145 Day Camp

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	1,534	309,645	354,797	378,388	293,920	294,073	262,730	379,975	117,244	45%	85,901	29%
Cogs	-	-	-	-	-	-	-	-	-	-	-	0%
Gross Margin	1,534	309,645	354,797	378,388	293,920	294,073	262,730	379,975	117,244	45%	85,901	29%
Payroll Direct-Salary	(689)	910	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	(1,537)	(147,071)	(177,204)	(139,659)	(104,919)	(130,542)	(101,889)	(161,946)	(60,057)	-59%	(31,404)	-24%
Payroll Direct-Total	(2,226)	(146,161)	(177,204)	(139,659)	(104,919)	(130,542)	(101,889)	(161,946)	(60,057)	-59%	(31,404)	-24%
Payroll Burden	(3,837)	(35,966)	(32,212)	(24,605)	(18,814)	(20,390)	(17,520)	(24,210)	(6,690)	-38%	(3,820)	-19%
Payroll	(6,063)	(182,127)	(209,416)	(164,264)	(123,734)	(150,932)	(119,409)	(186,156)	(66,747)	-56%	(35,224)	-23%
Expenses	(14,840)	(58,286)	(38,393)	(49,655)	(53,088)	(64,090)	(50,877)	(81,795)	(30,917)	-61%	(17,704)	-28%
NORBO	(19,369)	69,232	106,988	164,469	117,098	79,051	92,444	112,024	19,580	21%	32,973	42%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(19,369)	69,232	106,988	164,469	117,098	79,051	92,444	112,024	19,580	21%	32,973	42%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-145%	-47%	-50%	-37%	-36%	-44%	-39%	-43%				
Payroll Burden % Payroll	-172%	-25%	-18%	-18%	-18%	-16%	-17%	-15%				

Changes since 9/26 BOD Budget review:

NOR **-\$3,000** (p/r: **+3k**)

- Small staffing alignment correction

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

150 Pizza on the Hill

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	19,240	496,872	540,182	591,767	647,673	667,506	657,270	(10,237)	-2%	9,597	1%
Cogs	-	(18,592)	(159,540)	(147,801)	(196,497)	(184,519)	(194,489)	(186,402)	8,087	4%	(1,883)	-1%
Gross Margin	-	648	337,332	392,381	395,270	463,154	473,018	470,867	(2,150)	0%	7,713	2%
Payroll Direct-Salary		(63,794)	(105,259)	(122,984)	(129,799)	(117,367)	(124,724)	(107,790)	16,935	14%	9,577	8%
Payroll Direct-Hourly		(24,199)	(233,475)	(209,961)	(230,522)	(233,687)	(231,170)	(272,044)	(40,874)	-18%	(38,357)	-16%
Payroll Direct-Total	-	(87,993)	(338,734)	(332,945)	(360,321)	(351,054)	(355,894)	(379,834)	(23,940)	-7%	(28,780)	-8%
Payroll Burden		(14,859)	(75,491)	(65,467)	(90,689)	(86,164)	(85,932)	(103,464)	(17,531)	-20%	(17,300)	-20%
Payroll	-	(102,852)	(414,225)	(398,412)	(451,010)	(437,218)	(441,826)	(483,298)	(41,471)	-9%	(46,080)	-11%
Expenses	(18,571)	(32,924)	(95,472)	(123,270)	(130,156)	(144,704)	(131,303)	(139,106)	(7,803)	-6%	5,598	4%
NORBO	(18,571)	(135,128)	(172,364)	(129,301)	(185,897)	(118,768)	(100,111)	(151,536)	(51,425)	-51%	(32,768)	-28%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	-	-	0%
NOR	(18,571)	(135,128)	(172,364)	(129,301)	(185,897)	(118,768)	(100,111)	(151,536)	(51,425)	-51%	(32,768)	-28%
COGS %	0%	-97%	-32%	-27%	-33%	-28%	-29%	-28%				
Payroll Direct %	0%	-457%	-68%	-62%	-61%	-54%	-53%	-58%				
Payroll Burden % Payroll	0%	-17%	-22%	-20%	-25%	-25%	-24%	-27%				

