

Tahoe Donner Association - WINTER 18.19

Operating Fund Consolidated & DHSki & XCSki

Record Revenues (fav), Record Costs (unfav), and Record NORBO (fav)

The Lodge

Record Revenues (fav), Record Costs (unfav), not record NORBO

COGS% at 32.9%, lowest best on record.

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Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Six Months (Nov-Apr) 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	
\$ (116,226)	\$ (131,801)	\$ (94,386)	\$ 15,575	12%	\$ (21,840)	-23%	Private Amenities	\$ 534,207	\$ 28,507	6%	\$ 26,038	5%	\$ (650,433)	\$ (12,932)	-2%	\$ (47,878)	-8%
(35,445)	(59,049)	481	23,604	40%	(35,927)	#####	Trout Creek Rec Ctr	463,514	33,514	8%	5,092	1%	(498,959)	(9,910)	-2%	(41,019)	-9%
9,124	3,400	23,953	5,724	168%	(14,830)	-62%	Aquatics	83,959	9,959	13%	(7,143)	-8%	(74,835)	(4,235)	-6%	(7,687)	-11%
(27,809)	(35,451)	(43,599)	7,642	22%	15,790	36%	Beach Club Marina	5,985	5,985	0%	9,304	280%	(33,794)	1,657	5%	6,486	16%
(31,263)	(10,929)	(51,435)	(20,334)	-186%	20,171	39%	Tennis Center	(19,643)	(19,643)	0%	19,807	50%	(11,620)	(691)	-6%	364	3%
(829)	(450)	(796)	(379)	-84%	(33)	-4%	Day Camps	120	120	0%	105	700%	(949)	(499)	-111%	(138)	-17%
(30,003)	(29,322)	(22,991)	(681)	-2%	(7,012)	-31%	Recreation Programs	272	(1,428)	-84%	(1,127)	-81%	(30,275)	747	2%	(5,886)	-24%
2,017,652	1,057,655	(8,289)	959,997	91%	2,025,941	#####	Public Amenities	7,824,608	1,334,608	21%	2,805,753	56%	(5,806,956)	(374,611)	-7%	(779,812)	-16%
2,057,128	1,251,004	501,456	806,124	64%	1,555,672	310%	Downhill Ski	4,725,449	873,349	23%	1,829,644	63%	(2,668,321)	(67,225)	-3%	(273,971)	-11%
445,477	273,638	181,343	171,839	63%	264,134	146%	Cross Country Ski	1,290,639	305,039	31%	563,249	77%	(845,162)	(133,200)	-19%	(299,115)	-55%
118,558	129,672	38,678	(11,114)	-9%	79,880	207%	Snowplay	250,320	(24,680)	-9%	106,755	74%	(131,762)	13,566	9%	(26,875)	-26%
(222,088)	(240,101)	(243,508)	18,013	8%	21,420	9%	Golf	3,781	781	26%	(1,271)	-25%	(225,869)	17,232	7%	22,691	9%
(14,695)	(14,835)	(9,612)	140	1%	(5,083)	-53%	Campground	-	-	0%	(5,510)	-100%	(14,695)	140	1%	428	3%
(35,163)	(34,773)	(40,229)	(390)	-1%	5,066	13%	Equestrian	-	-	0%	495	100%	(35,163)	(390)	-1%	4,571	12%
(114)	-	(259)	(114)	#####	145	56%	Bikeworks	7,009	7,009	0%	1,009	17%	(7,122)	(7,122)	#####	(864)	-14%
(24,743)	(44,752)	(33,440)	20,009	45%	8,698	26%	Trails	-	-	0%	(752)	-100%	(24,743)	20,009	45%	9,450	28%
(204,973)	(155,594)	(275,494)	(49,379)	-32%	70,521	26%	The Lodge	1,045,752	73,752	8%	188,125	22%	(1,250,725)	(123,131)	-11%	(117,604)	-10%
(8,101)	(8,970)	(7,168)	869	10%	(934)	-13%	Summer Food and Bev	500	500	0%	(374)	-43%	(8,601)	369	4%	(559)	-7%
(59,312)	(29,092)	(54,462)	(30,220)	-104%	(4,850)	-9%	Pizza on the Hill	211,785	(9,115)	-4%	6,384	3%	(271,097)	(21,105)	-8%	(11,234)	-4%
(34,323)	(68,542)	(65,595)	34,219	50%	31,272	48%	Alder Creek Café	289,374	107,974	60%	118,001	69%	(323,696)	(73,754)	-30%	(86,729)	-37%
1,901,426	925,854	(102,675)	975,572	105%	2,004,101	1952%	Amenities Total	8,358,815	1,363,115	19%	2,831,791	51%	(6,457,389)	(387,543)	-6%	(827,690)	-15%
(2,898,835)	(3,068,854)	(2,624,251)	170,019	6%	(274,584)	-10%	HOA & Amenities Support Services	356,239	59,939	20%	53,809	18%	(3,255,075)	110,079	3%	(328,394)	-11%
(405,554)	(493,171)	(385,608)	87,617	18%	(19,946)	-5%	General	-	-	0%	-	0%	(405,554)	87,617	18%	(19,946)	-5%
(340,788)	(273,068)	(206,706)	(67,720)	-25%	(134,083)	-65%	Administration	136,781	24,181	21%	(5,964)	-4%	(477,569)	(91,901)	-24%	(128,119)	-37%
(248,651)	(288,279)	(273,374)	39,628	14%	24,723	9%	Communications	83,996	(504)	-1%	9,073	12%	(332,647)	40,132	11%	15,650	4%
(298,282)	(337,543)	(324,810)	39,261	12%	26,528	8%	Information Tech	-	-	0%	-	0%	(298,282)	39,261	12%	26,528	8%
(406,561)	(401,075)	(388,601)	(5,486)	-1%	(17,960)	-5%	Accounting	2,872	372	15%	552	24%	(409,434)	(5,859)	-1%	(18,512)	-5%
(224,877)	(204,835)	(197,787)	(20,042)	-10%	(27,090)	-14%	Human Resources	-	-	0%	-	0%	(224,877)	(20,042)	-10%	(27,090)	-14%
(140,665)	(123,620)	(92,860)	(17,045)	-14%	(47,804)	-51%	Architectural Standards	63,204	(10,896)	-15%	(11,084)	-15%	(203,869)	(6,149)	-3%	(36,720)	-22%
(117,523)	(128,916)	(118,749)	11,393	9%	1,226	1%	Member Services	7,616	(684)	-8%	(200)	-3%	(125,139)	12,077	9%	1,426	1%
(167,824)	(168,183)	(171,796)	359	0%	3,972	2%	Risk & Facility Admin	-	-	0%	-	0%	(167,824)	359	0%	3,972	2%
(186,204)	(240,403)	(95,960)	54,199	23%	(90,245)	-94%	Forestry	61,770	47,470	332%	61,432	#####	(247,974)	6,729	3%	(151,677)	-158%
(361,905)	(409,761)	(367,999)	47,856	12%	6,094	2%	Maintenance	-	-	0%	-	0%	(361,905)	47,856	12%	6,094	2%
\$ (997,409)	\$ (2,143,000)	\$ (2,726,926)	\$ 1,145,591	53%	\$ 1,729,517	63%	TDA Operating Fund	\$ 8,715,054	\$ 1,423,054	20%	\$ 2,885,600	50%	\$ (9,712,463)	\$ (277,463)	-3%	\$ (1,156,084)	-14%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund Consolidated
6 WINTER MONTHS (nov-apr)

	WINTER MONTHS (nov-apr)											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
Allocated Recreation Fee	305,467	263,320	267,182	280,088	290,246	308,988	325,550	319,084	335,288	346,610	361,450	27,789	23,450	338,000
All Other Revenue	3,721,904	4,523,353	4,742,803	2,854,181	4,958,165	2,004,603	2,371,158	6,698,325	7,215,302	5,482,843	8,353,604	1,888,114	1,399,604	6,954,000
GROSS REVENUE	4,027,371	4,786,673	5,009,985	3,134,269	5,248,411	2,313,591	2,696,708	7,017,409	7,550,590	5,829,454	8,715,054	1,915,903	1,423,054	7,292,000
COST OF GOODS SOLD	-450,818	-462,243	-508,764	-368,676	-506,386	-346,958	-348,496	-763,539	-777,964	-646,702	-809,152	-79,751	-130,288	-678,864
GROSS MARGIN	3,576,553	4,324,430	4,501,221	2,765,593	4,742,025	1,966,633	2,348,212	6,253,871	6,772,626	5,182,751	7,905,902	1,836,152	1,292,766	6,613,136
Payroll Salaries and Wages (direct payroll)	-3,053,775	-3,059,929	-3,337,090	-2,743,099	-3,451,684	-2,771,756	-3,057,881	-4,204,355	-4,510,785	-4,465,064	-5,062,690	-669,289	-295,775	-4,766,915
Payroll Taxes & Benefits (burden)	-818,893	-778,517	-890,290	-763,880	-964,629	-827,673	-1,046,677	-1,221,226	-1,291,569	-1,221,560	-1,244,795	-10	154,290	-1,399,085
Payroll Total (Direct+Burden)	-3,872,669	-3,838,447	-4,227,380	-3,506,979	-4,416,312	-3,599,429	-4,104,557	-5,425,581	-5,802,354	-5,686,624	-6,307,485	-669,299	-141,485	-6,166,000
Burden % of Direct	51.9%	49.1%	53.7%	56.4%	56.4%	58.7%	68.7%	54.4%	54.8%	55.1%	47.6%	-7.2%	-12.1%	59.6%
Staff Expense	-124,837	-82,841	-80,931	-76,591	-70,081	-56,433	-67,150	-104,289	-195,693	-266,485	-255,121	-66,299	-33,663	-221,458
Utilities Expense	-360,189	-366,011	-371,797	-350,664	-360,408	-348,531	-362,491	-430,112	-446,426	-460,532	-481,319	-35,629	-2,309	-479,010
Fuel & Oil Expense	-1,895	-258	15	0	0	100	0	0	0	100	2,900	2,933	3,000	-100
Supplies & Maintenance Expense	-483,463	-495,057	-613,080	-310,701	-476,499	-274,883	-273,328	-650,974	-665,134	-628,311	-708,351	-60,211	9,178	-717,529
Contract Labor & Services	-6,040	-8,840	-2,255	-9,582	-2,922	-53,705	39,866	13,287	-149,307	142,192	-69,222	-71,280	-61,122	-8,100
Insurance Expense	-249,858	-222,051	-215,499	-149,083	-243,968	-260,943	-212,206	-269,756	-251,254	-285,935	-339,875	-70,894	2,525	-342,400
Administration & Other Expense	-348,727	-381,188	-296,335	-306,473	-258,285	-295,067	-172,407	-409,625	-352,474	-414,083	-348,603	43,457	83,066	-431,669
Printing & Postage	-93,055	-98,416	-103,369	-106,456	-105,298	-109,407	-105,234	-108,154	-94,086	-82,839	-79,914	15,113	6,316	-86,230
Credit Card Fees	-69,784	-86,296	-104,013	-58,008	-100,409	-42,844	-50,864	-144,690	-160,290	-123,655	-207,620	-64,742	-45,080	-162,540
Property & Income Tax Expense	-61,109	-117,712	-73,590	-24,962	-55,342	-58,570	-49,301	-87,376	-105,756	-103,305	-108,700	-9,888	32,400	-141,100
Total Operating Expenses	-1,798,957	-1,858,670	-1,860,885	-1,392,518	-1,673,211	-1,500,483	-1,253,115	-2,191,689	-2,420,420	-2,223,053	-2,595,826	-317,438	-5,690	-2,590,136
TOTAL Payroll&Operating Expense	-5,671,625	-5,697,117	-6,088,265	-4,899,497	-6,089,523	-5,099,912	-5,357,673	-7,617,270	-8,222,774	-7,909,677	-8,903,311	-986,737	-147,175	-8,756,136
NOR before Alloc Overhead	-2,095,072	-1,372,687	-1,587,043	-2,133,904	-1,347,498	-3,133,279	-3,009,461	-1,363,400	-1,450,148	-2,726,926	-997,409	849,415	1,145,591	-2,143,000
Allocated Overhead	0	0	0	0	0	0	0	0	0	0	65,000	65,000	0	65,000
NET OPERATING RESULTS (NOR)	-2,095,072	-1,372,687	-1,587,043	-2,133,904	-1,347,498	-3,133,279	-3,009,461	-1,363,400	-1,450,148	-2,726,926	-932,409	914,415	1,145,591	-2,078,000
as a % of Gross Revenue	-140.4%	-82.5%	-79.2%	-229.2%	-68.2%	-276.6%	-216.6%	-49.2%	-58.6%	-126.6%	-30.8%	47.3%	55.9%	-86.8%
Annual Assessment Revenue, portion allocated to Operating Fund	2,027,695	1,900,023	1,591,584	1,540,127	1,753,031	2,081,166	2,852,404	3,545,800	3,093,045	2,613,700	2,077,700	-1,006,482	-300	2,078,000
change in Operating Fund														
Balance, exid Transfers	-67,377	527,336	4,540	-593,777	405,533	-1,052,113	-157,057	2,182,400	1,642,897	-113,226	1,145,291	-92,066	1,145,291	0
Cost Recovery Pctg (pre-alloc overhead)	122.9%	146.0%	145.5%	104.6%	151.6%	84.1%	99.8%	161.9%	158.1%	126.9%	173.7%	24.8%	29.6%	144.2%
Cost Recovery Pctg (post-alloc overhead)	122.9%	146.0%	145.5%	104.6%	151.6%	84.1%	99.8%	161.9%	158.1%	126.9%	174.7%	25.7%	29.6%	145.0%
Total Expense (TE) (cogs+payroll+opexp)	-6,122,443	-6,159,360	-6,597,029	-5,268,173	-6,595,909	-5,446,870	-5,706,169	-8,380,809	-9,000,738	-8,556,380	-9,712,463	-1,066,488	-277,463	-9,435,000
Payroll Direct % Revenue	171.1%	140.7%	141.8%	225.0%	142.5%	241.3%	224.7%	128.1%	133.9%	172.8%	122.6%	-22.4%	-21.5%	144.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Amenities Consolidated
6 WINTER MONTHS (nov-apr)

	WINTER MONTHS (nov-apr)											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Allocated Recreation Fee	305,467	263,320	267,182	280,088	290,246	308,988	325,550	319,084	335,288	346,610	361,450	27,789	23,450	338,000
All Other Revenue	3,494,869	4,269,102	4,515,022	2,628,716	4,725,736	1,734,020	2,066,828	6,412,761	6,900,440	5,180,413	7,997,365	1,832,827	1,339,665	6,657,700
GROSS REVENUE	3,800,336	4,532,422	4,782,204	2,908,804	5,015,982	2,043,008	2,392,378	6,731,845	7,235,728	5,527,024	8,358,815	1,860,616	1,363,115	6,995,700
COST OF GOODS SOLD	-449,267	-462,020	-508,766	-368,676	-506,386	-346,958	-348,496	-763,539	-777,964	-646,702	-809,152	-79,751	-130,288	-678,864
GROSS MARGIN	3,351,069	4,070,401	4,273,437	2,540,128	4,509,596	1,696,050	2,043,882	5,968,306	6,457,764	4,880,321	7,549,662	1,780,865	1,232,826	6,316,836
Payroll Salaries and Wages (direct payroll)	-1,689,048	-1,738,240	-1,936,210	-1,527,461	-1,951,825	-1,389,089	-1,476,896	-2,506,128	-2,830,119	-2,696,310	-3,146,370	-468,851	-252,547	-2,893,823
Payroll Taxes & Benefits (burden)	-422,121	-433,272	-501,259	-409,179	-551,575	-419,603	-586,141	-807,954	-864,916	-755,801	-777,667	31,891	68,622	-846,289
