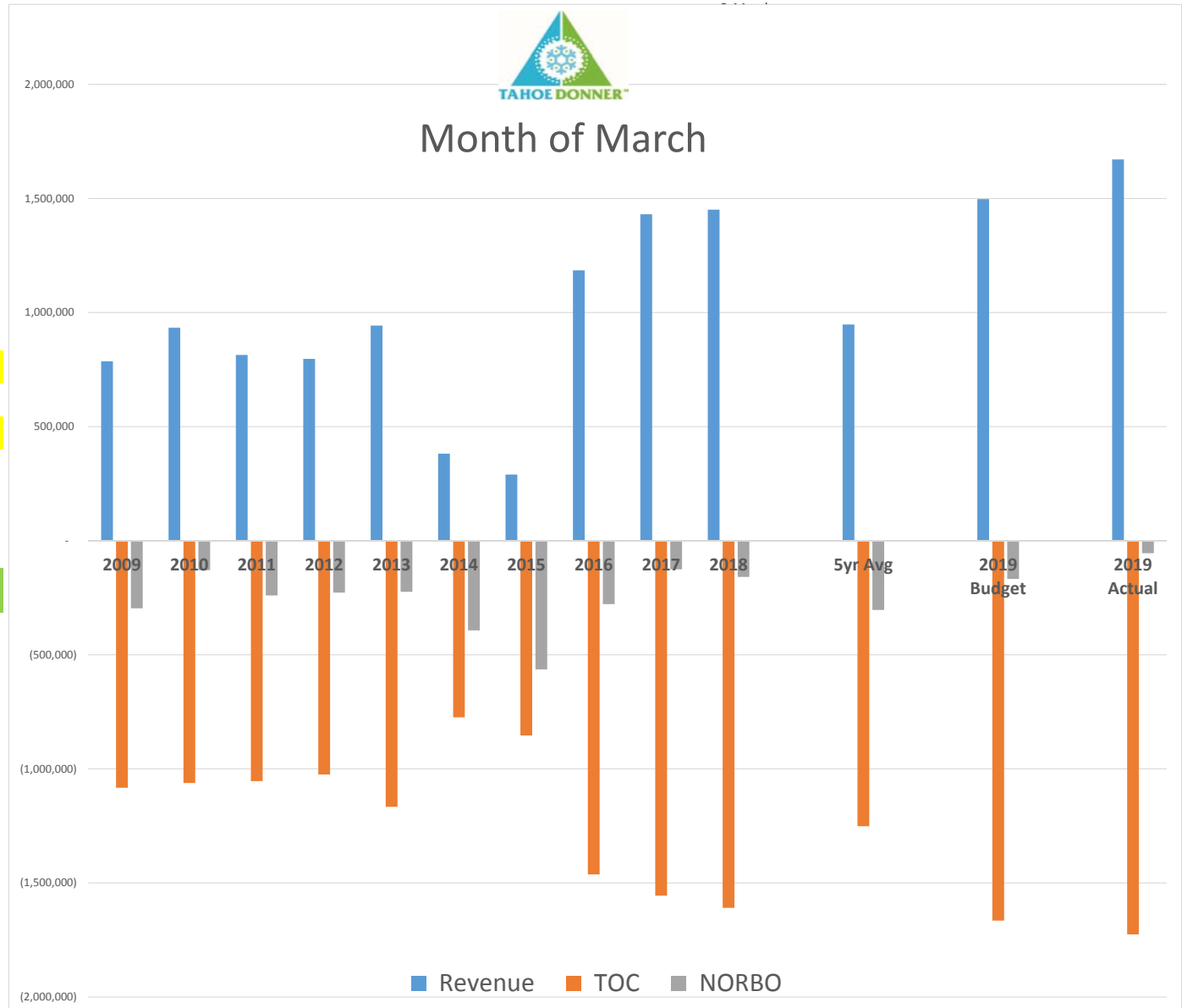


	for the month of March 2019				For the three months ending March 2019			
	Value	Variance to Budget			Value	Variance to Budget		
<b>1</b> Operating Revenue	\$ 1,670,994	\$ 173,994	12%	\$ 5,621,257	\$ 640,257	13%		
<b>2</b> Operating Costs	\$ (1,711,048)	\$ (61,048)	-4%	\$ (5,333,981)	\$ (231,981)	-5%		
<b>3</b> Net Operating Result	\$ (40,054)	\$ 112,946	74%	\$ 287,276	\$ 408,276	337%		
<b>4</b> Operating Expenses	\$ (460,123)	\$ (26,835)	-6%	\$ (1,369,245)	\$ (91,534)	-7%		
<b>5</b> Payroll Direct	\$ (890,678)	\$ (45,066)	-5%	\$ (2,788,509)	\$ (140,320)	-5%		
<b>6</b> Payroll Direct % of Rev	-53%	0.032	6%	-50%	0.036	7%		
<b>7</b> Non-Exempt FTEs	179	(4.7)	-3%	200	(9.9)	-5%		
<b>8</b> F&B COGS % of F&B Rev	-29.0%	0.003	1%	-30.4%	(0.014)	-5%		
<b>9</b> Downhill Skier Visits	10,100	400	4%	33,206	(394)	-1%		
<b>10</b> OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,850,170	\$ 1,428,670	101%		

April 2019 revenue is pacing slightly ahead of Budget MTD 4/8....~\$25,000  
April 2019 current NOR Forcast - on Budget



## Month of March



	Revenue	TOC	NORBO
2009	786,240	(1,083,027)	(296,788)
2010	933,212	(1,062,260)	(129,048)
2011	814,028	(1,054,098)	(240,069)
2012	796,976	(1,024,854)	(227,877)
2013	942,493	(1,166,922)	(224,429)
2014	381,131	(854,112)	(393,039)
2015	289,791	(1,462,928)	(564,322)
2016	1,185,025	(1,556,326)	(277,902)
2017	1,430,662	(1,609,197)	(158,705)
2018	1,450,492	(1,609,197)	(158,705)
5yr Avg	947,420	(1,251,347)	(303,926)
2019 Budget	1,497,000	(1,665,000)	(168,000)
2019 Actual	1,670,994	(1,726,048)	(55,054)
<b>Var to Bdg</b>	173,994 12%	(61,048) -4%	112,946 67%
<b>Var to PY</b>	220,502 15%	(116,851) -7%	103,651 65%

PY Records  
New Record(s) if applicable

**Tahoe Donner Association  
Visitation Report  
March 2019**

Month							Department	Year to Date						ANNUAL BUDGET	
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg		
<b>10,671</b>	<b>10,600</b>	<b>9,915</b>	<b>71</b>	<b>1%</b>	<b>756</b>	<b>8%</b>	<b>Private Amenities</b>	<b>31,047</b>	<b>31,400</b>	<b>32,704</b>	<b>(353)</b>	<b>-1%</b>	<b>(1,657)</b>	<b>-5%</b>	<b>216,300</b>
10,671	10,600	9,915	71	1%	756	8%	Trout Creek Rec Ctr	31,047	31,400	32,704	(353)	-1%	(1,657)	-5%	143,000
-	-	-	-	0%	-	0%	NW Pool	-	-	-	-	0%	-	0%	8,100
-	-	-	-	0%	-	0%	Beach Club Marina	-	-	-	-	0%	-	0%	42,000
-	-	-	-	0%	-	0%	Tennis Center	-	-	-	-	0%	-	0%	18,500
-	-	-	-	0%	-	0%	Day Camps	-	-	-	-	0%	-	0%	4,700
<b>33,880</b>	<b>26,730</b>	<b>34,194</b>	<b>7,150</b>	<b>27%</b>	<b>(314)</b>	<b>-1%</b>	<b>Public Amenities</b>	<b>102,345</b>	<b>94,840</b>	<b>78,743</b>	<b>7,505</b>	<b>8%</b>	<b>23,602</b>	<b>30%</b>	<b>270,000</b>
10,100	9,700	9,990	400	4%	110	1%	DH Ski - Total Skier Visits	33,206	33,600	24,432	(394)	-1%	8,774	36%	45,000
8,902	4,300	8,384	4,602	107%	518	6%	XC Ski - Total Skier Visits	25,174	16,900	13,641	8,274	49%	11,533	85%	22,000
2,952	2,565	3,988	387	15%	(1,036)	-26%	Snowplay - Total Tubers	8,931	11,990	8,549	(3,059)	-26%	382	4%	18,000