Changes since 9/26 BOD Budget review:

NOR **-\$35,400** (p/r **+42k**, Exp: -7k)

- Payroll
 - Corrected staff alignment to The Lodge
 - Adjusted hourly staffing during shoulder season
 - Decreased hourly staffing for more YoY schedule alignment
- Expenses
 - Centralized Maintenance expenses

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

155 Alder Creek Café

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	349,604	197,118	382,228	422,497	437,867	339,970	342,013	505,145	163,132	48%	165,175	49%
Cogs	(116,757)	(66,180)	(122,389)	(143,353)	(132,853)	(94,360)	(109,365)	(154,070)	(44,705)	-41%	(59,710)	-63%
Gross Margin	232,847	130,938	259,839	279,144	305,013	245,610	232,648	351,075	118,427	51%	105,465	43%
Payroll Direct-Salary	(31,722)	(9,476)	(22,369)	(59,042)	(78,745)	(93,948)	(100,492)	(188,866)	(88,374)	-88%	(94,918)	-101%
Payroll Direct-Hourly	(199,413)	(127,677)	(189,735)	(181,217)	(194,434)	(105,633)	(145,406)	(137,090)	8,316	6%	(31,457)	-30%
Payroll Direct-Total	(231,135)	(137,152)	(212,104)	(240,259)	(273,179)	(199,581)	(245,898)	(325,956)	(80,058)	-33%	(126,375)	-63%
Payroll Burden	(55,775)	(27,615)	(31,940)	(44,401)	(59,123)	(49,898)	(54,116)	(63,818)	(9,702)	-18%	(13,919)	-28%
Payroll	(286,910)	(164,767)	(244,044)	(284,660)	(332,302)	(249,479)	(300,014)	(389,774)	(89,760)	-30%	(140,294)	-56%
Expenses	(73,261)	(77,950)	(89,371)	(104,357)	(120,717)	(88,007)	(96,499)	(97,408)	(909)	-1%	(9,401)	-11%
NORBO	(127,324)	(111,779)	(73,576)	(109,873)	(148,006)	(91,876)	(163,865)	(136,106)	27,759	17%	(44,230)	-48%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(127,324)	(111,779)	(73,576)	(109,873)	(148,006)	(91,876)	(163,865)	(136,106)	27,759	17%	(44,230)	-48%
COGS %	-33%	-34%	-32%	-34%	-30%	-28%	-32%	-31%				
Payroll Direct %	-66%	-70%	-55%	-57%	-62%	-59%	-72%	-65%				
Payroll Burden % Payroll	-24%	-20%	-15%	-18%	-22%	-25%	-22%	-20%				
Net Result % to Revenue	-36.42%	-56.71%	-19.25%	-26.01%	-33.80%	-27.02%	-47.91%	-26.94%				

Changes since 9/26 BOD Budget review:

NOR +\$26,000 (p/r +7k, Rev: +47k; COGs: +15k)

- Rev: Increase banquet targets
- COGs: increased in line with revenue growth
- p/r: increased staffing for adjusted operating hours and banquets