Payroll Total (Direct+Burden)	-2,111,169	-2,171,512	-2,437,468	-1,936,640	-2,503,400	-1,808,692	-2,063,037	-3,314,082	-3,695,034	-3,452,111	-3,924,036	-436,961	-183,924	-3,740,112
Burden % of Direct	50.0%	49.7%	53.0%	54.6%	58.6%	58.5%	81.8%	59.8%	57.3%	57.3%	48.6%	-9.5%	-11.4%	60.1%
Staff Expense	-24,750	-24,140	-26,037	-24,441	-30,369	-18,089	-24,336	-44,689	-131,984	-181,324	-172,066	-52,734	-16,645	-155,421
Utilities Expense	-261,065	-265,308	-259,527	-234,855	-243,880	-223,792	-223,925	-309,005	-330,186	-337,864	-377,310	-51,625	-21,570	-355,740
Fuel & Oil Expense	-1,895	-258	0	0	0	-100	0	0	0	-100	2,900	2,933	3,000	-100
Supplies & Maintenance Expense	-442,384	-411,614	-512,452	-302,257	-457,768	-273,152	-291,434	-598,005	-578,920	-524,723	-609,753	-42,537	-24,134	-585,619
Contract Labor & Services	0	0	0	0	0	0	0	1,028	-980	-1,900	-1,655	-1,037	-1,655	0
Insurance Expense	-173,946	-157,639	-162,200	-102,600	-175,068	-183,700	-149,979	-200,536	-194,550	-205,600	-224,400	-24,171	-600	-223,800
Administration & Other Expense	-121,850	-124,970	-133,422	-111,405	-128,774	-108,674	-112,614	-202,958	-140,627	-151,488	-128,611	36,414	37,219	-165,830
Printing & Postage	-8,575	4,150	-3,115	-2,426	-2,060	-1,042	-1,522	-2,685	-2,881	-9,316	-11,027	-6,066	-4,667	-6,360
Credit Card Fees	-66,932	-83,811	-101,221	-55,305	-96,915	-38,803	-46,469	-140,251	-153,760	-118,570	-202,278	-64,751	-44,278	-158,000
Total Operating Expenses	-1,101,396	-1,063,589	-1,197,974	-833,289	-1,134,834	-847,351	-850,279	-1,497,101	-1,533,887	-1,530,886	-1,724,200	-203,576	-73,330	-1,650,870
TOTAL Payroll&Operating Expense	-3,212,565	-3,235,101	-3,635,442	-2,769,929	-3,638,234	-2,656,044	-2,913,316	-4,811,183	-5,228,921	-4,982,997	-5,648,236	-640,536	-257,254	-5,390,982
NOR before Alloc Overhead	138,505	835,300	637,995	-229,801	871,362	-959,994	-869,435	1,157,123	1,228,843	-102,675	1,901,426	1,140,329	975,572	925,854
Allocated Overhead	-240,097	0	0	0	0	0	0	0	0	0	-901,865	-901,865	0	-901,865
NET OPERATING RESULTS (NOR)	-101,592	835,300	637,995	-229,801	871,362	-959,994	-869,435	1,157,123	1,228,843	-102,675	999,561	238,464	975,572	23,989
as a % of Gross Revenue	-28.9%	29.8%	20.9%	-69.2%	28.8%	-95.2%	-69.5%	31.8%	24.0%	-29.4%	25.2%	16.5%	33.2%	-7.9%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	-101,592	835,300	637,995	-229,801	871,362	-959,994	-869,435	1,157,123	1,228,843	-102,675	999,561	238,464	975,572	23,989
Cost Recovery Pctg (pre-alloc overhead)	198.7%	236.5%	224.4%	162.8%	234.8%	135.5%	156.0%	238.1%	229.9%	181.9%	251.2%	34.6%	35.5%	215.7%
Cost Recovery Pctg (post-alloc overhead)	182.5%	236.5%	224.4%	162.8%	234.8%	135.5%	156.0%	238.1%	229.9%	181.9%	229.0%	12.3%	35.4%	193.5%
Total Expense (TE) (cogs+payroll+opexp)	-3,661,832	-3,697,121	-4,144,209	-3,138,605	-4,144,620	-3,003,002	-3,261,813	-5,574,722	-6,006,885	-5,629,699	-6,457,389	-720,287	-387,543	-6,069,846
Payroll Direct % Revenue	91.8%	79.6%	82.9%	130.9%	80.2%	136.7%	122.0%	75.9%	83.8%	108.1%	77.5%	-11.7%	-11.9%	89.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Private Amenities Consolidated
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>													
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>			<u>18/19</u>
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual			BUDGET
	10	9	8	7	6	5	4	3	2	1	0	18/19 Var to 3YrAvg	18/19 Var to BDG	0
Allocated Recreation Fee	305,467	263,320	267,182	272,083	271,285	301,521	316,400	291,062	310,830	338,155	334,672	21,322	18,672	316,000
All Other Revenue	119,847	136,725	134,413	154,087	152,553	147,273	163,095	171,690	169,458	170,013	199,535	29,148	9,835	189,700
GROSS REVENUE	425,314	400,045	401,595	426,169	423,839	448,794	479,496	462,752	480,288	508,169	534,207	50,471	28,507	505,700
COST OF GOODS SOLD	-16,023	-15,280	-12,008	-10,232	-10,997	-11,900	-11,787	-10,104	-8,913	-5,988	-4,707	3,628	3,473	-8,180
GROSS MARGIN	409,291	384,764	389,587	415,937	412,842	436,893	467,708	452,648	471,375	502,181	529,500	54,099	31,980	497,520
Payroll Salaries and Wages (direct payroll)	-194,924	-204,054	-212,257	-227,882	-241,379	-234,060	-240,558	-248,855	-252,144	-267,656	-301,073	-44,854	-5,626	-295,447
Payroll Taxes & Benefits (burden)	-57,575	-59,281	-60,419	-60,224	-63,754	-67,391	-79,006	-55,288	-64,063	-84,186	-74,646	-6,801	12,098	-86,744
Payroll Total (Direct+Burden)	-252,499	-263,335	-272,675	-288,106	-305,134	-301,451	-319,564	-304,143	-316,207	-351,842	-375,719	-51,655	6,472	-382,191
Burden % of Direct	54.9%	56.4%	57.5%	52.9%	52.7%	55.7%	70.3%	38.9%	48.2%	63.6%	47.9%	-2.3%	-10.7%	58.6%
Staff Expense	-1,474	-643	-514	-1,495	-1,690	-385	-198	-636	-702	-1,960	-2,338	-1,239	-968	-1,370
Utilities Expense	-104,370	-105,686	-103,457	-93,868	-89,276	-90,604	-104,096	-117,296	-115,079	-117,210	-135,478	-18,949	-11,568	-123,910
Supplies & Maintenance Expense	-98,976	-72,179	-78,001	-83,808	-98,918	-71,680	-85,106	-113,393	-90,021	-107,331	-114,320	-10,738	-9,690	-104,630
Contract Labor & Services	0	0	0	0	0	0	0	-72	-980	-1,900	-1,075	-91	-1,075	0
Insurance Expense	-9,434	-7,806	-5,800	-4,800	-6,800	-6,000	-2,643	-6,000	-5,524	-7,200	-7,800	-1,559	-600	-7,200
Administration & Other Expense	-16,390	-15,442	-12,105	-7,983	-7,276	-10,271	-7,200	-8,094	-1,561	-4,605	-2,662	2,091	2,408	-5,070
Printing & Postage	-74	-108	-29	-16	-60	-40	-92	-20	-61	-828	-649	-346	-639	-10
Credit Card Fees	-2,069	-2,938	-3,170	-2,381	-3,075	-3,577	-2,939	-3,374	-3,685	-3,691	-5,684	-2,101	-744	-4,940
Total Operating Expenses	-232,787	-204,801	-203,077	-194,351	-207,095	-182,557	-202,274	-248,884	-217,614	-244,725	-270,007	-32,933	-22,877	-247,130
TOTAL Payroll&Operating Expense	-485,286	-468,136	-475,753	-482,457	-512,228	-484,009	-521,839	-553,027	-533,821	-596,567	-645,726	-84,588	-16,405	-629,321
NOR before Alloc Overhead	-75,995	-83,372	-86,166	-66,520	-99,387	-47,115	-54,130	-100,379	-62,446	-94,386	-116,226	-30,489	15,575	-131,801
Allocated Overhead	-55,567	0	0	0	0	0	0	0	0	0	-294,191	-294,191	0	-294,191
NET OPERATING RESULTS (NOR)	-131,563	-83,372	-86,166	-66,520	-99,387	-47,115	-54,130	-100,379	-62,446	-94,386	-410,417	-324,680	15,575	-425,992
as a % of Gross Revenue	-71.2%	-41.2%	-41.2%	-26.3%	-40.4%	-16.5%	-16.3%	-35.6%	-21.1%	-41.2%	-128.2%	-95.5%	11.6%	-139.8%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-131,563	-83,372	-86,166	-66,520	-99,387	-47,115	-54,130	-100,379	-62,446	-94,386	-410,417	-324,680	15,575	-425,992
Cost Recovery Pctg (pre-alloc overhead)	171.5%	165.8%	165.9%	178.7%	168.5%	187.1%	189.1%	172.4%	182.0%	166.2%	165.8%	-7.7%	4.8%	161.0%
Cost Recovery Pctg (post-alloc overhead)	149.3%	165.8%	165.9%	178.7%	168.5%	187.1%	189.1%	172.4%	182.0%	166.2%	132.9%	-40.7%	3.5%	129.4%
Total Expense (TE) (cogs+payroll+opexp)	-501,309	-483,417	-487,761	-492,689	-523,225	-495,909	-533,626	-563,131	-542,734	-602,555	-650,433	-80,960	-12,932	-637,501
Payroll Direct % Revenue	90.4%	102.0%	104.5%	104.5%	111.1%	102.1%	97.4%	105.5%	104.1%	108.1%	113.1%	7.2%	-2.7%	115.8%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Tennis (090)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Allocated Recreation Fee	16,430	14,835	0	19,147	16,711	39,438	27,085	-17,125	-48,797	-39,708	-19,643	15,567	-19,643	0
All Other Revenue	12	121	0	0	0	0	104	412	0	258	0	-223	0	0
GROSS REVENUE	16,442	14,956	0	19,147	16,711	39,438	27,189	-16,713	-48,797	-39,450	-19,643	15,344	-19,643	0
COST OF GOODS SOLD	-104	-529	12	0	0	-276	4	0	-441	79	0	120	0	0
GROSS MARGIN	16,338	14,427	12	19,147	16,711	39,162	27,193	-16,713	-49,238	-39,371	-19,643	15,464	-19,643	0
Payroll Salaries and Wages (direct payroll)	-5,831	-4,947	-5,473	-5,199	-5,459	-5,382	-5,694	-6,790	-6,029	-5,994	-6,356	-85	-819	-5,537
Payroll Taxes & Benefits (burden)	-1,163	-593	-965	-823	-667	-370	-1,554	391	-287	-1,160	-639	-287	973	-1,612
Payroll Total (Direct+Burden)	-6,995	-5,540	-6,438	-6,022	-6,126	-5,752	-7,248	-6,399	-6,316	-7,154	-6,995	-373	154	-7,149
Burden % of Direct	51.0%	23.9%	38.4%	36.1%	25.7%	11.7%	92.4%	-34.5%	2.5%	34.3%	13.7%	12.9%	-48.8%	62.5%
Utilities Expense	-2,345	-3,097	-2,706	-2,958	-2,545	-4,198	-2,975	-3,321	-3,078	-2,741	-3,871	-825	-491	-3,380
Supplies & Maintenance Expense	-2,746	-4,566	-2,169	-2,033	-1,560	239	-1,045	-617	-512	-1,920	-807	210	-407	-400
Insurance Expense	0	0	0	0	0	0	305	0	273	0	0	-91	0	0
Administration & Other Expense	0	0	-331	0	0	0	0	0	0	0	104	104	104	0
Printing & Postage	-25	0	0	0	-14	-1	-2	0	-3	-208	0	70	0	0
Credit Card Fees	-15	-53	-223	-20	0	-9	-3	10	-16	-43	-51	-35	-51	0
Total Operating Expenses	-5,132	-7,716	-5,429	-5,010	-4,120	-3,968	-3,720	-3,928	-3,337	-4,911	-4,625	-567	-845	-3,780
TOTAL Payroll&Operating Expense	-12,126	-13,256	-11,868	-11,032	-10,246	-9,720	-10,968	-10,328	-9,652	-12,064	-11,620	-939	-691	-10,929
NOR before Alloc Overhead	4,212	1,171	-11,856	8,115	6,465	29,441	16,225	-27,041	-58,890	-51,435	-31,263	14,525	-20,334	-10,929
Allocated Overhead	-5,246	0	0	0	0	0	0	0	0	0	-29,363	-29,363	0	-29,363
NET OPERATING RESULTS (NOR)	-1,034	1,171	-11,856	8,115	6,465	29,441	16,225	-27,041	-58,890	-51,435	-60,626	-14,838	-20,334	-40,292
as a % of Gross Revenue	46.9%	54.7%	0.0%	-2471.8%	493.9%	-102.3%	-7.5%	-252.6%	113.0%	-1252.9%	288.4%	752.5%	288.4%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-1,034	1,171	-11,856	8,115	6,465	29,441	16,225	-27,041	-58,890	-51,435	-60,626	-14,838	-20,334	-40,292
Cost Recovery Pctg (pre-alloc overhead)	472.8%	220.6%	0.0%	487.7%	557.5%	728.0%	398.7%	-187.2%	-766.9%	-478.5%	-257.2%	220.3%	-257.2%	0.0%
Cost Recovery Pctg (post-alloc overhead)	188.5%	220.6%	0.0%	487.7%	557.5%	728.0%	398.7%	-187.2%	-766.9%	-478.5%	-53.1%	424.4%	-53.1%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-12,230	-13,785	-11,856	-11,032	-10,246	-9,997	-10,963	-10,328	-10,093	-11,985	-11,620	-819	-691	-10,929
Payroll Direct % Revenue	8.9%	11.5%	0.0%	1277.3%	-146.8%	141.7%	82.8%	464.7%	-7.7%	842.2%	-20.1%	-453.2%	-20.1%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Allocated Recreation Fee	-5,237	18,454	0	9,357	15,575	11,089	27,631	4,269	-14,101	-3,399	5,865	10,275	5,865	0
All Other Revenue	0	0	0	0	0	32	1,256	8	55	80	120	72	120	0
GROSS REVENUE	-5,237	18,454	0	9,357	15,575	11,121	28,887	4,277	-14,046	-3,319	5,985	10,347	5,985	0
COST OF GOODS SOLD	59	0	0	-59	0	-612	0	0	0	0	0	0	0	0
GROSS MARGIN	-5,179	18,454	0	9,298	15,575	10,510	28,887	4,277	-14,046	-3,319	5,985	10,347	5,985	0
Payroll Salaries and Wages (direct payroll)	-7,028	-9,445	-8,975	-7,338	-7,525	-7,794	-7,963	-8,884	-17,330	-23,691	-24,052	-7,417	-1,517	-22,535
Payroll Taxes & Benefits (burden)	-1,350	-745	-1,346	-1,209	-905	-327	-2,227	1,106	-1,375	-10,027	-4,360	-928	3,076	-7,436
Payroll Total (Direct+Burden)	-8,378	-10,190	-10,321	-8,547	-8,430	-8,121	-10,190	-7,778	-18,706	-33,718	-28,413	-8,345	1,558	-29,971
Burden % of Direct	46.1%	15.6%	30.8%	40.2%	23.9%	3.9%	87.5%	-44.8%	-14.6%	93.4%	33.9%	22.5%	-37.6%	71.4%
Utilities Expense	-4,806	-4,793	-6,077	-5,132	-5,331	-6,447	-6,482	-6,261	-4,921	-5,465	-4,034	1,515	1,446	-5,480