-	-	-	-	0%	-	0%	Golf Rounds	-	-	-	-	0%	-	0%	18,000
-	-	-	-	0%	-	0%	Campground Campers	-	-	-	-	0%	-	0%	1,700
-	-	-	-	0%	-	0%	Equestrian Visitors	-	-	-	-	0%	-	0%	5,300
-	-	-	-	0%	-	0%	Bikeworks Rentals	-	-	-	-	0%	-	0%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
4,362	4,305	4,306	57	1%	56	1%	The Lodge Covers	12,774	12,245	12,133	529	4%	641	5%	56,000
-	-	-	-	0%	-	0%	Summer Food and Bev	-	-	-	-	0%	-	0%	20,800
2,705	2,420	3,149	285	12%	(444)	-14%	Pizza on the Hill Covers	8,336	8,900	9,833	(564)	-6%	(1,497)	-15%	43,000
4,859	3,440	4,377	1,419	41%	482	11%	Alder Creek Caf� Covers	13,924	11,205	10,155	2,719	24%	3,769	37%	37,700
<b>44,551</b>	<b>37,330</b>	<b>44,109</b>	<b>7,221</b>	<b>19%</b>	<b>442</b>	<b>1%</b>	<b>Amenities Total</b>	<b>133,392</b>	<b>126,240</b>	<b>111,447</b>	<b>7,152</b>	<b>6%</b>	<b>21,945</b>	<b>20%</b>	<b>486,300</b>
<b>104</b>	<b>-</b>	<b>-</b>	<b>104</b>	<b>0%</b>	<b>104</b>	<b>0%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>7,230</b>	<b>7,173</b>	<b>6,473</b>	<b>57</b>	<b>1%</b>	<b>757</b>	<b>12%</b>	<b>7,173</b>
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
104	-	-	104	0%	104	0%	STR Registrants	757	700	-	57	8%	757	0%	700
-	-	-	-	0%	-	0%	Member Services	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Risk & Facility Admin	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Forestry	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Maintenance	-	-	-	-	0%	-	0%	-

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department - NORBO - MONTH**  
for the month of **March 2019**

<b>Net Operating Results Before Allocated Overhead (NORBO)</b>							Department	<b>Revenue</b>				<i>Before Allocated Overhead</i> <b>Total Operating Expenses</b>					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Department	Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (24,889)	\$ (22,286)	\$ (23,354)	\$ (2,603)	-12%	\$ (1,536)	-7%	<b>Private Amenities</b>	\$ 82,552	\$ 252	0%	\$ 6,923	9%	\$ (107,442)	\$ (2,856)	-3%	\$ (8,459)	-9%
(12,723)	(12,432)	(11,591)	(291)	-2%	(1,133)	-10%	Trout Creek Rec Ctr	69,552	252	0%	5,947	9%	(82,276)	(544)	-1%	(7,080)	-9%
(2,453)	850	(830)	(3,303)	-389%	(1,623)	-196%	Aquatics	13,000	-	0%	976	8%	(15,453)	(3,303)	-27%	(2,599)	-20%
(5,702)	(5,754)	(6,319)	52	1%	616	10%	Beach Club Marina	-	-	0%	-	0%	(5,702)	52	1%	616	10%
(1,720)	(1,698)	(1,907)	(22)	-1%	187	10%	Tennis Center	-	-	0%	-	0%	(1,720)	(22)	-1%	187	10%
(81)	(70)	(130)	(11)	-15%	50	38%	Day Camps	-	-	0%	-	0%	(81)	(11)	-15%	50	38%
(2,209)	(3,182)	(2,577)	973	31%	368	14%	Recreation Programs	-	-	0%	-	0%	(2,209)	973	31%	368	14%
<b>458,959</b>	<b>327,164</b>	<b>300,819</b>	<b>131,795</b>	<b>40%</b>	<b>158,140</b>	<b>53%</b>	<b>Public Amenities</b>	<b>1,516,457</b>	<b>191,557</b>	<b>14%</b>	<b>232,591</b>	<b>18%</b>	<b>(1,057,498)</b>	<b>(59,762)</b>	<b>-6%</b>	<b>(74,451)</b>	<b>-8%</b>
403,047	311,738	264,519	91,309	29%	138,528	52%	Downhill Ski	905,706	103,706	13%	180,563	25%	(502,659)	(12,397)	-3%	(42,035)	-9%