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

160 Maintenance

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(89,088)	(99,555)	(142,561)	(126,410)	(137,902)	(135,193)	(192,205)	(241,051)	(48,846)	-25%	(105,859)	-78%
Payroll Direct-Hourly	(296,599)	(349,890)	(403,734)	(582,009)	(575,709)	(716,164)	(602,877)	(635,458)	(32,581)	-5%	80,706	11%
Payroll Direct-Total	(385,687)	(449,445)	(546,295)	(708,419)	(713,612)	(851,357)	(795,083)	(876,509)	(81,427)	-10%	(25,153)	-3%
Payroll Burden	(139,748)	(148,354)	(135,684)	(184,077)	(228,188)	(250,110)	(241,345)	(276,429)	(35,085)	-15%	(26,319)	-11%
Payroll	(525,435)	(597,798)	(681,979)	(892,497)	(941,799)	(1,101,467)	(1,036,427)	(1,152,938)	(116,511)	-11%	(51,471)	-5%
Expenses	(34,189)	(18,438)	(155,304)	(188,443)	(175,884)	(106,785)	21,771	(236,078)	(257,849)	-1184%	(129,293)	-121%
NORBO	(559,624)	(616,237)	(837,282)	(1,080,939)	(1,117,684)	(1,208,252)	(1,162,033)	(1,389,016)	(226,983)	-20%	(180,764)	-15%
Capital Expense Allocation	749,668				44,420	172,722	147,377	246,860	99,483	68%	74,138	43%
NOR	190,044	(616,237)	(837,282)	(1,080,939)	(1,073,264)	(1,035,530)	(1,014,656)	(1,142,156)	(127,500)	-13%	(106,626)	-10%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-36%	-33%	-25%	-26%	-32%	-29%	-30%	-32%				

Changes since 9/26 BOD Budget review:

NOR **-\$92,000** (p/r: -37k; Exp: **+122k**; CapAlloc **-6k**)

- p/r: Benefit selections changes
- Exp: TDA maintenance consolidated here
- CapAlloc: Movement parallels p/r changes

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

165 Facility Administration

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(149,267)	(362,907)	(507,542)	(472,787)	(524,405)	(403,970)	(522,818)	(516,058)	6,760	1%	(112,088)	-28%
Payroll Direct-Hourly	(90,189)	(144,102)	(168,153)	223,585	209,999	-	(0)	-	0	100%	-	0.0%
Payroll Direct-Total	(239,456)	(507,009)	(675,695)	(249,202)	(314,406)	(403,970)	(522,819)	(516,058)	6,761	1%	(112,088)	-28%
Payroll Burden	(65,289)	(152,094)	(190,021)	(155,932)	(111,512)	(109,059)	(167,084)	(147,691)	19,393	12%	(38,632)	-35%
Payroll	(304,745)	(659,102)	(865,716)	(405,134)	(425,918)	(513,028)	(689,902)	(663,749)	26,153	4%	(150,721)	-29%
Expenses	(30,282)	(58,722)	(70,896)	(72,419)	(83,003)	(81,409)	615,874	(86,581)	(702,455)	114%	(5,172)	-6%
NORBO	(335,027)	(717,824)	(936,611)	(477,553)	(508,921)	(594,437)	(767,027)	(750,330)	16,697	2%	(155,893)	-26%
Capital Expense Allocation		329,656	305,020	-	512,078	513,028	692,999	663,749	(29,251)	-4%	150,721	-29%
NOR	(335,027)	(388,168)	(631,592)	(477,553)	3,157	(81,409)	(74,028)	(86,581)	(12,553)	-17%	(5,172)	-6%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-27%	-30%	-28%	-63%	-35%	-27%	-32%	-29%				

Changes since 9/26 BOD Budget review:

NOR flat

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

180 Winter Food and Beverage

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	298,125	254,490	501,688	532,185	406,634	137,540	137,540	669,720	532,180	387%	532,180	387%
Cogs	(72,781)	(75,146)	(155,469)	(146,446)	(115,890)	(39,430)	(39,430)	(195,100)	(155,670)	-395%	(155,670)	-395%
Gross Margin	225,344	179,344	346,219	385,739	290,744	98,110	98,110	474,620	376,510	384%	376,510	384%
Payroll Direct-Salary	(41,224)	(48,170)	(50,402)	(77,777)	(35,321)	(42,468)	(38,165)	(85,746)	(47,581)	-125%	(43,278)	-102%
Payroll Direct-Hourly	(77,888)	(58,425)	(153,966)	(152,360)	(121,901)	(48,076)	(48,076)	(181,138)	(133,062)	-277%	(133,062)	-277%
Payroll Direct-Total	(119,112)	(106,595)	(204,368)	(230,137)	(157,222)	(90,544)	(86,241)	(266,884)	(180,643)	-209%	(176,340)	-195%
Payroll Burden	(29,469)	(24,063)	(40,531)	(44,951)	(29,095)	(19,603)	(15,308)	(35,376)	(20,068)	-131%	(15,773)	-80%
Payroll	(148,581)	(130,658)	(244,900)	(275,088)	(186,317)	(110,147)	(101,548)	(302,259)	(200,711)	-198%	(192,113)	-174%
Expenses	(32,745)	(31,325)	(68,124)	(58,790)	(51,262)	(29,910)	(7,216)	(63,981)	(56,766)	-787%	(34,071)	-114%
NORBO	44,018	17,361	33,195	51,861	53,165	(41,947)	(10,654)	108,379	119,033	1117%	150,326	358%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	44,018	17,361	33,195	51,861	53,165	(41,947)	(10,654)	108,379	119,033	1117%	150,326	358%
COGS %	-24%	-30%	-31%	-28%	-28%	-29%	-29%	-29%				
Payroll Direct %	-40%	-42%	-41%	-43%	-39%	-66%	-63%	-40%				
Payroll Burden % Payroll	-25%	-23%	-20%	-20%	-19%	-22%	-18%	-13%				

Changes since 9/26 BOD Budget review:

NOR +\$1,000 (Exp -\$1k)

- GL insurance rate change

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

200 Marketing - Downhill

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
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	(26,302)	(20,443)	(40,603)	(41,841)	(21,005)	(50,167)	(46,849)	(61,280)	(14,431)	-31%	(11,113)	-22%
NORBO	(26,302)	(20,443)	(40,603)	(41,841)	(21,005)	(50,167)	(46,849)	(61,280)	(14,431)	-31%	(11,113)	-22%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(26,302)	(20,443)	(40,603)	(41,841)	(21,005)	(50,167)	(46,849)	(61,280)	(14,431)	-31%	(11,113)	-22%
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%				

Changes since 9/26 BOD Budget review:

NOR: Flat

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

210 Mountain Operations

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	71,520	29,721	134,795	180,321	84	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	71,520	29,721	134,795	180,321	84	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(127,772)	(136,697)	(144,987)	(162,348)	(163,152)	(211,748)	(213,321)	(295,552)	(82,232)	-39%	(83,805)	-40%
Payroll Direct-Hourly	(372,197)	(397,672)	(479,901)	(505,149)	(544,229)	(497,972)	(524,214)	(547,558)	(23,344)	-4%	(49,586)	-10%
Payroll Direct-Total	(499,969)	(534,369)	(624,888)	(667,497)	(707,381)	(709,720)	(737,534)	(843,110)	(105,576)	-14%	(133,391)	-19%
Payroll Burden	(103,893)	(135,842)	(181,689)	(188,344)	(187,183)	(222,932)	(214,355)	(201,640)	12,715	6%	21,292	10%
Payroll	(603,862)	(670,212)	(806,577)	(855,840)	(894,564)	(932,652)	(951,889)	(1,044,750)	(92,861)	-10%	(112,098)	-12%
Expenses	(541,739)	(608,509)	(859,102)	(1,052,470)	(696,779)	(735,134)	(737,910)	(836,917)	(99,007)	-13%	(101,783)	-14%
NORBO	(1,074,081)	(1,248,999)	(1,530,884)	(1,727,989)	(1,591,259)	(1,667,786)	(1,689,799)	(1,881,667)	(191,868)	-11%	(213,881)	-13%
Capital Expense Allocation	-	-	-	-	4,800	-	-	-	-	0%	-	0%
NOR	(1,074,081)	(1,248,999)	(1,530,884)	(1,727,989)	(1,586,459)	(1,667,786)	(1,689,799)	(1,881,667)	(191,868)	-11%	(213,881)	-13%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%	-	0%	-	0%
Payroll Direct %	-699%	-1798%	-464%	-370%	-842120%	0%	0%	0%				
Payroll Burden % Payroll	-21%	-25%	-29%	-28%	-26%	-31%	-29%	-24%				