Supplies & Maintenance Expense	-777	-3,557	-190	-433	-1,017	-213	-1,806	-2,323	-1,254	-415	-397	934	-397	0
Insurance Expense	0	0	0	-100	0	0	610	0	176	0	0	-59	0	0
Administration & Other Expense	-2,933	-1,288	0	-424	-44	-554	137	-847	-6	-444	-547	-115	-547	0
Printing & Postage	-2	0	0	0	0	0	-2	0	0	-205	-369	-301	-369	0
Credit Card Fees	-15	-63	-223	-20	0	-9	-3	5	-17	-34	-34	-19	-34	0
Total Operating Expenses	-8,533	-9,701	-6,489	-6,109	-6,393	-7,223	-7,545	-9,426	-6,022	-6,562	-5,381	1,956	99	-5,480
TOTAL Payroll&Operating Expense	-16,911	-19,891	-16,810	-14,655	-14,823	-15,343	-17,735	-17,204	-24,728	-40,280	-33,794	-6,390	1,657	-35,451
NOR before Alloc Overhead	-22,089	-1,437	-16,810	-5,357	752	-4,834	11,152	-12,927	-38,774	-43,599	-27,809	3,958	7,642	-35,451
Allocated Overhead	-9,415	0	0	0	0	0	0	0	0	0	-43,606	-43,606	0	-43,606
NET OPERATING RESULTS (NOR)	-31,504	-1,437	-16,810	-5,357	752	-4,834	11,152	-12,927	-38,774	-43,599	-71,415	-39,648	7,642	-79,057
as a % of Gross Revenue	370.2%	52.2%	0.0%	-1792.2%	-17.0%	-100.3%	10.9%	-58078.9%	-6556.0%	-183767.9%	-1010.6%	81790.4%	-1010.6%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-31,504	-1,437	-16,810	-5,357	752	-4,834	11,152	-12,927	-38,774	-43,599	-71,415	-39,648	7,642	-79,057
Cost Recovery Pctg (pre-alloc overhead)	-110.5%	209.1%	0.0%	179.7%	267.1%	135.8%	280.0%	34.2%	-65.9%	-13.0%	26.2%	41.1%	26.2%	0.0%
Cost Recovery Pctg (post-alloc overhead)	-37.0%	209.1%	0.0%	179.7%	267.1%	135.8%	280.0%	34.2%	-65.9%	-13.0%	23.9%	9.0%	9.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-16,852	-19,891	-16,810	-14,714	-14,823	-15,955	-17,735	-17,204	-24,728	-40,280	-33,794	-6,390	1,657	-35,451
Payroll Direct % Revenue	-43.0%	25.0%	0.0%	1051.9%	106.6%	142.9%	75.5%	38166.1%	5774.9%	96666.4%	263.2%	-46605.9%	263.2%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 TC/Aquatics/Camps/Recreation
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>													
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>			<u>18/19</u>
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual			BUDGET
	10	9	8	7	6	5	4	3	2	1	0	18/19 Var to 3YrAvg	18/19 Var to BDG	0
Allocated Recreation Fee	294,274	230,031	267,182	243,579	238,999	250,993	261,684	303,918	373,728	381,263	348,450	-4,520	32,450	316,000
All Other Revenue	119,835	136,604	134,413	154,087	152,553	147,241	161,736	171,270	169,403	169,675	199,415	29,299	9,715	189,700
GROSS REVENUE	414,109	366,635	401,595	397,665	391,553	398,234	423,420	475,187	543,132	550,938	547,865	24,779	42,165	505,700
COST OF GOODS SOLD	-15,977	-14,752	-12,020	-10,173	-10,997	-11,013	-11,792	-10,104	-8,472	-6,067	-4,707	3,508	3,473	-8,180
GROSS MARGIN	398,132	351,883	389,574	387,492	380,556	387,222	411,628	465,083	534,659	544,870	543,158	28,287	45,638	497,520
Payroll Salaries and Wages (direct payroll)	-182,064	-189,661	-197,809	-215,344	-228,394	-220,884	-226,901	-233,181	-228,785	-237,972	-270,664	-37,351	-3,289	-267,375
Payroll Taxes & Benefits (burden)	-55,062	-57,944	-58,108	-58,192	-62,182	-66,694	-75,225	-56,784	-62,401	-72,999	-69,647	-5,585	8,049	-77,696
Payroll Total (Direct+Burden)	-237,127	-247,605	-255,916	-273,537	-290,577	-287,578	-302,126	-289,965	-291,186	-310,970	-340,311	-42,937	4,760	-345,071
Burden % of Direct	55.6%	59.6%	59.2%	53.8%	54.3%	58.7%	69.8%	44.2%	52.6%	61.7%	50.0%	-2.8%	-7.6%	57.6%
Staff Expense	-1,474	-643	-514	-1,495	-1,690	-385	-198	-636	-702	-1,960	-2,338	-1,239	-968	-1,370
Utilities Expense	-97,219	-97,796	-94,674	-85,779	-81,400	-79,960	-94,639	-107,713	-107,080	-109,004	-127,573	-19,640	-12,523	-115,050
Supplies & Maintenance Expense	-95,452	-64,056	-75,643	-81,343	-96,340	-71,707	-82,255	-110,452	-88,254	-104,997	-113,117	-11,882	-8,887	-104,230
Contract Labor & Services	0	0	0	0	0	0	0	-72	-980	-1,900	-1,075	-91	-1,075	0
Insurance Expense	-9,434	-7,806	-5,800	-4,700	-6,800	-6,000	-3,559	-6,000	-5,974	-7,200	-7,800	-1,409	-600	-7,200
Administration & Other Expense	-13,457	-14,154	-11,774	-7,558	-7,231	-9,717	-7,336	-7,247	-1,555	-4,161	-2,219	2,102	2,851	-5,070
Printing & Postage	-46	-108	-29	-16	-46	-39	-89	-20	-58	-416	-280	-116	-270	-10
Credit Card Fees	-2,039	-2,823	-2,725	-2,342	-3,075	-3,560	-2,934	-3,389	-3,652	-3,615	-5,599	-2,047	-659	-4,940
Total Operating Expenses	-219,123	-187,385	-191,159	-183,233	-196,582	-171,366	-191,009	-235,530	-208,255	-233,252	-260,001	-34,322	-22,131	-237,870
TOTAL Payroll&Operating Expense	-456,249	-434,989	-447,075	-456,770	-487,159	-458,945	-493,136	-525,495	-499,441	-544,223	-600,312	-77,259	-17,371	-582,941
NOR before Alloc Overhead	-58,118	-83,106	-57,500	-69,278	-106,603	-71,723	-81,507	-60,412	35,219	648	-57,153	-48,972	28,268	-85,421
Allocated Overhead	-40,907	0	0	0	0	0	0	0	0	0	-221,222	-221,222	0	-221,222
NET OPERATING RESULTS (NOR)	-99,025	-83,106	-57,500	-69,278	-106,603	-71,723	-81,507	-60,412	35,219	648	-278,375	-270,194	28,268	-306,643
as a % of Gross Revenue	-59.3%	-56.8%	-26.8%	-33.8%	-52.7%	-31.0%	-32.3%	-19.5%	10.8%	-8.7%	-83.0%	-77.2%	16.0%	-99.1%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-99,025	-83,106	-57,500	-69,278	-106,603	-71,723	-81,507	-60,412	35,219	648	-278,375	-270,194	28,268	-306,643
Cost Recovery Pctg (pre-alloc overhead)	174.5%	157.6%	176.5%	171.2%	158.4%	180.1%	181.3%	183.8%	211.6%	193.9%	181.6%	-14.9%	7.8%	173.7%
Cost Recovery Pctg (post-alloc overhead)	156.9%	157.6%	176.5%	171.2%	158.4%	180.1%	181.3%	183.8%	211.6%	193.9%	149.1%	-47.4%	5.2%	143.8%
Total Expense (TE) (cogs+payroll+opexp)	-472,227	-449,741	-459,095	-466,943	-498,156	-469,957	-504,927	-535,599	-507,913	-550,290	-605,019	-73,751	-13,898	-591,121
Payroll Direct % Revenue	88.0%	108.7%	97.0%	107.8%	115.8%	108.6%	104.4%	96.8%	87.0%	91.5%	99.9%	8.1%	-5.1%	105.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
Allocated Recreation Fee	292,793	232,862	227,182	188,779	184,998	192,202	202,327	233,524	293,560	290,245	264,491	-7,952	22,491	242,000
All Other Revenue	118,738	134,899	132,564	149,605	148,594	143,901	157,337	166,048	168,667	168,178	199,024	31,392	11,024	188,000
GROSS REVENUE	411,531	367,761	359,746	338,384	333,593	336,103	359,664	399,573	462,227	458,422	463,514	23,440	33,514	430,000
COST OF GOODS SOLD	-15,869	-14,324	-12,020	-10,173	-11,254	-11,149	-12,071	-10,057	-8,473	-6,061	-4,588	3,609	3,512	-8,100
GROSS MARGIN	395,661	353,437	347,726	328,211	322,339	324,954	347,593	389,516	453,754	452,361	458,926	27,049	37,026	421,900
Payroll Salaries and Wages (direct payroll)	-180,652	-175,400	-178,851	-197,494	-200,710	-194,915	-202,848	-206,517	-211,853	-225,378	-255,921	-41,338	-3,384	-252,537
Payroll Taxes & Benefits (burden)	-52,610	-51,142	-49,179	-49,862	-52,692	-57,298	-62,077	-50,872	-58,592	-69,702	-66,625	-6,903	5,967	-72,592
Payroll Total (Direct+Burden)	-233,262	-226,541	-228,030	-247,356	-253,401	-252,213	-264,925	-257,389	-270,446	-295,080	-322,546	-48,241	2,583	-325,129
Burden % of Direct	53.9%	57.2%	55.2%	50.1%	52.1%	57.7%	63.1%	45.8%	53.3%	62.1%	50.8%	-3.0%	-6.1%	56.9%
Staff Expense	-1,474	-643	-352	-908	-70	-64	-198	-521	-590	-1,141	-1,546	-795	-426	-1,120
Utilities Expense	-93,605	-93,920	-61,948	-48,453	-51,164	-51,027	-54,435	-59,481	-50,763	-56,140	-65,172	-9,711	-7,092	-58,080
Supplies & Maintenance Expense	-87,299	-59,345	-47,691	-51,874	-55,965	-52,546	-60,758	-86,149	-68,244	-85,545	-91,494	-11,514	-8,264	-83,230
Insurance Expense	-9,434	-7,806	-5,800	-4,700	-6,800	-6,000	-4,474	-6,000	-5,454	-7,200	-7,800	-1,582	-600	-7,200
Administration & Other Expense	-13,436	-14,062	-11,592	-6,131	-6,364	-8,822	-6,237	-4,809	-892	-2,813	-1,049	1,789	791	-1,840
Printing & Postage	-46	-108	-16	-2	-2	-22	-34	-3	-47	-406	-253	-101	-243	-10
Credit Card Fees	-2,024	-2,745	-2,462	-2,266	-3,053	-3,047	-2,856	-3,300	-3,447	-3,554	-4,512	-1,078	-172	-4,340
Total Operating Expenses	-207,319	-178,630	-129,861	-114,334	-123,418	-121,527	-128,993	-160,262	-129,437	-156,800	-171,825	-22,992	-16,005	-155,820
TOTAL Payroll&Operating Expense	-440,581	-405,171	-357,891	-361,690	-376,820	-373,740	-393,918	-417,651	-399,883	-451,880	-494,371	-71,233	-13,422	-480,949
NOR before Alloc Overhead	-44,919	-51,735	-10,165	-33,479	-54,481	-48,786	-46,325	-28,135	53,871	481	-35,445	-44,184	23,604	-59,049
Allocated Overhead	-28,526	0	0	0	0	0	0	0	0	0	-91,481	-91,481	0	-91,481
NET OPERATING RESULTS (NOR)	-73,446	-51,735	-10,165	-33,479	-54,481	-48,786	-46,325	-28,135	53,871	481	-126,926	-135,665	23,604	-150,530
as a % of Gross Revenue	-43.2%	-37.0%	-2.9%	-17.1%	-30.5%	-23.9%	-19.7%	-8.6%	22.1%	-5.6%	-43.8%	-46.5%	12.0%	-55.8%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-73,446	-51,735	-10,165	-33,479	-54,481	-48,786	-46,325	-28,135	53,871	481	-126,926	-135,665	23,604	-150,530
Cost Recovery Pctg (pre-alloc overhead)	180.3%	170.3%	198.0%	184.7%	173.7%	187.9%	193.1%	193.5%	224.9%	195.7%	188.6%	-16.1%	7.5%	181.1%
Cost Recovery Pctg (post-alloc overhead)	165.8%	170.3%	198.0%	184.7%	173.7%	187.9%	193.1%	193.5%	224.9%	195.7%	169.0%	-35.7%	5.9%	163.1%
Total Expense (TE) (cogs+payroll+opexp)	-456,450	-419,495	-369,911	-371,863	-388,074	-384,889	-405,989	-427,708	-408,356	-457,941	-498,959	-67,625	-9,910	-489,049
Payroll Direct % Revenue	87.9%	99.7%	96.6%	115.1%	119.9%	113.2%	109.9%	101.9%	92.8%	102.7%	109.9%	10.7%	-5.4%	115.2%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Aquatics (130)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>										18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET	
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1				18/19 Actual 0
Allocated Recreation Fee	1,481	-2,831	40,000	54,799	54,001	58,791	59,357	70,393	80,169	91,018	83,959	3,432	9,959	74,000
All Other Revenue	0	0	0	2,804	190	-245	0	0	66	84	0	-50	0	0
GROSS REVENUE	1,481	-2,831	40,000	57,603	54,191	58,546	59,357	70,393	80,235	91,102	83,959	3,382	9,959	74,000
GROSS MARGIN	1,481	-2,831	40,000	57,603	54,191	58,546	59,357	70,393	80,235	91,102	83,959	3,382	9,959	74,000
Payroll Salaries and Wages (direct payroll)	0	0	0	-571	-5,763	-4,116	-989	-476	-50	-1,105	0	544	0	0
Payroll Taxes & Benefits (burden)	0	0	-279	-411	-1,155	-2,854	-2,774	842	481	-184	267	-113	267	0
Payroll Total (Direct+Burden)	0	0	-279	-983	-6,918	-6,970	-3,762	365	431	-1,289	267	431	267	0
Burden % of Direct	0.0%	0.0%	0.0%	202.1%	44.4%	314.8%	333.8%	23.9%	23.0%	118.5%	0.0%	-55.1%	0.0%	0.0%
Staff Expense	0	0	-26	-502	-1,297	-225	0	0	0	-805	-735	-467	-735	0
Utilities Expense	-2,912	-3,215	-31,934	-36,435	-29,373	-27,893	-39,246	-47,368	-55,645	-52,369	-61,891	-10,097	-5,591	-56,300
Supplies & Maintenance Expense	-75	0	-16,353	-20,952	-24,143	-8,289	-12,572	-13,516	-11,351	-12,621	-12,475	21	225	-12,700
Insurance Expense	0	0	0	0	0	0	610	0	554	0	0	-185	0	0
Administration & Other Expense	0	0	0	-1,200	-30	0	-200	-200	0	-64	0	88	1,600	-1,600
Printing & Postage	0	0	-11	-13	0	0	0	0	0	0	0	0	0	0
Credit Card Fees	0	0	-23	-7	0	0	0	-14	0	0	0	5	0	0