116,321	82,382	110,475	33,939	41%	5,847	5%	Cross Country Ski	281,068	51,368	22%	22,486	9%	(164,747)	(17,429)	-12%	(16,639)	-11%
29,501	16,191	40,831	13,310	82%	(11,331)	-28%	Snowplay	50,978	10,978	27%	(11,882)	-19%	(21,477)	2,332	10%	552	3%
(42,192)	(38,887)	(41,142)	(3,305)	-8%	(1,050)	-3%	Golf	50	(450)	-90%	(4)	-7%	(42,242)	(2,855)	-7%	(1,046)	-3%
(2,473)	(2,468)	(2,263)	(5)	0%	(210)	-9%	Campground	-	-	0%	-	0%	(2,473)	(5)	0%	(210)	-9%
(5,241)	(7,049)	(7,276)	1,808	26%	2,035	28%	Equestrian	-	-	0%	-	0%	(5,241)	1,808	26%	2,035	28%
-	-	-	-	0%	-	0%	Bikeworks	-	-	0%	-	0%	-	-	0%	-	0%
(8,022)	(7,845)	(4,977)	(177)	-2%	(3,045)	-61%	Trails	-	-	0%	-	0%	(8,022)	(177)	-2%	(3,045)	-61%
(22,390)	(14,518)	(45,052)	(7,872)	-54%	22,662	50%	The Lodge	182,632	5,132	3%	27,484	18%	(205,022)	(13,004)	-7%	(4,822)	-2%
(1,299)	(1,521)	(1,231)	222	15%	(68)	-6%	Summer Food and Bev	-	-	0%	-	0%	(1,299)	222	15%	(68)	-6%
(6,103)	(5,264)	(6,842)	(839)	-16%	738	11%	Pizza on the Hill	37,711	3,711	11%	(200)	-1%	(43,814)	(4,550)	-12%	938	2%
(2,191)	(5,595)	(6,223)	3,404	61%	4,032	65%	Alder Creek Café	58,311	17,111	42%	14,145	32%	(60,502)	(13,707)	-29%	(10,113)	-20%
<b>434,070</b>	<b>304,878</b>	<b>277,466</b>	<b>129,192</b>	<b>42%</b>	<b>156,604</b>	<b>56%</b>	<b>Amenities Total</b>	<b>1,599,009</b>	<b>191,809</b>	<b>14%</b>	<b>239,514</b>	<b>18%</b>	<b>(1,164,939)</b>	<b>(62,617)</b>	<b>-6%</b>	<b>(82,910)</b>	<b>-8%</b>
<b>(489,124)</b>	<b>(472,878)</b>	<b>(436,171)</b>	<b>(16,246)</b>	<b>-3%</b>	<b>(52,954)</b>	<b>-12%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>71,985</b>	<b>(17,815)</b>	<b>-20%</b>	<b>(19,013)</b>	<b>-21%</b>	<b>(561,109)</b>	<b>1,569</b>	<b>0%</b>	<b>(33,941)</b>	<b>-6%</b>
(97,413)	(87,437)	(88,789)	(9,976)	-11%	(8,625)	-10%	General	-	-	0%	-	0%	(97,413)	(9,976)	-11%	(8,625)	-10%
(8,595)	(10,566)	5,630	1,971	19%	(14,225)	-253%	Administration	50,689	(6,911)	-12%	(15,183)	-23%	(59,284)	8,882	13%	959	2%
(36,606)	(49,655)	(49,603)	13,049	26%	12,997	26%	Communications	12,800	1,000	8%	2,940	30%	(49,406)	12,049	20%	10,057	17%
(41,716)	(56,998)	(55,831)	15,282	27%	14,115	25%	Information Tech	-	-	0%	-	0%	(41,716)	15,282	27%	14,115	25%
(69,271)	(66,862)	(63,144)	(2,409)	-4%	(6,126)	-10%	Accounting	497	(3)	-1%	9	2%	(69,767)	(2,405)	-4%	(6,136)	-10%
(44,665)	(32,695)	(34,161)	(11,970)	-37%	(10,504)	-31%	Human Resources	-	-	0%	-	0%	(44,665)	(11,970)	-37%	(10,504)	-31%
(27,558)	(19,285)	(15,475)	(8,273)	-43%	(12,083)	-78%	Architectural Standards	4,445	(9,155)	-67%	(9,282)	-68%	(32,003)	882	3%	(2,801)	-10%
(23,126)	(21,213)	(21,491)	(1,913)	-9%	(1,635)	-8%	Member Services	719	(581)	-45%	(332)	-32%	(23,845)	(1,332)	-6%	(1,303)	-6%
(31,948)	(28,272)	(33,014)	(3,676)	-13%	1,066	3%	Risk & Facility Admin	-	-	0%	-	0%	(31,948)	(3,676)	-13%	1,066	3%
(41,564)	(27,156)	(25,537)	(14,408)	-53%	(16,027)	-63%	Forestry	2,835	(2,165)	-43%	2,835	0%	(44,399)	(12,243)	-38%	(18,862)	-74%
(66,662)	(72,739)	(54,756)	6,077	8%	(11,906)	-22%	Maintenance	-	-	0%	-	0%	(66,662)	6,077	8%	(11,906)	-22%