Changes since 9/26 BOD Budget review:

NOR: **-\$11,000** (Exp: **+5k**; p/r: **+6k**)

- p/r: WC rate alignment changes
- Exp: GL Liability changes

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

211 Lift Maintenance

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Forecast	2026 Budget	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
									Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	(10,378)	(13,110)	(12,883)	(13,963)	(15,655)	(15,472)	(16,107)	(16,130)	(23)	0%	(658)	-4%
Payroll Direct-Hourly	(140,042)	(160,755)	(210,325)	(200,085)	(154,145)	(242,439)	(238,137)	(252,228)	(14,091)	-6%	(9,789)	-4%
Payroll Direct-Total	(150,420)	(173,865)	(223,208)	(214,049)	(169,800)	(257,911)	(254,244)	(268,358)	(14,114)	-6%	(10,447)	-4%
Payroll Burden	(54,425)	(54,347)	(79,148)	(83,395)	(55,981)	(78,138)	(78,562)	(88,030)	(9,468)	-12%	(9,892)	-13%
Payroll	(204,845)	(228,211)	(302,355)	(297,443)	(225,780)	(336,049)	(332,807)	(356,388)	(23,582)	-7%	(20,339)	-6%
Expenses	(2,552)	(18,879)	(26,932)	(29,662)	(30,288)	(36,492)	(35,726)	(38,972)	(3,246)	-9%	(2,480)	-7%
NORBO	(207,397)	(247,090)	(329,287)	(327,105)	(256,069)	(372,542)	(368,533)	(395,361)	(26,828)	-7%	(22,819)	-6%
Capital Expense Allocation	-	-	-	-	4,456	-	-	-	-	0%	-	0%
NOR	(207,397)	(247,090)	(329,287)	(327,105)	(251,613)	(372,542)	(368,533)	(395,361)	(26,828)	-7%	(22,819)	-6%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-36%	-31%	-35%	-39%	-33%	-30%	-31%	-33%				

Changes since 9/26 BOD Budget review:

NOR: +\$3,000 (p/r: -3k)

- Small staffing adjustments

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

212 Snowmaking

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	-	-	-	-	-	-	-	-	-	0%	-	0%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Salary	-	-	-	-	-	-	-	-	-	0%	-	0%
Payroll Direct-Hourly	(1,647)	(6,925)	(4,420)	(7,366)	(17,272)	(13,580)	(10,906)	(23,375)	(12,469)	-114%	(9,795)	-72%
Payroll Direct-Total	(1,647)	(6,925)	(4,420)	(7,366)	(17,272)	(13,580)	(10,906)	(23,375)	(12,469)	-114%	(9,795)	-72%
Payroll Burden	(328)	(1,569)	(904)	(4,696)	(4,605)	(2,390)	(1,919)	(4,290)	(2,371)	-124%	(1,900)	-79%
Payroll	(1,975)	(8,494)	(5,324)	(12,062)	(21,877)	(15,970)	(12,825)	(27,665)	(14,840)	-116%	(11,695)	-73%
Expenses	(58,545)	(66,500)	(43,858)	(64,442)	(35,504)	(71,251)	(72,028)	(69,767)	2,261	3%	1,484	2%
NORBO	(60,520)	(74,994)	(49,183)	(76,504)	(57,381)	(87,221)	(84,853)	(97,432)	(12,579)	-15%	(10,211)	-12%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(60,520)	(74,994)	(49,183)	(76,504)	(57,381)	(87,221)	(84,853)	(97,432)	(12,579)	-15%	(10,211)	-12%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Burden % Payroll	-20%	-23%	-20%	-64%	-27%	-18%	-18%	-18%				

Changes since 9/26 BOD Budget review:

NOR: Flat

2026 OPERATING FUND BUDGET

**Tahoe Donner Association
Operating Fund
2026 Budget**

214 Ski Retail

	2020	2021	2022	2023	2024	2025	2025	2025	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	75,720	70,593	124,638	135,794	102,038	62,591	59,362	123,211	63,849	108%	60,620	97%
Cogs	(29,677)	(36,569)	(53,726)	(64,901)	(40,401)	(31,700)	(26,938)	(57,400)	(30,462)	-113%	(25,700)	-81%
Gross Margin	46,043	34,024	70,912	70,893	61,637	30,891	32,424	65,811	33,387	103%	34,920	113%
Payroll Direct-Salary	(6,224)	(13,110)	(12,883)	(13,158)	(15,655)	(15,021)	(15,795)	(16,130)	(335)	-2%	(1,109)	-7%
Payroll Direct-Hourly	(20,256)	(19,746)	(26,289)	(27,375)	(27,923)	(30,679)	(31,603)	(32,225)	(622)	-2%	(1,546)	-5%
Payroll Direct-Total	(26,480)	(32,856)	(39,172)	(40,533)	(43,577)	(45,701)	(47,398)	(48,356)	(958)	-2%	(2,655)	-6%
Payroll Burden	(11,383)	(11,373)	(20,638)	(26,481)	(27,140)	(25,318)	(27,169)	(9,863)	17,305	64%	15,454	61%
Payroll	(37,863)	(44,230)	(59,809)	(67,015)	(70,718)	(71,018)	(74,567)	(58,219)	16,348	22%	12,799	18%
Expenses	(2,164)	(1,047)	(2,290)	(308)	(3,084)	(1,425)	(977)	(3,771)	(2,793)	-286%	(2,345)	-165%
NORBO	6,016	(11,253)	8,812	3,570	(12,164)	(41,553)	(43,121)	3,821	46,942	109%	45,374	109%
Capital Expense Allocation	-	-	-	-	854	-	-	-	-	0%	-	0%
NOR	6,016	(11,253)	8,812	3,570	(11,310)	(41,553)	(43,121)	3,821	46,942	109%	45,374	109%
COGS %	-39%	-52%	-43%	-48%	-40%	-51%	-45%	-47%				
Payroll Direct %	-35%	-47%	-31%	-30%	-43%	-73%	-80%	-39%				
Payroll Burden % Payroll	-43%	-35%	-53%	-65%	-62%	-55%	-57%	-20%				

Changes since 9/26 BOD Budget review:

NOR +\$1,000 (Exp: -\$500; p/r: -500)

- p/r: WC rate alignment changes
- Exp: Maintenance consolidation

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

215 Ski Rental

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	533,888	479,472	804,911	784,194	734,847	543,865	592,429	887,345	294,917	50%	343,480	63%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	533,888	479,472	804,911	784,194	734,847	543,865	592,429	887,345	294,917	50%	343,480	63%
Payroll Direct-Salary	(11,220)	(13,110)	(12,883)	(13,690)	(15,655)	(15,472)	(15,580)	(16,130)	(551)	-4%	(658)	-4%
Payroll Direct-Hourly	(70,167)	(58,649)	(86,600)	(95,775)	(89,138)	(87,740)	(81,096)	(114,741)	(33,645)	-41%	(27,001)	-31%
Payroll Direct-Total	(81,387)	(71,760)	(99,483)	(109,466)	(104,793)	(103,212)	(96,676)	(130,871)	(34,196)	-35%	(27,659)	-27%
Payroll Burden	(14,851)	(12,203)	(16,353)	(16,274)	(17,372)	(15,668)	(16,613)	(25,355)	(8,742)	-53%	(9,687)	-62%
Payroll	(96,238)	(83,962)	(115,835)	(125,739)	(122,165)	(118,880)	(113,289)	(156,226)	(42,938)	-38%	(37,346)	-31%
Expenses	(14,003)	(7,474)	(3,192)	(1,001)	(23,009)	(5,837)	(4,508)	(9,577)	(5,069)	-112%	(3,740)	-64%
NORBO	423,647	388,035	685,884	657,454	589,673	419,148	474,632	721,542	246,910	52%	302,394	72%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	423,647	388,035	685,884	657,454	589,673	419,148	474,632	721,542	246,910	52%	302,394	72%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-15%	-15%	-12%	-14%	-14%	-19%	-16%	-15%				
Payroll Burden % Payroll	-18%	-17%	-16%	-15%	-17%	-15%	-17%	-19%				