Total Operating Expenses	-2,987	-3,215	-48,348	-59,109	-54,844	-36,407	-51,407	-61,098	-66,442	-65,859	-75,102	-10,635	-4,502	-70,600
TOTAL Payroll&Operating Expense	-2,987	-3,215	-48,627	-60,091	-61,762	-43,376	-55,170	-60,733	-66,011	-67,149	-74,835	-10,205	-4,235	-70,600
NOR before Alloc Overhead	-1,506	-6,046	-8,627	-2,488	-7,571	15,169	4,187	9,660	14,224	23,953	9,124	-6,822	5,724	3,400
Allocated Overhead	-3,318	0	0	0	0	0	0	0	0	0	-64,464	-64,464	0	-64,464
NET OPERATING RESULTS (NOR)	-4,823	-6,046	-8,627	-2,488	-7,571	15,169	4,187	9,660	14,224	23,953	-55,340	-71,286	5,724	-61,064
as a % of Gross Revenue	-207.0%	134.3%	-13.5%	-17.9%	-21.0%	54.8%	20.3%	36.4%	47.2%	36.8%	-86.3%	-126.5%	30.6%	-116.9%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-4,823	-6,046	-8,627	-2,488	-7,571	15,169	4,187	9,660	14,224	23,953	-55,340	-71,286	5,724	-61,064
Cost Recovery Pctg (pre-alloc overhead)	120.5%	-291.8%	88.1%	185.4%	182.3%	279.3%	232.4%	249.7%	269.7%	254.0%	223.7%	-34.1%	10.5%	213.2%
Cost Recovery Pctg (post-alloc overhead)	32.6%	-291.8%	88.1%	185.4%	182.3%	279.3%	232.4%	249.7%	269.7%	254.0%	162.0%	-95.8%	6.8%	155.2%
Total Expense (TE) (cogs+payroll+opexp)	-2,987	-3,215	-48,627	-60,091	-61,762	-43,376	-55,170	-60,733	-66,011	-67,149	-74,835	-10,205	-4,235	-70,600
Payroll Direct % Revenue	0.0%	0.0%	0.0%	2.1%	20.1%	16.0%	3.9%	1.0%	0.1%	5.0%	0.0%	-2.0%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Day Camp (145)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	0	0	0	0	100	60	70	120	75	15	120	50	120	0
GROSS REVENUE	0	0	0	0	100	60	70	120	75	15	120	50	120	0
GROSS MARGIN	0	0	0	0	100	60	70	120	75	15	120	50	120	0
Payroll Salaries and Wages (direct payroll)	-57	438	-426	-463	-740	-163	-234	-656	0	-44	0	233	0	0
Payroll Taxes & Benefits (burden)	-14	138	-229	-249	-206	112	-882	788	560	39	750	288	750	0
Payroll Total (Direct+Burden)	-71	575	-655	-712	-945	-51	-1,115	133	560	-5	750	521	750	0
Burden % of Direct	25.3%	31.4%	53.8%	17.2%	95.3%	-107.4%	25.1%	28.1%	0.0%	17.3%	0.0%	-15.1%	0.0%	0.0%
Staff Expense	0	0	0	0	-30	0	0	0	0	0	-17	-17	-17	0
Utilities Expense	-702	-661	-792	-667	-700	-650	-664	-633	-552	-465	-479	71	-29	-450
Supplies & Maintenance Expense	0	-83	-672	0	0	-2,970	-118	-958	-30	-907	-537	-907	-907	0
Insurance Expense	0	0	0	0	0	0	229	0	112	0	0	-37	0	0
Administration & Other Expense	0	0	0	0	-364	-349	-334	-1,739	-293	-310	-296	485	-296	0
Printing & Postage	0	0	0	0	0	0	0	0	0	-1	0	1	0	0
Total Operating Expenses	-702	-744	-1,465	-667	-1,094	-3,969	-887	-2,496	-1,691	-806	-1,699	-35	-1,249	-450
TOTAL Payroll&Operating Expense	-773	-169	-2,120	-1,379	-2,040	-4,019	-2,002	-2,363	-1,131	-811	-949	486	-499	-450
NOR before Alloc Overhead	-773	-169	-2,120	-1,379	-1,940	-3,959	-1,932	-2,243	-1,056	-796	-829	536	-379	-450
Allocated Overhead	-5,599	0	0	0	0	0	0	0	0	0	-21,835	-21,835	0	-21,835
NET OPERATING RESULTS (NOR)	-6,371	-169	-2,120	-1,379	-1,940	-3,959	-1,932	-2,243	-1,056	-796	-22,664	-21,299	-379	-22,285
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	-1123.9%	-6272.3%	-1423.4%	-2267.1%	-1467.9%	-2338.7%	-19188.2%	-17163.6%	-19188.2%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-6,371	-169	-2,120	-1,379	-1,940	-3,959	-1,932	-2,243	-1,056	-796	-22,664	-21,299	-379	-22,285
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	8.2%	1.6%	6.6%	4.2%	6.4%	4.1%	9.2%	4.3%	9.2%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	8.2%	1.6%	6.6%	4.2%	6.4%	4.1%	0.5%	-4.4%	0.5%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-773	-169	-2,120	-1,379	-2,040	-4,019	-2,002	-2,363	-1,131	-811	-949	486	-499	-450
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	628.4%	108.7%	334.1%	546.3%	0.0%	295.9%	0.0%	-280.7%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Recreation (140)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	1,097	1,705	1,848	1,678	3,669	3,525	4,329	5,101	595	1,399	272	-2,093	-1,428	1,700
GROSS REVENUE	1,097	1,705	1,848	1,678	3,669	3,525	4,329	5,101	595	1,399	272	-2,093	-1,428	1,700
COST OF GOODS SOLD	-108	-428	0	0	257	137	279	-47	1	-6	-119	-101	-39	-80
GROSS MARGIN	989	1,277	1,848	1,678	3,926	3,662	4,608	5,054	596	1,392	153	-2,194	-1,467	1,620
Payroll Salaries and Wages (direct payroll)	-1,356	-14,699	-18,532	-16,816	-21,182	-21,690	-22,831	-25,533	-16,881	-11,444	-14,743	3,209	95	-14,838
Payroll Taxes & Benefits (burden)	-2,438	-6,939	-8,420	-7,670	-8,130	-6,655	-9,492	-7,541	-4,851	-3,152	-4,038	1,143	1,066	-5,104
Payroll Total (Direct+Burden)	-3,794	-21,638	-26,952	-24,487	-29,312	-28,345	-32,323	-33,074	-21,732	-14,595	-18,781	4,353	1,161	-19,942
Burden % of Direct	296.9%	87.8%	91.1%	89.5%	81.2%	61.0%	86.7%	53.6%	57.5%	58.1%	57.6%	1.2%	-13.3%	70.9%
Staff Expense	0	0	-135	-86	-293	-96	0	-115	-112	-13	-40	40	210	-250
Utilities Expense	0	0	0	-224	-162	-390	-293	-231	-120	-30	-30	97	190	-220
Supplies & Maintenance Expense	-8,079	-4,628	-10,926	-8,517	-16,232	-7,903	-8,808	-10,663	-7,702	-6,801	-8,241	147	59	-8,300
Contract Labor & Services	0	0	0	0	0	0	0	-72	-980	-1,900	-1,075	-91	-1,075	0
Insurance Expense	0	0	0	0	0	0	76	0	-1,185	0	0	395	0	0
Administration & Other Expense	-21	-91	-182	-227	-474	-545	-565	-499	-370	-975	-874	-259	756	-1,630
Printing & Postage	0	0	-2	-1	-43	-17	-55	-17	-11	-8	-27	-15	-27	0
Credit Card Fees	-15	-78	-240	-69	-23	-513	-77	-76	-205	-60	-1,088	-974	-488	-600
Total Operating Expenses	-8,115	-4,797	-11,485	-9,123	-17,226	-9,464	-9,723	-11,673	-10,684	-9,787	-11,375	-660	-375	-11,000
TOTAL Payroll&Operating Expense	-11,909	-26,435	-38,437	-33,610	-46,538	-37,809	-42,046	-44,748	-32,416	-24,383	-30,156	3,693	786	-30,942
NOR before Alloc Overhead	-10,920	-25,158	-36,589	-31,932	-42,612	-34,147	-37,437	-39,694	-31,820	-22,991	-30,003	1,499	-681	-29,322
Allocated Overhead	-3,464	0	0	0	0	0	0	0	0	0	-43,442	-43,442	0	-43,442
NET OPERATING RESULTS (NOR)	-14,384	-25,158	-36,589	-31,932	-42,612	-34,147	-37,437	-39,694	-31,820	-22,991	-73,445	-41,943	-681	-72,764
as a % of Gross Revenue	-4940.5%	-4490.9%	-5539.5%	-3929.9%	-2431.2%	-2117.8%	-1972.2%	-1642.7%	-2986.6%	-5160.7%	-196054.5%	-192791.2%	-139538.3%	-56516.2%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-14,384	-25,158	-36,589	-31,932	-42,612	-34,147	-37,437	-39,694	-31,820	-22,991	-73,445	-41,943	-681	-72,764
Cost Recovery Pctg (pre-alloc overhead)	22.4%	11.2%	9.3%	9.8%	15.4%	19.2%	22.8%	24.8%	3.2%	11.5%	1.5%	-11.6%	-7.7%	9.3%
Cost Recovery Pctg (post-alloc overhead)	21.4%	11.2%	9.3%	9.8%	15.4%	19.2%	22.8%	24.8%	3.2%	11.5%	1.3%	-11.9%	-7.3%	8.6%
Total Expense (TE) (cogs+payroll+opexp)	-12,017	-26,862	-38,437	-33,610	-46,281	-37,672	-41,767	-44,795	-32,415	-24,389	-30,275	3,592	747	-31,022
Payroll Direct % Revenue	313.5%	2489.5%	2449.1%	2054.6%	1099.8%	1366.8%	1231.5%	1067.0%	1611.3%	3036.4%	23289.4%	21384.5%	17121.4%	6168.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Public Amenities Consolidated
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Allocated Recreation Fee	0	0	0	8,005	18,961	7,467	9,150	28,022	24,458	8,455	26,779	6,467	4,779	22,000
All Other Revenue	3,375,022	4,132,377	4,380,609	2,474,630	4,573,182	1,586,747	1,903,733	6,241,071	6,730,981	5,010,400	7,797,830	1,803,679	1,329,830	6,468,000
GROSS REVENUE	3,375,022	4,132,377	4,380,609	2,482,635	4,592,143	1,594,215	1,912,883	6,269,093	6,755,439	5,018,855	7,824,608	1,810,146	1,334,608	6,490,000
COST OF GOODS SOLD	-433,244	-446,740	-496,758	-358,444	-495,389	-335,058	-336,709	-753,435	-769,050	-640,714	-804,445	-83,379	-133,761	-670,684
GROSS MARGIN	2,941,778	3,685,637	3,883,851	2,124,191	4,096,755	1,259,156	1,576,174	5,515,658	5,986,389	4,378,141	7,020,163	1,726,767	1,200,847	5,819,316
Payroll Salaries and Wages (direct payroll)	-1,494,124	-1,534,186	-1,723,953	-1,299,579	-1,710,446	-1,155,029	-1,236,337	-2,257,273	-2,577,975	-2,428,653	-2,845,297	-423,997	-246,921	-2,598,376
Payroll Taxes & Benefits (burden)	-364,546	-373,991	-440,840	-348,955	-487,821	-352,212	-507,136	-752,667	-800,853	-671,615	-703,021	38,691	56,524	-759,545
Payroll Total (Direct+Burden)	-1,858,670	-1,908,177	-2,164,793	-1,648,535	-2,198,266	-1,507,241	-1,743,473	-3,009,939	-3,378,827	-3,100,269	-3,548,318	-385,306	-190,397	-3,357,921
Burden % of Direct	49.6%	48.8%	52.5%	55.0%	59.6%	59.1%	84.0%	62.3%	58.3%	56.5%	48.8%	-10.2%	-11.5%	60.3%
Staff Expense	-23,276	-23,497	-25,523	-22,946	-28,679	-17,704	-24,138	-44,053	-131,281	-179,365	-169,728	-51,495	-15,677	-154,051
Utilities Expense	-156,695	-159,622	-156,070	-140,986	-154,604	-133,188	-119,829	-191,709	-215,107	-220,654	-241,833	-32,676	-10,003	-231,830
Fuel & Oil Expense	-1,895	-258	0	0	0	-100	0	0	0	-100	2,900	2,933	3,000	-100
Supplies & Maintenance Expense	-343,408	-339,434	-434,451	-218,449	-358,850	-201,472	-206,328	-484,613	-488,899	-417,392	-495,433	-31,799	-14,444	-480,989
Contract Labor & Services	0	0	0	0	0	0	1,100	0	0	0	-580	-580	0	0
Insurance Expense	-164,512	-149,833	-156,400	-97,800	-168,268	-177,700	-147,336	-194,536	-189,025	-198,400	-216,600	-22,613	0	-216,600
Administration & Other Expense	-105,459	-109,528	-121,317	-103,422	-121,498	-98,403	-105,414	-194,864	-139,066	-146,882	-125,948	34,323	34,812	-160,760
Printing & Postage	-8,501	4,258	-3,086	-2,410	-2,000	-1,001	-1,429	-2,665	-2,820	-8,488	-10,378	-5,720	-4,028	-6,350
Credit Card Fees	-64,862	-80,873	-98,050	-52,925	-93,840	-35,226	-43,530	-136,877	-150,075	-114,879	-196,594	-62,650	-43,534	-153,060
Total Operating Expenses	-868,609	-858,788	-994,897	-638,937	-927,739	-664,794	-648,005	-1,248,217	-1,316,273	-1,286,161	-1,454,193	-170,643	-50,453	-1,403,740
TOTAL Payroll&Operating Expense	-2,727,278	-2,766,965	-3,159,690	-2,287,472	-3,126,006	-2,172,035	-2,391,478	-4,258,156	-4,695,100	-4,386,430	-5,002,510	-555,948	-240,849	-4,761,661
NOR before Alloc Overhead	214,500	918,672	724,161	-163,281	970,749	-912,879	-815,304	1,257,502	1,291,289	-8,289	2,017,652	1,170,818	959,997	1,057,655
Allocated Overhead	-184,529	0	0	0	0	0	0	0	0	0	-607,674	-607,674	0	-607,674
NET OPERATING RESULTS (NOR)	29,971	918,672	724,161	-163,281	970,749	-912,879	-815,304	1,257,502	1,291,289	-8,289	1,409,978	563,144	959,997	449,981
as a % of Gross Revenue	-23.4%	37.4%	26.8%	-105.1%	35.1%	-119.1%	-84.1%	36.7%	26.9%	-29.2%	35.4%	23.9%	34.5%	0.9%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	29,971	918,672	724,161	-163,281	970,749	-912,879	-815,304	1,257,502	1,291,289	-8,289	1,409,978	563,144	959,997	449,981
Cost Recovery Pctg (pre-alloc overhead)	202.7%	247.6%	232.3%	156.4%	244.3%	125.6%	149.6%	245.4%	234.4%	183.5%	261.0%	39.9%	39.2%	221.9%
Cost Recovery Pctg (post-alloc overhead)	187.8%	247.6%	232.3%	156.4%	244.3%	125.6%	149.6%	245.4%	234.4%	183.5%	243.0%	21.9%	39.3%	203.8%
Total Expense (TE) (cogs+payroll+opexp)	-3,160,522	-3,213,705	-3,656,448	-2,645,916	-3,621,395	-2,507,093	-2,728,187	-5,011,591	-5,464,150	-5,027,144	-5,806,956	-639,328	-374,611	-5,432,345