<b>\$ (55,054)</b>	<b>\$ (168,000)</b>	<b>\$ (158,705)</b>	<b>\$ 112,946</b>	<b>67%</b>	<b>\$ 103,651</b>	<b>65%</b>	<b>TDA Operating Fund</b>	<b>\$ 1,670,994</b>	<b>\$ 173,994</b>	<b>12%</b>	<b>\$ 220,502</b>	<b>15%</b>	<b>\$ (1,726,048)</b>	<b>\$ (61,048)</b>	<b>-4%</b>	<b>\$ (116,851)</b>	<b>-7%</b>

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
For the three months ending March 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
\$	\$	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	
<b>77,835</b>	<b>68,314</b>	<b>67,758</b>	<b>9,521</b>	<b>-14%</b>	<b>10,077</b>	<b>-15%</b>	<b>Private Amenities</b>	<b>246,462</b>	<b>4,438</b>	<b>-2%</b>	<b>9,735</b>	<b>4%</b>	<b>324,296</b>	<b>5,082</b>	<b>-2%</b>	<b>19,812</b>	<b>-7%</b>
(45,220)	(36,750)	(34,232)	(8,470)	-23%	(10,988)	-32%	Trout Creek Rec Ctr	209,462	(4,438)	-2%	8,759	4%	(254,682)	(4,032)	-2%	(19,746)	-8%
(3,731)	(1,450)	(1,426)	(2,281)	-157%	(2,305)	-162%	Aquatics	37,000	-	0%	976	3%	(40,731)	(2,281)	-6%	(3,281)	-9%
(17,044)	(17,312)	(19,177)	268	2%	2,133	11%	Beach Club Marina	-	-	0%	-	0%	(17,044)	268	2%	2,133	11%
(5,319)	(5,104)	(5,410)	(215)	-4%	92	2%	Tennis Center	-	-	0%	-	0%	(5,319)	(215)	-4%	92	2%
(538)	(210)	(287)	(328)	-156%	(251)	-87%	Day Camps	-	-	0%	-	0%	(538)	(328)	-156%	(251)	-87%
(5,983)	(7,488)	(7,225)	1,505	20%	1,242	17%	Recreation Programs	-	-	0%	-	0%	(5,983)	1,505	20%	1,242	17%
<b>1,822,563</b>	<b>1,402,317</b>	<b>551,181</b>	<b>420,246</b>	<b>30%</b>	<b>1,271,382</b>	<b>231%</b>	<b>Public Amenities</b>	<b>5,219,714</b>	<b>654,514</b>	<b>14%</b>	<b>1,787,734</b>	<b>52%</b>	<b>3,397,152</b>	<b>234,269</b>	<b>-7%</b>	<b>516,353</b>	<b>-18%</b>
1,689,280	1,267,230	590,793	422,050	33%	1,098,487	186%	Downhill Ski	3,351,098	472,098	16%	1,293,682	63%	(1,661,819)	(50,049)	-3%	(195,195)	-13%
366,798	265,008	226,050	101,790	38%	140,748	62%	Cross Country Ski	876,624	157,024	22%	311,298	55%	(509,827)	(55,235)	-12%	(170,550)	-50%
78,333	108,531	70,528	(30,198)	-28%	7,805	11%	Snowplay	162,777	(25,223)	-13%	23,286	17%	(84,443)	(4,974)	-6%	(15,481)	-22%
(105,810)	(98,013)	(91,027)	(7,797)	-8%	(14,783)	-16%	Golf	50	(1,450)	-97%	(262)	-84%	(105,860)	(6,347)	-6%	(14,520)	-16%
(7,883)	(7,434)	(7,220)	(449)	-6%	(663)	-9%	Campground	-	-	0%	-	0%	(7,883)	(449)	-6%	(663)	-9%
(15,969)	(17,059)	(19,408)	1,090	6%	3,439	18%	Equestrian	-	-	0%	-	0%	(15,969)	1,090	6%	3,439	18%
-	-	(58)	-	#####	58	100%	Bikeworks	-	-	0%	-	0%	-	-	#####	58	100%
(24,085)	(23,755)	(14,532)	(330)	-1%	(9,553)	-66%	Trails	-	-	0%	-	0%	(24,085)	(330)	-1%	(9,553)	-66%
(111,352)	(58,795)	(144,583)	(52,557)	-89%	33,231	23%	The Lodge	544,884	25,984	5%	97,265	22%	(656,236)	(78,541)	-14%	(64,034)	-11%
(3,849)	(4,573)	(3,806)	724	16%	(43)	-1%	Summer Food and Bev	-	-	0%	-	0%	(3,849)	724	16%	(43)	-1%
(23,160)	(6,337)	(22,011)	(16,823)	-265%	(1,148)	-5%	Pizza on the Hill	117,194	(7,806)	-6%	(1,416)	-1%	(140,354)	(9,017)	-7%	268	0%
(19,740)	(22,486)	(33,543)	2,746	12%	13,803	41%	Alder Creek Café	167,087	33,887	25%	63,881	62%	(186,827)	(31,141)	-20%	(50,078)	-37%