Changes since 9/26 BOD Budget review:

NOR - \$4,000 (p/r: +4k)

- WC rate alignment change and slight hours adjustment

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

216 Snowplay

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	153,021	311,593	266,373	253,791	300,093	294,556	329,039	259,351	(69,688)	-21%	(35,205)	-12%
Cogs	(198)	(685)	(458)	(979)	(4,465)	(2,100)	(4,372)	(2,300)	2,072	47%	(200)	-10%
Gross Margin	152,823	310,909	265,915	252,812	295,628	292,456	324,667	257,051	(67,616)	-21%	(35,405)	-12%
Payroll Direct-Salary	(13,356)	(14,961)	(15,611)	(16,907)	(18,720)	(37,081)	(23,947)	(38,565)	(14,618)	-61%	(1,483)	-4%
Payroll Direct-Hourly	(36,307)	(46,783)	(69,813)	(78,933)	(70,836)	(77,755)	(84,873)	(67,915)	16,958	20%	9,840	13%
Payroll Direct-Total	(49,663)	(61,744)	(85,424)	(95,841)	(89,556)	(114,836)	(108,819)	(106,480)	2,339	2%	8,357	7%
Payroll Burden	(11,868)	(13,172)	(20,881)	(17,665)	(18,711)	(19,518)	(23,145)	(20,995)	2,149	9%	(1,477)	-8%
Payroll	(61,531)	(74,916)	(106,304)	(113,505)	(108,267)	(134,355)	(131,964)	(127,475)	4,489	3%	6,880	5%
Expenses	(39,917)	(57,939)	(44,621)	(69,608)	(67,761)	(66,884)	(74,663)	(71,346)	3,317	4%	(4,462)	-7%
NORBO	51,375	178,054	114,989	69,699	119,600	91,218	118,040	58,230	(59,810)	-51%	(32,988)	-36%
Capital Expense Allocation	-	-	-	-	2,976	-	-	-	-	0%	-	0%
NOR	51,375	178,054	114,989	69,699	122,576	91,218	118,040	58,230	(59,810)	-51%	(32,988)	-36%
COGS %	0%	0%	0%	0%	-1%	-1%	-1%	-1%				
Payroll Direct %	-32%	-20%	-32%	-38%	-30%	-39%	-33%	-41%				
Payroll Burden % Payroll	-24%	-21%	-24%	-18%	-21%	-17%	-21%	-20%				

Changes since 9/26 BOD Budget review:

NOR - \$1,000 (Exp: +1k)