Payroll Direct % Revenue	92.4%	77.2%	80.9%	150.0%	77.3%	147.3%	128.7%	73.6%	82.4%	108.5%	74.8%	-13.3%	-12.5%	87.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Consolidated Golf
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	320	272	851	109	368	2,994	3,421	-2,510	2,307	5,052	3,781	2,165	781	3,000
GROSS REVENUE	320	272	851	109	368	2,994	3,421	-2,510	2,307	5,052	3,781	2,165	781	3,000
COST OF GOODS SOLD	-320	-162	-660	12	-28	-3,745	440	-960	-1,094	-13,307	-674	4,446	-674	0
GROSS MARGIN	0	110	191	121	340	-751	3,861	-3,470	1,213	-8,254	3,107	6,610	107	3,000
Payroll Salaries and Wages (direct payroll)	-206,997	-167,865	-169,847	-149,082	-170,000	-121,096	-138,171	-149,592	-132,648	-117,293	-123,088	10,090	13,648	-136,736
Payroll Taxes & Benefits (burden)	-63,660	-44,995	-47,110	-43,866	-49,031	-41,618	-52,442	-37,480	-41,591	-41,599	-33,468	6,755	9,972	-43,440
Payroll Total (Direct+Burden)	-270,656	-212,860	-216,956	-192,947	-219,031	-162,714	-190,613	-187,072	-174,239	-158,892	-156,555	16,846	23,621	-180,176
Burden % of Direct	63.1%	54.2%	57.1%	59.4%	60.1%	68.4%	88.0%	42.4%	58.2%	72.3%	53.2%	-4.4%	-9.7%	62.9%
Staff Expense	-480	-420	-598	0	-252	-38	0	0	-300	-236	-371	-193	-271	-100
Utilities Expense	-24,538	-26,591	-23,593	-22,578	-27,239	-25,923	-24,791	-27,438	-27,779	-35,979	-36,942	-6,543	-8,502	-28,440
Fuel & Oil Expense	-1,895	-258	0	0	0	-100	0	0	0	-100	2,900	2,933	3,000	-100
Supplies & Maintenance Expense	-50,288	-41,705	-30,621	-15,910	-38,148	-23,829	-31,546	-23,596	-20,634	-26,626	-18,428	5,190	-1,443	-16,985
Insurance Expense	-10,606	-9,280	-8,600	-2,300	-7,600	-11,400	-4,402	-10,200	-5,131	-11,400	-12,000	-3,090	0	-12,000
Administration & Other Expense	-14,692	-7,462	-7,397	-2,783	-4,965	-1,087	-6,918	-5,947	-6,993	-1,813	-3,732	1,186	1,368	-5,100
Printing & Postage	-20	-37	-124	-182	-553	-454	-399	-11	-136	-134	-22	72	8	-30
Credit Card Fees	-18	-133	-483	-21	25	-21	-3	-31	-60	-72	-44	11	126	-170
Total Operating Expenses	-102,537	-85,886	-71,416	-43,775	-78,731	-62,852	-67,999	-67,222	-61,033	-76,362	-68,639	-434	-5,714	-62,925
TOTAL Payroll&Operating Expense	-373,193	-298,747	-288,372	-236,722	-297,763	-225,567	-258,612	-254,295	-235,272	-235,254	-225,195	16,412	17,906	-243,101
NOR before Alloc Overhead	-373,194	-298,636	-288,181	-236,601	-297,423	-226,318	-254,751	-257,765	-234,059	-243,508	-222,088	23,022	18,013	-240,101
Allocated Overhead	-52,340	0	0	0	0	0	0	0	0	0	-72,642	-72,642	0	-72,642
NET OPERATING RESULTS (NOR)	-425,534	-298,636	-288,181	-236,601	-297,423	-226,318	-254,751	-257,765	-234,059	-243,508	-294,730	-49,620	18,013	-312,743
as a % of Gross Revenue	137665.3%	-28018.6%	-65261.4%	-68529.2%	-22784.1%	-19005.5%	-15984.8%	-3142.0%	-19161.6%	-10551.2%	-239430.7%	-228479.1%	-219881.1%	-19549.6%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-425,534	-298,636	-288,181	-236,601	-297,423	-226,318	-254,751	-257,765	-234,059	-243,508	-294,730	-49,620	18,013	-312,743
Cost Recovery Pctg (pre-alloc overhead)	0.1%	0.4%	0.6%	0.1%	0.4%	2.3%	3.5%	-7.2%	2.3%	4.6%	6.1%	6.3%	3.7%	2.5%
Cost Recovery Pctg (post-alloc overhead)	0.1%	0.4%	0.6%	0.1%	0.4%	2.3%	3.5%	-7.2%	2.3%	4.6%	6.1%	6.2%	4.0%	2.1%
Total Expense (TE) (cogs+payroll+opexp)	-373,514	-298,909	-289,032	-236,710	-297,791	-229,312	-258,171	-255,254	-236,366	-248,560	-225,869	20,858	17,232	-243,101
Payroll Direct % Revenue	-46028.9%	16540.2%	38802.0%	47186.8%	12892.7%	10032.6%	8692.3%	1866.8%	11010.9%	5135.6%	87353.7%	81349.3%	78231.1%	9122.6%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Operations (120)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	320	272	851	109	368	2,994	3,421	-2,510	2,307	5,052	3,781	2,165	781	3,000
GROSS REVENUE	320	272	851	109	368	2,994	3,421	-2,510	2,307	5,052	3,781	2,165	781	3,000
COST OF GOODS SOLD	-320	-162	-660	12	-28	-3,745	440	-960	-1,094	-13,307	-674	4,446	-674	0
GROSS MARGIN	0	110	191	121	340	-751	3,861	-3,470	1,213	-8,254	3,107	6,610	107	3,000
Payroll Salaries and Wages (direct payroll)	-60,323	-40,156	-40,332	-39,471	-38,443	-17,969	-23,906	-28,772	-16,142	-12,989	-14,170	5,131	6,123	-20,293
Payroll Taxes & Benefits (burden)	-18,379	-11,506	-11,735	-11,686	-11,475	-8,621	-7,910	-4,471	-3,685	-4,866	-3,956	385	3,232	-7,188
Payroll Total (Direct+Burden)	-78,702	-51,662	-52,067	-51,156	-49,918	-26,590	-31,816	-33,243	-19,827	-17,855	-18,126	5,516	9,355	-27,481
Burden % of Direct	63.6%	56.5%	59.9%	60.0%	62.3%	96.1%	97.6%	22.8%	42.0%	77.6%	49.1%	1.6%	-21.2%	70.3%
Staff Expense	0	-150	0	0	-92	0	0	0	-15	-32	-149	-133	-149	0
Utilities Expense	-3,268	-2,907	-2,998	-2,964	-3,445	-3,390	-3,261	-4,329	-3,807	-10,507	-9,648	-3,434	-5,388	-4,260
Supplies & Maintenance Expense	-1,362	-2,917	-1,018	0	-961	-1,185	-145	-1,839	-517	-1,367	-452	789	-492	40
Insurance Expense	0	0	0	4,300	1,600	1,400	3,204	0	2,714	0	0	-905	0	0
Administration & Other Expense	-4,471	-1,943	-1,342	-872	-430	-590	-2,298	-1,663	-666	-1,652	-1,219	108	-919	-300
Printing & Postage	-6	-17	-97	-181	-553	-454	-339	-11	-135	-130	-21	71	-21	0
Credit Card Fees	-18	-133	-483	-21	25	-21	-3	-31	-60	-72	-44	11	126	-170
Total Operating Expenses	-9,126	-8,067	-5,938	261	-3,856	-7,040	-2,842	-7,872	-2,488	-13,761	-11,532	-3,492	-6,842	-4,690
TOTAL Payroll&Operating Expense	-87,828	-59,729	-58,005	-50,895	-53,774	-33,630	-34,657	-41,116	-22,315	-31,616	-29,658	2,024	2,513	-32,171
NOR before Alloc Overhead	-87,828	-59,619	-57,814	-50,774	-53,434	-34,381	-30,797	-44,586	-21,102	-39,870	-26,552	8,634	2,619	-29,171
Allocated Overhead	-30,341	0	0	0	0	0	0	0	0	0	-45,365	-45,365	0	-45,365
NET OPERATING RESULTS (NOR)	-118,169	-59,619	-57,814	-50,774	-53,434	-34,381	-30,797	-44,586	-21,102	-39,870	-71,917	-36,731	2,619	-74,536
as a % of Gross Revenue	65157.4%	-7719.1%	-13720.6%	-12581.9%	-4307.9%	-3957.2%	-1952.5%	-344.6%	-1716.8%	-1685.6%	-67952.7%	-66703.7%	-63645.1%	-4307.6%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exl'd Transfers	-118,169	-59,619	-57,814	-50,774	-53,434	-34,381	-30,797	-44,586	-21,102	-39,870	-71,917	-36,731	2,619	-74,536
Cost Recovery Pctg (pre-alloc overhead)	0.6%	1.3%	2.9%	0.8%	2.3%	16.6%	27.6%	-42.7%	22.9%	23.1%	47.9%	46.8%	29.8%	18.2%
Cost Recovery Pctg (post-alloc overhead)	0.7%	1.3%	2.9%	0.8%	2.3%	16.6%	27.6%	-42.7%	22.9%	23.1%	47.6%	46.5%	36.6%	11.0%
Total Expense (TE) (cogs+payroll+opexp)	-88,148	-59,891	-58,665	-50,883	-53,802	-37,376	-34,217	-42,076	-23,409	-44,922	-30,333	6,470	1,838	-32,171
Payroll Direct % Revenue	-18055.4%	5360.7%	9412.9%	13387.0%	3278.8%	1952.5%	1515.7%	316.9%	1390.8%	584.2%	11067.8%	10303.9%	9632.5%	1435.3%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Maintenance (125)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>										18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0	
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1				18/19 Actual 0
Payroll Salaries and Wages (direct payroll)	-146,674	-127,709	-129,515	-109,611	-131,556	-103,126	-114,265	-120,820	-116,506	-104,305	-108,918	4,959	7,525	-116,443
Payroll Taxes & Benefits (burden)	-45,281	-33,490	-35,375	-32,180	-37,557	-32,998	-44,532	-33,009	-37,906	-36,732	-29,512	6,371	6,740	-36,252
Payroll Total (Direct+Burden)	-191,954	-161,198	-164,890	-141,791	-169,113	-136,124	-158,797	-153,829	-154,412	-141,037	-138,429	11,330	14,266	-152,695
Burden % of Direct	62.4%	53.7%	56.2%	59.1%	59.3%	63.2%	86.8%	47.4%	60.9%	71.7%	53.4%	-6.6%	-8.1%	61.5%
Staff Expense	-480	-270	-598	0	-160	-38	0	0	-285	-203	-222	-59	-122	-100
Utilities Expense	-21,271	-23,685	-20,594	-19,614	-23,793	-22,533	-21,531	-23,109	-23,971	-25,473	-27,294	-3,110	-3,114	-24,180
Fuel & Oil Expense	-1,895	-258	0	0	0	-100	0	0	0	-100	2,900	2,933	3,000	-100
Supplies & Maintenance Expense	-48,926	-38,787	-29,603	-15,910	-37,187	-22,644	-31,401	-21,757	-20,116	-25,259	-17,977	4,401	-952	-17,025
Insurance Expense	-10,606	-9,280	-8,600	-6,600	-9,200	-10,000	-7,606	-10,200	-7,845	-11,400	-12,000	-2,185	0	-12,000
Administration & Other Expense	-10,221	-5,519	-6,055	-1,911	-4,535	-497	-4,620	-4,284	-6,327	-162	-2,513	1,077	2,287	-4,800
Printing & Postage	-14	-20	-27	-1	0	0	0	0	-1	-4	-1	1	29	-30
Total Operating Expenses	-93,411	-77,820	-65,477	-44,036	-74,875	-55,812	-65,157	-59,350	-58,545	-62,601	-57,107	3,058	1,128	-58,235
TOTAL Payroll&Operating Expense	-285,365	-239,018	-230,367	-185,827	-243,988	-191,936	-223,954	-213,179	-212,957	-203,638	-195,536	14,388	15,394	-210,930
NOR before Alloc Overhead	-285,365	-239,018	-230,367	-185,827	-243,988	-191,936	-223,954	-213,179	-212,957	-203,638	-195,536	14,388	15,394	-210,930
Allocated Overhead	-21,999	0	0	0	0	0	0	0	0	0	-27,277	-27,277	0	-27,277
NET OPERATING RESULTS (NOR)	-307,365	-239,018	-230,367	-185,827	-243,988	-191,936	-223,954	-213,179	-212,957	-203,638	-222,813	-12,889	15,394	-238,207
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-307,365	-239,018	-230,367	-185,827	-243,988	-191,936	-223,954	-213,179	-212,957	-203,638	-222,813	-12,889	15,394	-238,207
Total Expense (TE) (cogs+payroll+opexp)	-285,365	-239,018	-230,367	-185,827	-243,988	-191,936	-223,954	-213,179	-212,957	-203,638	-195,536	14,388	15,394	-210,930

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Cross Country Center (110)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	672,502	749,865	746,278	459,193	730,719	421,038	269,967	1,032,626	1,155,654	727,391	1,290,639	318,749	305,039	985,600
GROSS REVENUE	672,502	749,865	746,278	459,193	730,719	421,038	269,967	1,032,626	1,155,654	727,391	1,290,639	318,749	305,039	985,600
COST OF GOODS SOLD	-44,639	-45,915	-45,527	-28,423	-47,515	-25,524	-10,391	-74,545	-70,288	-50,504	-83,127	-18,015	-32,127	-51,000
GROSS MARGIN	627,862	703,950	700,751	430,770	683,204	395,514	259,576	958,082	1,085,366	676,887	1,207,512	300,734	272,912	934,600
Payroll Salaries and Wages (direct payroll)	-186,787	-195,788	-212,303	-136,652	-249,698	-155,871	-133,511	-316,984	-361,314	-254,058	-414,723	-103,938	-86,973	-327,750
Payroll Taxes & Benefits (burden)	-42,896	-42,041	-45,598	-29,531	-55,573	-34,971	-35,719	-75,911	-78,925	-59,107	-75,772	-4,458	-1,140	-74,632
Payroll Total (Direct+Burden)	-229,683	-237,828	-257,901	-166,183	-305,272	-190,842	-169,230	-392,895	-440,239	-313,165	-490,496	-108,396	-88,114	-402,382
Burden % of Direct	47.1%	43.2%	43.1%	45.5%	47.0%	44.0%	54.2%	46.8%	43.3%	48.4%	36.5%	-9.6%	-9.1%	45.6%
Staff Expense	-836	-832	-1,060	-586	-1,385	-838	-2,519	-2,239	-1,904	-2,318	-2,921	-767	-1,021	-1,900
Utilities Expense	-20,181	-22,323	-17,290	-17,928	-17,474	-13,970	-3,947	-34,752	-34,097	-21,089	-27,586	2,393	10,574	-38,160
Supplies & Maintenance Expense	-71,049	-71,970	-93,577	-30,252	-73,550	-30,760	-19,524	-146,403	-117,510	-75,532	-130,404	-17,256	-8,334	-122,070
Insurance Expense	-34,409	-30,389	-27,800	-21,300	-29,968	-33,500	-28,804	-36,187	-34,226	-37,800	-40,400	-4,329	0	-40,400
Administration & Other Expense	-27,677	-34,030	-17,932	-13,432	-17,222	-12,868	-6,749	-18,225	-13,398	-23,027	-19,013	-796	7,237	-26,250