<b>1,744,728</b>	<b>1,334,003</b>	<b>483,423</b>	<b>410,725</b>	<b>31%</b>	<b>1,261,305</b>	<b>261%</b>	<b>Amenities Total</b>	<b>5,466,176</b>	<b>650,076</b>	<b>13%</b>	<b>1,797,469</b>	<b>49%</b>	<b>3,721,448</b>	<b>239,351</b>	<b>-7%</b>	<b>536,164</b>	<b>-17%</b>
<b>(1,505,452)</b>	<b>(1,503,003)</b>	<b>(1,360,420)</b>	<b>(2,449)</b>	<b>0%</b>	<b>(145,032)</b>	<b>-11%</b>	<b>HOA &amp; Amenities</b>	<b>155,081</b>	<b>(9,819)</b>	<b>-6%</b>	<b>(6,086)</b>	<b>-4%</b>	<b>(1,660,533)</b>	<b>7,370</b>	<b>0%</b>	<b>(138,946)</b>	<b>-9%</b>
(275,728)	(251,998)	(202,892)	(23,730)	-9%	(72,836)	-36%	Support Services	-	-	0%	-	0%	(275,728)	(23,730)	-9%	(72,836)	-36%
(94,930)	(112,641)	(81,541)	17,711	16%	(13,389)	-16%	General	82,912	3,412	4%	(9,508)	-10%	(177,841)	14,300	7%	(3,882)	-2%
(118,334)	(138,759)	(135,672)	20,425	15%	17,338	13%	Administration	38,595	(1,205)	-3%	6,348	20%	(156,929)	21,630	12%	10,990	7%
(141,455)	(172,057)	(170,038)	30,602	18%	28,583	17%	Communications	-	-	0%	-	0%	(141,455)	30,602	18%	28,583	17%
(218,270)	(202,173)	(195,639)	(16,097)	-8%	(22,632)	-12%	Information Tech	1,647	(53)	-3%	99	6%	(219,917)	(16,044)	-8%	(22,731)	-12%
(125,636)	(96,218)	(94,710)	(29,418)	-31%	(30,926)	-33%	Accounting	-	-	0%	-	0%	(125,636)	(29,418)	-31%	(30,926)	-33%
(83,306)	(72,354)	(55,773)	(10,952)	-15%	(27,533)	-49%	Human Resources	21,586	(7,714)	-26%	(9,590)	-31%	(104,892)	(3,238)	-3%	(17,943)	-21%
(62,471)	(63,388)	(58,853)	917	1%	(3,618)	-6%	Architectural Standards	3,187	(1,013)	-24%	(591)	-16%	(65,658)	1,930	3%	(3,027)	-5%
(95,098)	(84,274)	(96,631)	(10,824)	-13%	1,533	2%	Member Services	-	-	0%	-	0%	(95,098)	(10,824)	-13%	1,533	2%
(106,817)	(102,651)	(91,805)	(4,166)	-4%	(15,013)	-16%	Risk & Facility Admin	7,155	(3,245)	-31%	7,155	0%	(113,972)	(921)	-1%	(22,168)	-24%
(183,406)	(206,490)	(176,865)	23,084	11%	(6,540)	-4%	Forestry	-	-	0%	-	0%	(183,406)	23,084	11%	(6,540)	-4%
							Maintenance	-	-	0%	-	0%					
<b>\$ 239,276</b>	<b>\$ (169,000)</b>	<b>\$ (876,996)</b>	<b>\$ 408,276</b>	<b>242%</b>	<b>\$ 1,116,272</b>	<b>127%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,621,257</b>	<b>\$ 640,257</b>	<b>13%</b>	<b>\$ 1,791,383</b>	<b>47%</b>	<b>\$ (5,381,981)</b>	<b>\$ (231,981)</b>	<b>-5%</b>	<b>\$ (675,111)</b>	<b>-14%</b>

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
**For the Five Months (Nov-Mar) 2019**

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (110,796)	\$ (102,517)	\$ (111,813)	\$ (8,279)	-8%	\$ 1,017	1%	<b>Private Amenities</b>	\$ 441,354	\$ 8,554	2%	\$ 38,420	10%	\$ (552,150)	\$ (16,833)	-3%	\$ (37,403)	-7%
(47,169)	(39,760)	(49,124)	(7,409)	-19%	1,955	4%	Trout Creek Rec Ctr	380,111	9,911	3%	36,581	11%	(427,280)	(17,320)	-4%	(34,625)	-9%
(1,348)	950	(722)	(2,298)	-242%	(626)	-87%	Aquatics	61,000	-	0%	2,976	5%	(62,348)	(2,298)	-4%	(3,602)	-6%
(27,978)	(29,707)	(33,948)	1,729	6%	5,970	18%	Beach Club Marina	-	-	0%	(8)	-100%	(27,978)	1,729	6%	5,978	18%
(9,303)	(8,831)	(8,954)	(472)	-5%	(349)	-4%	Tennis Center	-	-	0%	(258)	-100%	(9,303)	(472)	-5%	(91)	-1%