- Uniforms and Equipment

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

220 Ski School

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	912,692	741,808	1,222,942	1,502,898	1,378,191	936,348	1,266,580	1,781,260	514,679	41%	844,912	90%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	912,692	741,808	1,222,942	1,502,898	1,378,191	936,348	1,266,580	1,781,260	514,679	41%	844,912	90%
Payroll Direct-Salary	(86,259)	(102,674)	(107,426)	(98,366)	(74,066)	(81,863)	(85,367)	(113,533)	(28,166)	-33%	(31,670)	-39%
Payroll Direct-Hourly	(302,127)	(184,243)	(364,890)	(408,718)	(396,505)	(283,889)	(307,060)	(345,838)	(38,778)	-13%	(61,949)	-22%
Payroll Direct-Total	(388,386)	(286,917)	(472,316)	(507,084)	(470,572)	(365,752)	(392,428)	(459,371)	(66,944)	-17%	(93,619)	-26%
Payroll Burden	(90,078)	(62,821)	(98,626)	(117,992)	(104,370)	(88,592)	(101,450)	(136,480)	(35,030)	-35%	(47,888)	-54%
Payroll	(478,464)	(349,738)	(570,942)	(625,076)	(574,942)	(454,344)	(493,877)	(595,851)	(101,974)	-21%	(141,507)	-31%
Expenses	(6,490)	(1,055)	(10,003)	(6,871)	(43,944)	(10,173)	(9,115)	(15,132)	(6,017)	-66%	(4,959)	-49%
NORBO	427,738	391,016	641,997	870,951	759,305	471,831	763,588	1,170,276	406,688	53%	698,446	148%
Capital Expense Allocation	-	-	-	-	963	-	-	-	-	0%	-	0%
NOR	427,738	391,016	641,997	870,951	760,268	471,831	763,588	1,170,276	406,688	-53%	698,446	-148%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-43%	-39%	-39%	-34%	-34%	-39%	-31%	-26%				
Payroll Burden % Payroll	-23%	-22%	-21%	-23%	-22%	-24%	-26%	-30%				
								-19%				
NOR % to Revenue	47%	53%	52%	58%	55%	50%	60%	66%				

Changes since 9/26 BOD Budget review:

NOR +\$9,000 (p/r: -9k)

- WC rate alignment change and staffing schedule changes

2026 OPERATING FUND BUDGET

Tahoe Donner Association Operating Fund 2026 Budget

240 Ticket Office Administration

	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Revenue	1,569,348	2,155,037	2,741,671	2,620,820	2,471,156	2,019,907	2,235,742	2,766,947	531,205	24%	747,040	37%
Cogs	-	-	-	-	-	-	-	-	-	0%	-	0%
Gross Margin	1,569,348	2,155,037	2,741,671	2,620,820	2,471,156	2,019,907	2,235,742	2,766,947	531,205	24%	747,040	37%
Payroll Direct-Salary	(36,315)	(48,019)	(50,363)	(53,033)	(46,982)	(59,352)	(57,547)	(16,130)	41,417	72%	43,222	73%
Payroll Direct-Hourly	(41,367)	(37,380)	(51,931)	(61,937)	(64,803)	(57,967)	(58,375)	(73,632)	(15,257)	-26%	(15,665)	-27%
Payroll Direct-Total	(77,682)	(85,399)	(102,294)	(114,970)	(111,786)	(117,319)	(115,923)	(89,762)	26,160	23%	27,557	23%
Payroll Burden	(15,737)	(15,831)	(19,065)	(23,462)	(21,687)	(43,411)	(30,520)	(17,188)	13,332	44%	26,223	60%
Payroll	(93,419)	(101,231)	(121,359)	(138,432)	(133,473)	(160,730)	(146,443)	(106,950)	39,493	27%	53,780	33%
Expenses	(68,474)	(128,665)	(173,452)	(174,367)	(78,830)	(137,614)	(112,111)	(180,771)	(68,660)	-61%	(43,158)	-31%
NORBO	1,407,455	1,925,141	2,446,860	2,308,020	2,258,854	1,721,563	1,977,188	2,479,226	502,037	25%	757,662	44%
Capital Expense Allocation	-	-	-	-	-	-	-	-	-	0%	-	0%
NOR	1,407,455	1,925,141	2,446,860	2,308,020	2,258,854	1,721,563	1,977,188	2,479,226	502,037	25%	757,662	44%
COGS %	0%	0%	0%	0%	0%	0%	0%	0%				
Payroll Direct %	-5%	-4%	-4%	-4%	-5%	-6%	-5%	-3%				
Payroll Burden % Payroll	-20%	-19%	-19%	-20%	-19%	-37%	-26%	-19%				

Changes since 9/26 BOD Budget review:

NOR - \$3,000 (p/r: +3k)

- Hourly staffing adjustment