Printing & Postage	-6,462	5,377	-873	-2,184	-308	-32	-543	-774	-92	-3,017	-5,979	-4,685	-3,929	-2,050
Credit Card Fees	-8,668	-10,018	-13,419	-7,538	-11,837	-6,118	-5,376	-28,205	-24,888	-19,595	-45,236	-21,007	-17,486	-27,750
Total Operating Expenses	-169,283	-164,185	-171,951	-93,220	-151,744	-98,086	-67,462	-266,784	-226,115	-182,378	-271,539	-46,447	-12,959	-258,580
TOTAL Payroll&Operating Expense	-398,965	-402,013	-429,852	-259,402	-457,016	-288,928	-236,692	-659,679	-666,354	-495,544	-762,035	-154,843	-101,073	-660,962
NOR before Alloc Overhead	228,897	301,937	270,899	171,368	226,188	106,586	22,884	298,402	419,012	181,343	445,477	145,891	171,839	273,638
Allocated Overhead	-18,407	0	0	0	0	0	0	0	0	0	-71,795	-71,795	0	-71,795
NET OPERATING RESULTS (NOR)	210,490	301,937	270,899	171,368	226,188	106,586	22,884	298,402	419,012	181,343	373,682	74,096	171,839	201,843
as a % of Gross Revenue	45.3%	71.6%	67.2%	44.4%	59.6%	29.5%	17.1%	52.8%	63.0%	-23.2%	56.0%	25.1%	28.0%	28.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	210,490	301,937	270,899	171,368	226,188	106,586	22,884	298,402	419,012	181,343	373,682	74,096	171,839	201,843
Cost Recovery Pctg (pre-alloc overhead)	286.1%	315.8%	303.5%	272.6%	285.1%	254.2%	229.7%	273.6%	296.3%	222.7%	294.8%	30.6%	39.6%	255.2%
Cost Recovery Pctg (post-alloc overhead)	269.1%	315.8%	303.5%	272.6%	285.1%	254.2%	229.7%	273.6%	296.3%	222.7%	277.9%	13.7%	41.4%	236.5%
Total Expense (TE) (cogs+payroll+opexp)	-443,605	-447,928	-475,379	-287,825	-504,530	-314,452	-247,083	-734,224	-736,643	-546,047	-845,162	-172,857	-133,200	-711,962
Payroll Direct % Revenue	58.2%	56.8%	59.4%	85.1%	74.0%	83.5%	98.8%	63.0%	66.9%	99.4%	67.0%	-9.4%	-5.1%	72.2%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Consolidated Downhill Ski
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	2,186,572	2,702,994	2,808,868	1,294,363	2,900,874	320,471	709,093	3,566,645	3,867,833	2,895,806	4,725,449	1,282,021	873,349	3,852,100
GROSS REVENUE	2,186,572	2,702,994	2,808,868	1,294,363	2,900,874	320,471	709,093	3,566,645	3,867,833	2,895,806	4,725,449	1,282,021	873,349	3,852,100
COST OF GOODS SOLD	-211,730	-186,572	-189,927	-89,632	-165,904	-27,318	-45,014	-215,334	-221,736	-149,999	-200,777	-5,087	6,623	-207,400
GROSS MARGIN	1,974,842	2,516,422	2,618,941	1,204,731	2,734,970	293,153	664,079	3,351,311	3,646,097	2,745,807	4,524,672	1,276,934	879,972	3,644,700
Payroll Salaries and Wages (direct payroll)	-798,732	-817,179	-958,825	-646,761	-887,407	-407,004	-469,536	-1,083,176	-1,282,383	-1,234,571	-1,397,013	-196,970	-105,371	-1,291,642
Payroll Taxes & Benefits (burden)	-181,404	-203,410	-257,201	-188,948	-279,433	-152,152	-242,571	-433,834	-468,568	-325,204	-338,490	70,712	24,074	-362,564
Payroll Total (Direct+Burden)	-980,136	-1,020,589	-1,216,026	-835,710	-1,166,840	-559,157	-712,107	-1,517,009	-1,750,951	-1,559,775	-1,735,503	-126,258	-81,297	-1,654,206
Burden % of Direct	46.2%	51.0%	56.3%	63.2%	67.7%	72.6%	104.2%	76.1%	71.3%	54.2%	48.7%	-18.6%	-10.5%	59.1%
Staff Expense	-12,018	-10,275	-11,788	-10,331	-15,422	-4,495	-9,686	-28,464	-109,919	-158,935	-145,911	-46,805	-11,560	-134,351
Utilities Expense	-59,276	-61,322	-63,927	-50,326	-55,408	-37,066	-38,982	-67,587	-88,222	-93,944	-101,305	-18,054	-7,945	-93,360
Supplies & Maintenance Expense	-149,813	-144,325	-220,669	-100,120	-142,837	-63,572	-47,852	-156,351	-190,289	-179,966	-190,744	-15,209	10,425	-201,169
Insurance Expense	-108,000	-99,810	-110,200	-65,800	-116,800	-120,000	-104,219	-134,591	-124,448	-132,000	-146,200	-15,854	0	-146,200
Administration & Other Expense	-34,078	-35,528	-58,908	-53,894	-63,318	-44,065	-52,461	-119,623	-64,690	-59,049	-43,922	37,198	31,038	-74,960
Printing & Postage	-1,837	-828	-1,633	-28	-1,106	-486	-537	-890	-2,459	-4,392	-3,834	-1,254	406	-4,240
Credit Card Fees	-43,379	-53,909	-62,350	-26,860	-58,340	-7,693	-14,727	-71,183	-77,176	-56,290	-100,125	-31,909	-14,915	-85,210
Total Operating Expenses	-408,400	-405,996	-529,476	-307,359	-453,231	-277,376	-268,463	-578,687	-657,202	-684,576	-732,041	-91,886	7,449	-739,490
TOTAL Payroll&Operating Expense	-1,388,536	-1,426,585	-1,745,502	-1,143,068	-1,620,070	-836,533	-980,571	-2,095,697	-2,408,154	-2,244,351	-2,467,544	-218,144	-73,848	-2,393,696
NOR before Alloc Overhead	586,307	1,089,837	873,439	61,663	1,114,900	-543,380	-316,492	1,255,615	1,237,943	501,456	2,057,128	1,058,790	806,124	1,251,004
Allocated Overhead	-59,772	0	0	0	0	0	0	0	0	0	-157,378	-157,378	0	-157,378
NET OPERATING RESULTS (NOR)	526,534	1,089,837	873,439	61,663	1,114,900	-543,380	-316,492	1,255,615	1,237,943	501,456	1,899,750	901,412	806,124	1,093,626
as a % of Gross Revenue	32.9%	77.2%	57.4%	-649.1%	70.3%	-376.0%	-99.4%	67.7%	49.2%	3.7%	76.2%	36.0%	40.8%	35.4%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exl'd Transfers	526,534	1,089,837	873,439	61,663	1,114,900	-543,380	-316,492	1,255,615	1,237,943	501,456	1,899,750	901,412	806,124	1,093,626
Cost Recovery Pctg (pre-alloc overhead)	260.8%	326.6%	281.8%	141.3%	311.0%	71.8%	148.0%	302.8%	272.2%	217.7%	338.2%	74.0%	71.2%	267.0%
Cost Recovery Pctg (post-alloc overhead)	246.1%	326.6%	281.8%	141.3%	311.0%	71.8%	148.0%	302.8%	272.2%	217.7%	324.4%	60.2%	70.3%	254.1%
Total Expense (TE) (cogs+payroll+opexp)	-1,600,265	-1,613,157	-1,935,429	-1,232,700	-1,785,974	-863,851	-1,025,585	-2,311,031	-2,629,889	-2,394,350	-2,668,321	-223,231	-67,225	-2,601,096
Payroll Direct % Revenue	74.3%	61.1%	69.3%	435.2%	63.2%	275.3%	137.0%	62.0%	73.8%	98.9%	61.7%	-16.5%	-14.6%	76.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Winter F & B (180)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	264,523	330,022	338,760	150,413	348,684	45,137	96,300	484,436	482,533	334,631	491,303	57,436	6,303	485,000
GROSS REVENUE	264,523	330,022	338,760	150,413	348,684	45,137	96,300	484,436	482,533	334,631	491,303	57,436	6,303	485,000
COST OF GOODS SOLD	-90,035	-96,104	-113,106	-55,061	-109,733	-17,513	-30,743	-146,402	-141,291	-99,302	-131,292	-2,294	8,408	-139,700
GROSS MARGIN	174,489	233,918	225,654	95,352	238,951	27,623	65,557	338,034	341,243	235,330	360,011	55,143	14,711	345,300
Payroll Salaries and Wages (direct payroll)	-95,873	-86,864	-92,145	-68,481	-86,769	-47,749	-59,183	-111,802	-122,988	-127,452	-145,264	-24,516	-14,726	-130,538
Payroll Taxes & Benefits (burden)	-17,565	-19,337	-20,006	-17,851	-26,098	-20,082	-32,270	-49,712	-45,708	-34,550	-38,468	4,855	2,250	-40,718
Payroll Total (Direct+Burden)	-113,438	-106,201	-112,151	-86,332	-112,867	-67,831	-91,453	-161,515	-168,695	-162,002	-183,732	-19,661	-12,476	-171,256
Burden % of Direct	37.7%	45.3%	46.1%	54.4%	62.6%	82.3%	109.4%	83.9%	72.0%	54.6%	53.0%	-17.2%	-13.6%	66.6%
Staff Expense	-184	-26	-372	0	-579	-5	-85	-1,989	-4,270	-3,178	-3,654	-509	-203	-3,451
Utilities Expense	-446	0	0	0	-150	-180	-180	-180	-180	-180	-180	0	-180	0
Supplies & Maintenance Expense	-21,238	-24,494	-26,711	-16,115	-23,066	-7,963	-12,793	-30,204	-28,617	-22,583	-25,089	2,045	520	-25,609
Administration & Other Expense	-122	-7	-403	-84	259	-754	-975	-524	-453	-441	-574	-102	526	-1,100
Printing & Postage	-2	-3	-2	0	0	0	-1	0	-4	-87	0	30	0	0
Credit Card Fees	-3,453	-3,873	-4,886	-2,477	-5,963	-802	-1,954	-9,765	-10,440	-7,733	-11,681	-2,368	-681	-11,000
Total Operating Expenses	-25,445	-28,403	-32,374	-18,676	-29,500	-9,704	-15,988	-42,663	-43,963	-34,202	-41,179	-903	-19	-41,160
TOTAL Payroll&Operating Expense	-138,883	-134,604	-144,525	-105,008	-142,367	-77,535	-107,441	-204,177	-212,659	-196,205	-224,911	-20,564	-12,495	-212,416
NOR before Alloc Overhead	35,605	99,314	81,129	-9,657	96,584	-49,911	-41,884	133,856	128,584	39,125	135,101	34,579	2,217	132,884
NET OPERATING RESULTS (NOR)	35,605	99,314	81,129	-9,657	96,584	-49,911	-41,884	133,856	128,584	39,125	135,101	34,579	2,217	132,884
as a % of Gross Revenue	7.6%	55.3%	41.2%	-384.4%	37.9%	-237.1%	-92.0%	56.5%	46.0%	8.8%	47.1%	10.0%	7.5%	39.6%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	35,605	99,314	81,129	-9,657	96,584	-49,911	-41,884	133,856	128,584	39,125	135,101	34,579	2,217	132,884
Cost Recovery Pctg (pre-alloc overhead)	214.1%	277.4%	253.5%	128.8%	255.4%	92.9%	144.9%	278.8%	261.2%	212.4%	263.8%	13.0%	8.7%	255.2%
Cost Recovery Pctg (post-alloc overhead)	214.1%	277.4%	253.5%	128.8%	255.4%	92.9%	144.9%	278.8%	261.2%	212.4%	263.8%	13.0%	8.7%	255.2%
Total Expense (TE) (cogs+payroll+opexp)	-228,918	-230,707	-257,631	-160,069	-252,100	-95,048	-138,184	-350,579	-353,950	-295,506	-356,203	-22,858	-4,087	-352,116
Payroll Direct % Revenue	78.7%	56.3%	56.2%	301.7%	54.1%	216.6%	126.0%	47.3%	55.8%	87.7%	64.2%	0.6%	4.0%	60.2%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marketing (200)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	0	0	0	0	0	0	0	0	0	703	0	-234	0	0
GROSS REVENUE	0	0	0	0	0	0	0	0	0	703	0	-234	0	0
GROSS MARGIN	0	0	0	0	0	0	0	0	0	703	0	-234	0	0
Payroll Salaries and Wages (direct payroll)	-722	0	0	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits (burden)	-8	0	0	0	0	0	0	0	0	0	0	0	0	0
Payroll Total (Direct+Burden)	-730	0	0	0	0	0	0	0	0	0	0	0	0	0
Burden % of Direct	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Utilities Expense	-322	-376	-325	-372	-470	-310	-338	0	0	0	0	0	600	-600
Supplies & Maintenance Expense	-1,954	-2,195	-848	-2,111	-4,944	-1,162	-722	-9,271	-7,530	-13,794	-11,461	-1,263	-3,611	-7,850
Administration & Other Expense	-18,496	-21,469	-44,203	-39,198	-48,522	-28,499	-33,343	-102,126	-43,387	-38,135	-22,565	38,651	31,135	-53,700
Printing & Postage	-30	-89	-10	0	-1,087	-366	-520	-623	-2,356	-1,811	-3,576	-1,979	424	-4,000
Total Operating Expenses	-20,803	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,740	-37,602	35,409	28,548	-66,150
TOTAL Payroll&Operating Expense	-21,534	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,740	-37,602	35,409	28,548	-66,150
NOR before Alloc Overhead	-21,534	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,037	-37,602	35,175	28,548	-66,150
NET OPERATING RESULTS (NOR)	-21,534	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,037	-37,602	35,175	28,548	-66,150
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-4997.6%	0.0%	1665.9%	0.0%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	-21,534	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,037	-37,602	35,175	28,548	-66,150
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	-0.7%	0.0%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	-0.7%	0.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-21,534	-24,129	-45,386	-41,681	-55,022	-30,337	-34,924	-112,020	-53,273	-53,740	-37,602	35,409	28,548	-66,150

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Mountain Operations (210)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	0	0	0	0	0	0	0	0	64,356	89,637	92,656	41,325	42,656	50,000
GROSS REVENUE	0	0	0	0	0	0	0	0	64,356	89,637	92,656	41,325	42,656	50,000
GROSS MARGIN	0	0	0	0	0	0	0	0	64,356	89,637	92,656	41,325	42,656	50,000