(176)	(350)	(733)	174	50%	557	76%	Day Camps	-	-	0%	-	0%	(176)	174	50%	557	76%
(24,822)	(24,819)	(18,332)	(3)	0%	(6,489)	-35%	Recreation Programs	243	(1,357)	-85%	(870)	-78%	(25,064)	1,355	5%	(5,619)	-29%
<b>2,165,867</b>	<b>1,239,794</b>	<b>121,018</b>	<b>926,073</b>	<b>75%</b>	<b>2,044,849</b>	<b>1690%</b>	<b>Public Amenities</b>	<b>7,235,668</b>	<b>1,220,668</b>	<b>20%</b>	<b>2,725,135</b>	<b>60%</b>	<b>(5,069,801)</b>	<b>(294,595)</b>	<b>-6%</b>	<b>(680,286)</b>	<b>-15%</b>
2,058,194	1,271,315	465,936	786,879	62%	1,592,258	342%	Downhill Ski	4,427,807	820,707	23%	1,825,414	70%	(2,369,613)	(33,828)	-1%	(233,156)	-11%
451,063	271,055	168,538	180,008	66%	282,524	168%	Cross Country Ski	1,199,924	275,324	30%	540,250	82%	(748,862)	(95,317)	-15%	(257,725)	-52%
113,418	139,348	56,593	(25,930)	-19%	56,825	100%	Snowplay	235,405	(33,595)	-12%	81,294	53%	(121,987)	7,665	6%	(24,469)	-25%
(162,653)	(176,261)	(181,193)	13,608	8%	18,539	10%	Golf	3,731	1,231	49%	391	12%	(166,384)	12,377	7%	18,148	10%
(11,760)	(12,367)	(7,378)	607	5%	(4,382)	-59%	Campground	-	-	0%	(5,510)	-100%	(11,760)	607	5%	1,129	9%
(27,138)	(28,304)	(32,221)	1,166	4%	5,083	16%	Equestrian	-	-	0%	510	100%	(27,138)	1,166	4%	4,573	14%
(190)	-	(434)	(190)	#####	244	56%	Bikeworks	-	-	0%	(2,119)	-100%	(190)	(190)	#####	2,363	93%
(17,794)	(36,597)	(25,407)	18,803	51%	7,613	30%	Trails	-	-	0%	(752)	-100%	(17,794)	18,803	51%	8,365	32%
(158,320)	(112,031)	(225,286)	(46,289)	-41%	66,966	30%	The Lodge	910,701	61,701	7%	170,643	23%	(1,069,021)	(107,990)	-11%	(103,676)	-11%
(7,078)	(7,449)	(6,039)	371	5%	(1,039)	-17%	Summer Food and Bev	500	500	0%	(374)	-43%	(7,578)	(129)	-2%	(665)	-10%
(48,229)	(17,184)	(41,082)	(31,045)	-181%	(7,147)	-17%	Pizza on the Hill	188,587	(8,313)	-4%	4,479	2%	(236,816)	(22,732)	-11%	(11,627)	-5%
(23,645)	(51,731)	(51,009)	28,086	54%	27,364	54%	Alder Creek Café	269,012	103,112	62%	110,909	70%	(292,658)	(75,027)	-34%	(83,545)	-40%
<b>2,055,071</b>	<b>1,137,277</b>	<b>9,205</b>	<b>917,794</b>	<b>81%</b>	<b>2,045,866</b>	<b>#####</b>	<b>Amenities Total</b>	<b>7,677,022</b>	<b>1,229,222</b>	<b>19%</b>	<b>2,763,555</b>	<b>56%</b>	<b>(5,621,950)</b>	<b>(311,427)</b>	<b>-6%</b>	<b>(717,689)</b>	<b>-15%</b>
<b>(2,413,858)</b>	<b>(2,528,277)</b>	<b>(2,139,003)</b>	<b>114,419</b>	<b>5%</b>	<b>(274,854)</b>	<b>-13%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>283,252</b>	<b>39,052</b>	<b>16%</b>	<b>30,623</b>	<b>12%</b>	<b>(2,697,110)</b>	<b>75,367</b>	<b>3%</b>	<b>(305,477)</b>	<b>-13%</b>
(300,378)	(388,912)	(274,026)	88,534	23%	(26,351)	-10%	General	-	-	0%	-	0%	(300,378)	88,534	23%	(26,351)	-10%
(323,109)	(215,902)	(168,444)	(107,207)	-50%	(154,665)	-92%	Administration	99,313	(387)	0%	(25,603)	-20%	(422,422)	(106,820)	-34%	(129,062)	-44%
(206,395)	(234,505)	(226,303)	28,110	12%	19,908	9%	Communications	67,239	(3,561)	-5%	6,482	11%	(273,634)	31,671	10%	13,426	5%
(243,888)	(281,331)	(274,002)	37,443	13%	30,114	11%	Information Tech	-	-	0%	-	0%	(243,888)	37,443	13%	30,114	11%