Payroll Salaries and Wages (direct payroll)	-267,165	-257,632	-206,892	-214,420	-309,312	-139,187	-150,762	-435,886	-451,178	-416,619	-478,036	-43,475	-9,782	-468,254
Payroll Taxes & Benefits (burden)	-52,650	-54,753	-56,392	-60,441	-97,397	-46,092	-73,225	-164,014	-157,741	-105,224	-103,428	38,898	17,090	-120,518
Payroll Total (Direct+Burden)	-319,815	-312,385	-263,284	-274,862	-406,709	-185,280	-223,988	-599,899	-608,920	-521,843	-581,464	-4,577	7,308	-588,772
Burden % of Direct	38.9%	41.5%	56.7%	65.8%	69.1%	64.6%	97.9%	71.7%	67.1%	52.9%	44.0%	-19.9%	-11.3%	55.3%
Staff Expense	-8,841	-9,474	-9,563	-8,284	-10,776	-3,545	-8,614	-21,631	-99,812	-153,344	-139,645	-48,050	-15,845	-123,800
Utilities Expense	-56,594	-58,890	-60,512	-47,031	-51,119	-32,166	-33,591	-53,139	-55,279	-51,231	-66,604	-13,387	-8,304	-58,300
Supplies & Maintenance Expense	-90,870	-91,094	-158,708	-71,446	-112,575	-40,764	-34,650	-104,894	-141,801	-135,284	-151,858	-24,531	-7,078	-144,780
Insurance Expense	-108,000	-99,810	-110,200	-65,800	-116,800	-120,000	-104,219	-129,791	-119,835	-132,000	-146,200	-18,991	0	-146,200
Administration & Other Expense	-11,026	-12,691	-11,656	-13,390	-12,096	-12,306	-16,168	-13,355	-13,704	-15,031	-13,796	234	614	-14,410
Printing & Postage	-14	-85	-10	-22	-6	-78	-15	-192	-20	-2,366	-91	768	-51	-40
Total Operating Expenses	-275,345	-272,045	-350,649	-205,972	-303,372	-208,859	-197,258	-323,002	-430,451	-489,256	-518,194	-103,958	-30,664	-487,530
TOTAL Payroll&Operating Expense	-595,160	-584,431	-613,933	-480,834	-710,080	-394,139	-421,245	-922,901	-1,039,370	-1,011,099	-1,099,658	-108,535	-23,356	-1,076,302
NOR before Alloc Overhead	-595,160	-584,431	-613,933	-480,834	-710,080	-394,139	-421,245	-922,901	-975,014	-921,461	-1,007,002	-67,210	19,300	-1,026,302
Allocated Overhead	-59,772	0	0	0	0	0	0	0	0	0	-157,378	-157,378	0	-157,378
NET OPERATING RESULTS (NOR)	-654,932	-584,431	-613,933	-480,834	-710,080	-394,139	-421,245	-922,901	-975,014	-921,461	-1,164,380	-224,588	19,300	-1,183,680
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-3166.9%	-2599.8%	-2399.0%	-476.8%	2062.0%	-4461.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-654,932	-584,431	-613,933	-480,834	-710,080	-394,139	-421,245	-922,901	-975,014	-921,461	-1,164,380	-224,588	19,300	-1,183,680
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.9%	15.8%	16.8%	7.6%	7.4%	9.5%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.9%	15.8%	15.5%	6.3%	6.8%	8.7%
Total Expense (TE) (cogs+payroll+opexp)	-595,160	-584,431	-613,933	-480,834	-710,080	-394,139	-421,245	-922,901	-1,039,370	-1,011,099	-1,099,658	-108,535	-23,356	-1,076,302
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1429.9%	1059.7%	1014.2%	184.3%	-723.2%	1737.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lift Maintenance (211)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-21,457	-57,673	-178,327	-61,135	-62,300	-37,997	-54,450	-78,010	-105,737	-85,921	-100,477	-10,588	-17,428	-83,049
Payroll Taxes & Benefits (burden)	-12,393	-21,920	-53,809	-27,781	-28,466	-22,004	-35,808	-35,912	-40,848	-28,664	-33,072	2,069	-4,060	-29,012
Payroll Total (Direct+Burden)	-33,850	-79,593	-232,136	-88,915	-90,766	-60,001	-90,258	-113,922	-146,585	-114,584	-133,549	-8,518	-21,488	-112,061
Burden % of Direct	114.1%	73.9%	64.0%	89.2%	98.0%	108.8%	133.9%	85.4%	75.5%	66.9%	65.0%	-11.0%	-4.7%	69.6%
Staff Expense	-950	0	-316	0	-575	0	0	-2,040	0	0	0	680	0	0
Utilities Expense	-1,759	-1,885	-2,774	-2,714	-3,421	-4,101	-4,451	-5,301	-5,388	-4,364	-4,800	218	910	-5,710
Supplies & Maintenance Expense	-4,730	-914	-7,506	3,987	12,091	242	8,457	2,204	8,968	10,268	11,236	4,090	3,586	7,650
Administration & Other Expense	-1,500	-1,383	0	0	-2,000	-926	-631	-2,505	-3,309	-4,390	-5,548	-2,147	-2,498	-3,050
Printing & Postage	0	0	0	0	-11	-40	0	-16	0	0	0	5	0	0
Total Operating Expenses	-8,939	-4,182	-10,596	1,273	6,085	-4,825	3,375	-7,658	270	1,514	888	2,846	1,998	-1,110
TOTAL Payroll&Operating Expense	-42,789	-83,774	-242,732	-87,642	-84,682	-64,826	-86,883	-121,580	-146,315	-113,071	-132,661	-5,672	-19,490	-113,171
NOR before Alloc Overhead	-42,789	-83,774	-242,732	-87,642	-84,682	-64,826	-86,883	-121,580	-146,315	-113,071	-132,661	-5,672	-19,490	-113,171
NET OPERATING RESULTS (NOR)	-42,789	-83,774	-242,732	-87,642	-84,682	-64,826	-86,883	-121,580	-146,315	-113,071	-132,661	-5,672	-19,490	-113,171
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-42,789	-83,774	-242,732	-87,642	-84,682	-64,826	-86,883	-121,580	-146,315	-113,071	-132,661	-5,672	-19,490	-113,171
Total Expense (TE) (cogs+payroll+opexp)	-42,789	-83,774	-242,732	-87,642	-84,682	-64,826	-86,883	-121,580	-146,315	-113,071	-132,661	-5,672	-19,490	-113,171

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowmaking (212)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
Payroll Salaries and Wages (direct payroll)	0	0	0	0	0	0	0	-1,214	-11,443	-8,131	-8,839	-1,910	11,761	-20,600
Payroll Taxes & Benefits (burden)	0	0	0	0	0	0	0	-175	-4,598	-1,958	-2,122	122	4,378	-6,500
Payroll Total (Direct+Burden)	0	0	0	0	0	0	0	-1,389	-16,041	-10,090	-10,960	-1,787	16,140	-27,100
Burden % of Direct	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.9%	78.9%	50.9%	43.8%	-9.1%	12.2%	31.6%
Utilities Expense	0	0	0	0	0	0	0	-8,480	-26,183	-37,652	-29,025	-4,920	-1,625	-27,400
Supplies & Maintenance Expense	0	0	0	0	0	0	0	-830	-224	-1,520	-699	159	601	-1,300
Printing & Postage	0	0	0	0	0	0	0	-9	-17	-1	0	9	0	0
Total Operating Expenses	0	0	0	0	0	0	0	-9,319	-26,424	-39,173	-29,724	-4,751	-1,024	-28,700
TOTAL Payroll&Operating Expense	0	0	0	0	0	0	0	-10,709	-42,465	-49,263	-40,684	-6,539	15,116	-55,800
NOR before Alloc Overhead	0	0	0	0	0	0	0	-10,709	-42,465	-49,263	-40,684	-6,539	15,116	-55,800
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-10,709	-42,465	-49,263	-40,684	-6,539	15,116	-55,800
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	0	0	0	0	0	0	0	-10,709	-42,465	-49,263	-40,684	-6,539	15,116	-55,800
Total Expense (TE) (cogs+payroll+opexp)	0	0	0	0	0	0	0	-10,709	-42,465	-49,263	-40,684	-6,539	15,116	-55,800

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Retail (214)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	187,147	156,663	142,273	61,253	122,191	17,953	30,096	152,047	173,997	116,122	167,314	19,925	18,214	149,100
GROSS REVENUE	187,147	156,663	142,273	61,253	122,191	17,953	30,096	152,047	173,997	116,122	167,314	19,925	18,214	149,100
COST OF GOODS SOLD	-121,695	-90,469	-76,866	-34,571	-56,171	-9,805	-14,271	-68,932	-80,445	-50,742	-69,485	-2,778	-1,785	-67,700
GROSS MARGIN	65,452	66,194	65,407	26,682	66,020	8,148	15,824	83,116	93,552	65,380	97,829	17,146	16,429	81,400
Payroll Salaries and Wages (direct payroll)	-46,231	-31,106	-33,183	-35,656	-34,348	-26,655	-15,803	-24,599	-26,812	-21,808	-25,978	-1,572	-464	-25,514
Payroll Taxes & Benefits (burden)	-14,899	-13,398	-14,036	-13,353	-15,257	-15,203	-9,706	-9,557	-12,449	-10,299	-11,234	-466	170	-11,404
Payroll Total (Direct+Burden)	-61,130	-44,503	-47,219	-49,009	-49,604	-41,859	-25,508	-34,156	-39,261	-32,107	-37,212	-2,037	-294	-36,918
Burden % of Direct	61.1%	89.8%	85.7%	76.0%	90.9%	110.4%	125.2%	75.8%	90.1%	95.1%	87.0%	0.0%	-1.7%	88.8%
Staff Expense	-172	0	0	0	0	0	0	0	0	0	-13	-13	-13	0
Utilities Expense	-154	-172	-196	-209	-247	-309	-422	-486	-351	11	0	276	600	-600
Supplies & Maintenance Expense	-530	-607	-442	-260	-206	-405	-601	-342	-70	-460	-1,139	-848	-659	-480
Administration & Other Expense	-442	54	-74	0	0	0	0	0	0	0	0	0	0	0
Printing & Postage	-13	0	-11	0	0	0	0	0	-12	-90	0	34	50	-50
Credit Card Fees	-4,169	-4,935	-5,582	-2,782	-3,536	-328	-806	-8,541	-4,828	-1,800	-8,081	-3,025	-3,211	-4,870
Total Operating Expenses	-5,480	-5,660	-6,305	-3,252	-3,989	-1,042	-1,828	-9,370	-5,261	-2,339	-9,233	-3,576	-3,233	-6,000
TOTAL Payroll&Operating Expense	-66,610	-50,163	-53,524	-52,262	-53,593	-42,901	-27,336	-43,526	-44,522	-34,446	-46,445	-5,614	-3,527	-42,918
NOR before Alloc Overhead	-1,158	16,031	11,883	-25,580	12,426	-34,753	-11,512	39,590	49,030	30,934	51,384	11,532	12,902	38,482
NET OPERATING RESULTS (NOR)	-1,158	16,031	11,883	-25,580	12,426	-34,753	-11,512	39,590	49,030	30,934	51,384	11,532	12,902	38,482
as a % of Gross Revenue	-19.8%	14.7%	12.3%	-834.5%	17.1%	-383.2%	-107.2%	49.1%	45.7%	39.0%	57.4%	12.8%	17.6%	39.8%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-1,158	16,031	11,883	-25,580	12,426	-34,753	-11,512	39,590	49,030	30,934	51,384	11,532	12,902	38,482
Cost Recovery Pctg (pre-alloc overhead)	186.0%	216.6%	213.7%	98.1%	219.1%	70.0%	139.5%	265.5%	262.3%	253.7%	281.4%	20.9%	27.5%	254.0%
Cost Recovery Pctg (post-alloc overhead)	186.0%	216.6%	213.7%	98.1%	219.1%	70.0%	139.5%	265.5%	262.3%	253.7%	281.4%	20.9%	27.5%	254.0%
Total Expense (TE) (cogs+payroll+opexp)	-188,305	-140,632	-130,389	-86,833	-109,764	-52,706	-41,608	-112,458	-124,967	-85,189	-115,930	-8,392	-5,312	-110,618
Payroll Direct % Revenue	56.9%	43.8%	49.1%	640.2%	58.4%	295.8%	128.0%	35.4%	41.4%	48.2%	33.6%	-8.0%	-7.5%	41.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Rental (215)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	424,083	528,423	516,149	259,141	591,061	60,605	142,110	782,868	764,517	571,349	793,586	87,341	586	793,000
GROSS REVENUE	424,083	528,423	516,149	259,141	591,061	60,605	142,110	782,868	764,517	571,349	793,586	87,341	586	793,000
COST OF GOODS SOLD	0	0	0	0	0	0	0	0	0	45	0	-15	0	0
GROSS MARGIN	424,083	528,423	516,149	259,141	591,061	60,605	142,110	782,868	764,517	571,394	793,586	87,326	586	793,000
Payroll Salaries and Wages (direct payroll)	-80,408	-91,674	-96,055	-61,836	-83,675	-29,352	-33,597	-99,922	-89,105	-96,810	-109,243	-13,964	-1,098	-108,145
Payroll Taxes & Benefits (burden)	-22,138	-26,819	-27,039	-17,148	-25,449	-9,687	-17,044	-41,092	-31,884	-23,306	-24,562	7,532	2,110	-26,672
Payroll Total (Direct+Burden)	-102,546	-118,492	-123,094	-78,983	-109,124	-39,039	-50,640	-141,015	-120,989	-120,115	-133,805	-6,432	1,012	-134,817
Burden % of Direct	50.7%	63.9%	60.4%	60.0%	66.3%	66.5%	101.6%	78.9%	69.3%	48.6%	44.5%	-21.1%	-6.3%	50.8%
Staff Expense	-552	-443	-892	-1,052	-818	-150	-395	-173	-519	-161	-293	-8	857	-1,150
Supplies & Maintenance Expense	-4,439	-4,927	-5,526	-2,435	-3,198	-2,870	-1,176	-946	-2,968	-2,131	-251	1,764	5,949	-6,200
Administration & Other Expense	-1,048	27	-1,470	-581	-34	-5	-196	-250	-601	72	-453	-193	-253	-200
Printing & Postage	-10	-2	-862	-4	0	0	0	-10	-4	-3	-2	4	48	-50
Credit Card Fees	-12,904	-12,916	-15,781	-6,795	-15,846	-1,039	-3,814	-17,049	-18,136	-8,108	-19,836	-5,405	-3,726	-16,110
Total Operating Expenses	-18,953	-18,261	-24,532	-10,867	-19,897	-4,064	-5,581	-18,427	-22,229	-10,332	-20,834	-3,838	2,876	-23,710
TOTAL Payroll&Operating Expense	-121,498	-136,753	-147,626	-89,850	-129,021	-43,103	-56,221	-159,442	-143,217	-130,447	-154,639	-10,270	3,888	-158,527
NOR before Alloc Overhead	302,585	391,669	368,524	169,291	462,041	17,502	85,890	623,426	621,300	440,948	638,946	77,055	4,473	634,473