(335,953)	(333,842)	(319,689)	(2,111)	-1%	(16,264)	-5%	Accounting	2,519	319	14%	538	27%	(338,472)	(2,430)	-1%	(16,803)	-5%
(196,844)	(175,247)	(169,884)	(21,597)	-12%	(26,960)	-16%	Human Resources	-	-	0%	-	0%	(196,844)	(21,597)	-12%	(26,960)	-16%
(121,234)	(110,356)	(80,454)	(10,878)	-10%	(40,779)	-51%	Architectural Standards	49,774	(4,226)	-8%	(8,773)	-15%	(171,008)	(6,652)	-4%	(32,007)	-23%
(97,203)	(107,323)	(97,841)	10,120	9%	638	1%	Member Services	6,687	(413)	-6%	596	10%	(103,890)	10,533	9%	42	0%
(140,337)	(139,014)	(150,118)	(1,323)	-1%	9,781	7%	Risk & Facility Admin	-	-	0%	-	0%	(140,337)	(1,323)	-1%	9,781	7%
(143,346)	(201,349)	(66,595)	58,003	29%	(76,751)	-115%	Forestry	57,720	47,320	455%	57,382	#####	(201,066)	10,683	5%	(134,133)	-200%
(305,171)	(340,496)	(311,647)	35,325	10%	6,476	2%	Maintenance	-	-	0%	-	0%	(305,171)	35,325	10%	6,476	2%
\$ (358,786)	\$ (1,391,000)	\$ (2,129,799)	\$ 1,032,214	74%	\$ 1,771,012	83%	<b>TDA Operating Fund</b>	\$ 7,960,274	\$ 1,268,274	19%	\$ 2,794,178	54%	\$ (8,319,060)	\$ (236,060)	-3%	\$ (1,023,166)	-14%

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - YTD**  
**For the three months ending March 2019**

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead		
Net Operating Results (NOR)					Total Operating Expenses				ANNUAL BUDGET AMOUNTS						
		Variance to Budget				Variance to Budget				Variance to Budget		Revenue	T O E	N O R	
Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	BUDGET	BUDGET	BUDGET	
\$ (294,649)	\$ (285,128)	\$ (9,521)	-3%		\$ 246,462	\$ 250,900	\$ (4,438)	-2%	\$ (541,110)	\$ (536,028)	\$ (5,082)	-1%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)
(112,640)	(104,170)	(8,470)	-8%	Private Amenities	209,462	213,900	(4,438)	-2%	(322,102)	(318,070)	(4,032)	-1%	1,094,000	(1,281,600)	(187,600)
(51,240)	(48,959)	(2,281)	-5%	Trout Creek Rec Ctr	37,000	37,000	-	0%	(88,240)	(85,959)	(2,281)	-3%	241,000	(450,200)	(209,200)
(49,181)	(49,449)	268	1%	Aquatics	-	-	-	0%	(49,181)	(49,449)	268	1%	750,000	(602,700)	147,300
(26,959)	(26,744)	(215)	-1%	Beach Club Marina	-	-	-	0%	(26,959)	(26,744)	(215)	-1%	213,000	(306,300)	(93,300)
(16,630)	(16,302)	(328)	-2%	Tennis Center	-	-	-	0%	(16,630)	(16,302)	(328)	-2%	275,000	(305,900)	(30,900)
(37,999)	(39,504)	1,505	4%	Day Camps	-	-	-	0%	(37,999)	(39,504)	1,505	4%	180,000	(364,100)	(184,100)
				Recreation Programs	-	-	-	0%							
<b>1,374,715</b>	<b>954,469</b>	<b>420,246</b>	<b>44%</b>	<b>Public Amenities</b>	<b>5,219,714</b>	<b>\$ 4,565,200</b>	<b>654,514</b>	<b>14%</b>	<b>(3,845,000)</b>	<b>\$ (3,610,731)</b>	<b>(234,269)</b>	<b>-6%</b>	<b>10,776,000</b>	<b>(12,017,300)</b>	<b>(1,241,300)</b>
1,573,294	1,151,244	422,050	37%	Downhill Ski	3,351,098	2,879,000	472,098	16%	(1,777,805)	(1,727,756)	(50,049)	-3%	3,895,000	(3,600,900)	294,100
313,886	212,096	101,790	48%	Cross Country Ski	876,624	719,600	157,024	22%	(562,739)	(507,504)	(55,235)	-11%	1,043,000	(1,065,600)	22,600
64,714	94,912	(30,198)	-32%	Snowplay	162,777	188,000	(25,223)	-13%	(98,062)	(93,088)	(4,974)	-5%	282,000	(222,600)	59,400
(159,346)	(151,549)	(7,797)	-5%	Golf	50	1,500	(1,450)	-97%	(159,396)	(153,049)	(6,347)	-4%	1,160,000	(1,487,300)	(327,300)
(16,554)	(16,105)	(449)	-3%	Campground	-	-	-	0%	(16,554)	(16,105)	(449)	-3%	70,000	(111,600)	(41,600)
(34,102)	(35,192)	1,090	3%	Equestrian	-	-	-	0%	(34,102)	(35,192)	1,090	3%	255,000	(395,500)	(140,500)
(8,119)	(8,119)	-	0%	Bikeworks	-	-	-	0%	(8,119)	(8,119)	-	0%	117,000	(146,500)	(29,500)
(38,880)	(38,550)	(330)	-1%	Trails	-	-	-	0%	(38,880)	(38,550)	(330)	-1%	1,000	(234,700)	(233,700)
(211,509)	(158,952)	(52,557)	-33%	The Lodge	544,884	518,900	25,984	5%	(756,393)	(677,852)	(78,541)	-12%	2,630,000	(2,967,000)	(337,000)
(16,146)	(16,870)	724	4%	Summer Food and Bev	-	-	-	0%	(16,146)	(16,870)	724	4%	270,000	(409,200)	(139,200)
(51,622)	(34,799)	(16,823)	-48%	Pizza on the Hill	117,194	125,000	(7,806)	-6%	(168,816)	(159,799)	(9,017)	-6%	603,000	(754,700)	(151,700)
(40,901)	(43,647)	2,746	6%	Alder Creek Café	167,087	133,200	33,887	25%	(207,988)	(176,847)	(31,141)	-18%	450,000	(621,700)	(171,700)
<b>1,080,066</b>	<b>669,341</b>	<b>410,725</b>	<b>61%</b>	<b>Amenities Total</b>	<b>5,466,176</b>	<b>4,816,100</b>	<b>650,076</b>	<b>13%</b>	<b>(4,386,110)</b>	<b>(4,146,759)</b>	<b>(239,351)</b>	<b>-6%</b>	<b>13,529,000</b>	<b>(15,328,100)</b>	<b>(1,799,100)</b>
<b>(792,790)</b>	<b>(790,341)</b>	<b>(2,449)</b>	<b>0%</b>	<b>HOA &amp; Amenities</b>	<b>155,081</b>	<b>\$ 164,900</b>	<b>(9,819)</b>	<b>-6%</b>	<b>(947,871)</b>	<b>\$ (955,241)</b>	<b>7,370</b>	<b>1%</b>	<b>686,000</b>	<b>(4,582,900)</b>	<b>(3,896,900)</b>
(564,993)	(541,263)	(23,730)	-4%	Support Services	-	-	-	0%	(564,993)	(541,263)	(23,730)	-4%	-	(2,267,800)	(2,267,800)
17,711	-	17,711	#####	General	82,912	79,500	3,412	4%	(65,200)	(79,500)	14,300	18%	184,000	(184,000)	-
20,425	-	20,425	#####	Administration	38,595	39,800	(1,205)	-3%	(18,170)	(39,800)	21,630	54%	210,000	(210,000)	-
30,602	-	30,602	#####	Communications	-	-	-	0%	30,602	-	30,602	#####	-	-	-
(16,097)	-	(16,097)	#####	Information Tech	1,647	1,700	(53)	-3%	(17,744)	(1,700)	(16,044)	-944%	6,000	(6,000)	-
(29,418)	-	(29,418)	#####	Accounting	-	-	-	0%	(29,418)	-	(29,418)	#####	-	-	-
(113,113)	(102,161)	(10,952)	-11%	Human Resources	21,586	29,300	(7,714)	-26%	(134,699)	(131,461)	(3,238)	-2%	196,000	(561,700)	(365,700)
917	-	917	#####	Architectural Standards	3,187	4,200	(1,013)	-24%	(2,270)	(4,200)	1,930	46%	34,000	(34,000)	-
(10,824)	-	(10,824)	#####	Member Services	-	-	-	0%	(10,824)	-	(10,824)	#####	-	-	-
(151,083)	(146,917)	(4,166)	-3%	Risk & Facility Admin	7,155	10,400	(3,245)	-31%	(158,238)	(157,317)	(921)	-1%	56,000	(1,319,400)	(1,263,400)
23,084	-	23,084	#####	Forestry	-	-	-	0%	23,084	-	23,084	#####	-	-	-
				Maintenance	-	-	-	0%							
<b>\$ 287,276</b>	<b>\$ (121,000)</b>	<b>\$ 408,276</b>	<b>337%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,621,257</b>	<b>\$ 4,981,000</b>	<b>\$ 640,257</b>	<b>13%</b>	<b>\$ (5,333,981)</b>	<b>\$ (5,102,000)</b>	<b>\$ (231,981)</b>	<b>-5%</b>	<b>\$ 14,215,000</b>	<b>\$ (19,911,000)</b>	<b>\$ (5,696,000)</b>