NET OPERATING RESULTS (NOR)	302,585	391,669	368,524	169,291	462,041	17,502	85,890	623,426	621,300	440,948	638,946	77,055	4,473	634,473
as a % of Gross Revenue	138.6%	148.3%	137.5%	-860.1%	152.6%	38.2%	116.5%	157.8%	157.7%	145.1%	161.1%	7.6%	9.8%	151.3%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	302,585	391,669	368,524	169,291	462,041	17,502	85,890	623,426	621,300	440,948	638,946	77,055	4,473	634,473
Cost Recovery Pctg (pre-alloc overhead)	660.6%	773.8%	657.8%	362.2%	860.2%	285.9%	536.5%	951.4%	980.7%	785.1%	1029.4%	123.6%	137.0%	892.4%
Cost Recovery Pctg (post-alloc overhead)	660.6%	773.8%	657.8%	362.2%	860.2%	285.9%	536.5%	951.4%	980.7%	785.1%	1029.4%	123.6%	137.0%	892.4%
Total Expense (TE) (cogs+payroll+opexp)	-121,498	-136,753	-147,626	-89,850	-129,021	-43,103	-56,221	-159,442	-143,217	-130,402	-154,639	-10,285	3,888	-158,527
Payroll Direct % Revenue	41.1%	33.7%	39.9%	659.2%	29.7%	109.8%	49.7%	27.3%	26.8%	41.0%	27.5%	-4.1%	-5.3%	32.8%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Ski School (220)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	275,759	361,698	453,980	206,335	502,419	58,799	152,291	743,544	909,972	833,509	1,219,515	390,506	295,515	924,000
GROSS REVENUE	275,759	361,698	453,980	206,335	502,419	58,799	152,291	743,544	909,972	833,509	1,219,515	390,506	295,515	924,000
GROSS MARGIN	275,759	361,698	453,980	206,335	502,419	58,799	152,291	743,544	909,972	833,509	1,219,515	390,506	295,515	924,000
Payroll Salaries and Wages (direct payroll)	-159,089	-137,923	-178,513	-113,251	-183,714	-67,814	-100,370	-256,379	-384,933	-389,145	-438,611	-95,126	-74,248	-364,363
Payroll Taxes & Benefits (burden)	-33,979	-29,847	-42,627	-32,594	-58,264	-19,413	-48,394	-104,250	-140,494	-99,983	-104,843	10,066	-1,995	-102,848
Payroll Total (Direct+Burden)	-193,068	-167,770	-221,141	-145,844	-241,977	-87,227	-148,764	-360,629	-525,427	-489,128	-543,454	-85,060	-76,243	-467,211
Burden % of Direct	47.3%	44.2%	50.0%	59.6%	66.0%	54.8%	98.2%	77.1%	72.3%	53.2%	47.8%	-19.7%	-12.6%	60.4%
Staff Expense	-1,277	-331	-645	-640	-2,472	-795	-499	-2,577	-5,211	-2,252	-2,170	1,176	3,480	-5,650
Utilities Expense	0	0	0	0	0	0	0	0	-841	-528	-696	-240	54	-750
Supplies & Maintenance Expense	-9,563	-5,602	-5,261	-3,542	-1,840	-3,663	-1,863	-4,204	-7,404	-4,994	-4,278	1,256	8,372	-12,650
Insurance Expense	0	0	0	0	0	0	0	-2,400	-3,828	0	0	2,076	0	0
Administration & Other Expense	-963	-102	-254	-550	-852	-1,580	-1,148	-881	-2,365	-1,373	-912	628	1,488	-2,400
Printing & Postage	0	-3	-1	0	0	0	-1	-20	-29	-29	-138	-113	-88	-50
Total Operating Expenses	-11,803	-6,038	-6,161	-4,732	-5,164	-6,039	-3,511	-10,082	-19,678	-9,175	-8,195	4,784	13,305	-21,500
TOTAL Payroll&Operating Expense	-204,871	-173,808	-227,302	-150,576	-247,141	-93,266	-152,275	-370,710	-545,105	-498,303	-551,649	-80,276	-62,938	-488,711
NOR before Alloc Overhead	70,888	187,890	226,678	55,760	255,278	-34,467	16	372,834	364,867	335,206	667,865	310,230	232,576	435,289
NET OPERATING RESULTS (NOR)	70,888	187,890	226,678	55,760	255,278	-34,467	16	372,834	364,867	335,206	667,865	310,230	232,576	435,289
as a % of Gross Revenue	57.9%	102.8%	95.1%	-959.7%	94.2%	-122.9%	1.4%	97.3%	75.3%	71.7%	105.1%	23.6%	26.6%	78.5%
<i>Annual Assessment Revenue,</i>														
change in Operating Fund Balance, exid Transfers	70,888	187,890	226,678	55,760	255,278	-34,467	16	372,834	364,867	335,206	667,865	310,230	232,576	435,289
Cost Recovery Pctg (pre-alloc overhead)	284.3%	411.9%	383.8%	170.0%	383.2%	124.4%	225.6%	390.4%	322.4%	316.3%	424.5%	81.4%	80.6%	343.9%
Cost Recovery Pctg (post-alloc overhead)	284.3%	411.9%	383.8%	170.0%	383.2%	124.4%	225.6%	390.4%	322.4%	316.3%	424.5%	81.4%	80.6%	343.9%
Total Expense (TE) (cogs+payroll+opexp)	-204,871	-173,808	-227,302	-150,576	-247,141	-93,266	-152,275	-370,710	-545,105	-498,303	-551,649	-80,276	-62,938	-488,711
Payroll Direct % Revenue	107.9%	76.0%	81.5%	862.4%	77.7%	237.6%	130.8%	72.1%	87.1%	99.5%	75.4%	-10.8%	-12.5%	87.9%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowflakes (230)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	195,813	266,459	310,733	168,679	263,044	50,239	33,123	-170	0	0	0	57	0	0
GROSS REVENUE	195,813	266,459	310,733	168,679	263,044	50,239	33,123	-170	0	0	0	57	0	0
GROSS MARGIN	195,813	266,459	310,733	168,679	263,044	50,239	33,123	-170	0	0	0	57	0	0
Payroll Salaries and Wages (direct payroll)	-83,440	-98,869	-111,553	-50,717	-59,321	-24,874	-17,046	0	0	0	0	0	0	0
Payroll Taxes & Benefits (burden)	-21,744	-28,686	-33,815	-11,941	-14,524	-9,167	-8,254	0	0	0	0	0	0	0
Payroll Total (Direct+Burden)	-105,184	-127,554	-145,368	-62,659	-73,845	-34,040	-25,300	0	0	0	0	0	0	0
Burden % of Direct	58.3%	59.4%	63.7%	63.3%	56.3%	74.1%	48.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Staff Expense	-42	0	0	-225	0	0	0	0	0	0	0	0	0	0
Utilities Expense	0	0	-120	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense	-4,188	-1,726	-1,608	-864	-2,586	0	-55	0	0	0	0	0	0	0
Administration & Other Expense	-46	0	-118	-41	-75	0	0	0	0	0	0	0	0	0
Printing & Postage	-1,733	-627	-728	0	0	0	0	0	0	0	0	0	0	0
Credit Card Fees	0	-17	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	-6,009	-2,370	-2,574	-1,131	-2,661	0	-55	0	0	0	0	0	0	0
TOTAL Payroll&Operating Expense	-111,193	-129,925	-147,942	-63,789	-76,506	-34,040	-25,355	0	0	0	0	0	0	0
NOR before Alloc Overhead	84,621	136,535	162,791	104,890	186,538	16,199	7,768	-170	0	0	0	57	0	0
NET OPERATING RESULTS (NOR)	84,621	136,535	162,791	104,890	186,538	16,199	7,768	-170	0	0	0	57	0	0
as a % of Gross Revenue	38.5%	83.5%	94.0%	-13.3%	135.2%	56.7%	23.5%	100.0%	0.0%	0.0%	0.0%	-33.3%	0.0%	0.0%
Annual Assessment Revenue,														
change in Operating Fund Balance, exid Transfers	84,621	136,535	162,791	104,890	186,538	16,199	7,768	-170	0	0	0	57	0	0
Cost Recovery Pctg (pre-alloc overhead)	293.9%	365.5%	388.8%	372.4%	633.2%	296.0%	130.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recovery Pctg (post-alloc overhead)	293.9%	365.5%	388.8%	372.4%	633.2%	296.0%	130.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-111,193	-129,925	-147,942	-63,789	-76,506	-34,040	-25,355	0	0	0	0	0	0	0
Payroll Direct % Revenue	110.9%	87.5%	78.5%	150.6%	48.0%	105.5%	51.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ticket Office Administration (240)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	839,246	1,059,730	1,046,973	448,542	1,073,475	87,739	255,173	1,403,919	1,472,457	949,853	1,961,077	685,667	510,077	1,451,000
GROSS REVENUE	839,246	1,059,730	1,046,973	448,542	1,073,475	87,739	255,173	1,403,919	1,472,457	949,853	1,961,077	685,667	510,077	1,451,000
COST OF GOODS SOLD	0	0	45	0	0	0	0	0	0	0	0	0	0	0
GROSS MARGIN	839,246	1,059,730	1,047,018	448,542	1,073,475	87,739	255,173	1,403,919	1,472,457	949,853	1,961,077	685,667	510,077	1,451,000
Payroll Salaries and Wages (direct payroll)	-44,347	-55,439	-62,157	-41,265	-67,969	-33,377	-38,325	-75,364	-90,188	-88,685	-90,565	-5,820	614	-91,179
Payroll Taxes & Benefits (burden)	-6,028	-8,651	-9,476	-7,840	-13,979	-10,504	-17,870	-29,121	-34,846	-21,220	-20,761	7,635	4,131	-24,892
Payroll Total (Direct+Burden)	-50,375	-64,090	-71,633	-49,105	-81,947	-43,881	-56,196	-104,485	-125,034	-109,905	-111,326	1,815	4,745	-116,071
Burden % of Direct	26.4%	32.3%	31.0%	36.7%	41.5%	62.5%	94.1%	75.1%	76.4%	48.4%	45.1%	-21.6%	-11.7%	56.8%
Staff Expense	0	0	0	-130	-202	0	-92	-54	-107	0	-135	-81	165	-300
Supplies & Maintenance Expense	-12,301	-12,765	-14,058	-7,334	-6,513	-6,988	-4,449	-7,863	-10,642	-9,466	-7,205	2,119	2,745	-9,950
Insurance Expense	0	0	0	0	0	0	0	-2,400	-784	0	0	1,061	0	0
Administration & Other Expense	-434	43	-730	-50	2	6	0	19	-871	248	-75	126	25	-100
Printing & Postage	-35	-18	-11	-2	-2	-2	-20	-17	-5	-27	-13	23	50	
Credit Card Fees	-22,853	-32,168	-36,101	-14,806	-32,996	-5,523	-8,153	-35,828	-43,772	-38,649	-60,527	-21,111	-7,297	-53,230
Total Operating Expenses	-35,623	-44,909	-50,900	-22,321	-39,711	-12,506	-12,695	-46,147	-56,193	-47,872	-67,969	-17,898	-4,339	-63,630
TOTAL Payroll&Operating Expense	-85,998	-108,999	-122,533	-71,426	-121,658	-56,388	-68,891	-150,631	-181,227	-157,777	-179,295	-16,083	406	-179,701
NOR before Alloc Overhead	753,248	950,732	924,485	377,116	951,817	31,351	186,282	1,253,288	1,291,230	792,076	1,781,782	669,584	510,483	1,271,299
NET OPERATING RESULTS (NOR)	753,248	950,732	924,485	377,116	951,817	31,351	186,282	1,253,288	1,291,230	792,076	1,781,782	669,584	510,483	1,271,299
as a % of Gross Revenue	179.9%	180.5%	175.8%	70.8%	176.2%	17.2%	145.9%	178.0%	170.1%	157.9%	180.3%	11.6%	8.4%	171.8%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	753,248	950,732	924,485	377,116	951,817	31,351	186,282	1,253,288	1,291,230	792,076	1,781,782	669,584	510,483	1,271,299
Cost Recovery Pctg (pre-alloc overhead)	1988.0%	2070.7%	1659.9%	874.3%	1695.7%	288.3%	742.7%	1824.8%	1444.6%	1054.3%	2064.9%	623.7%	589.0%	1475.9%
Cost Recovery Pctg (post-alloc overhead)	1988.0%	2070.7%	1659.9%	874.3%	1695.7%	288.3%	742.7%	1824.8%	1444.6%	1054.3%	2064.9%	623.7%	589.0%	1475.9%
Total Expense (TE) (cogs+payroll+opexp)	-85,998	-108,999	-122,488	-71,426	-121,658	-56,388	-68,891	-150,631	-181,227	-157,777	-179,295	-16,083	406	-179,701
Payroll Direct % Revenue	10.3%	9.6%	12.4%	82.0%	13.2%	116.6%	30.1%	11.2%	15.1%	24.0%	10.1%	-6.6%	-4.9%	15.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowplay (216)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>													
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>			<u>18/19</u>
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual			BUDGET
	10	9	8	7	6	5	4	3	2	1	0	18/19 Var	18/19 Var	0
												to 3YrAvg	to BDG	
Allocated Recreation Fee	0	0	0	8,005	18,961	7,467	9,150	28,022	24,458	8,455	26,779	6,467	4,779	22,000
All Other Revenue	38,121	84,427	128,630	42,077	164,357	34,391	72,044	283,146	300,078	135,110	223,542	-15,903	-29,459	253,000
GROSS REVENUE	38,121	84,427	128,630	50,082	183,318	41,858	81,194	311,168	324,536	143,565	250,320	-9,436	-24,680	275,000
COST OF GOODS SOLD	0	0	0	-400	-1,684	-501	-464	-8,059	-7,129	-2,327	-2,949	2,889	2,151	-5,100
GROSS MARGIN	38,121	84,427	128,630	49,682	181,634	41,357	80,730	303,109	317,407	141,238	247,371	-6,547	-22,529	269,900
Payroll Salaries and Wages (direct payroll)	-7,570	-17,785	-30,205	-9,210	-34,758	-12,967	-10,856	-46,270	-54,834	-58,288	-75,949	-22,819	705	-76,654
Payroll Taxes & Benefits (burden)	-1,414	-3,409	-5,523	-2,182	-10,301	-3,814	-5,377	-18,987	-18,356	-15,786	-17,954	-244	2,920	-20,874
Payroll Total (Direct+Burden)	-8,984	-21,194	-35,728	-11,391	-45,059	-16,781	-16,234	-65,257	-73,190	-74,074	-93,903	-23,062	3,625	-97,528
Burden % of Direct	37.5%	38.6%	37.0%	60.9%	60.4%	63.7%	98.4%	81.2%	65.8%	52.1%	46.6%	-19.8%	-7.7%	54.4%
Staff Expense	-4	-11	-32	-162	-214	-108	-8	-299	-18	-75	0	131	400	-400
Utilities Expense	0	0	-166	-121	-359	-1,900	-300	-8,152	-7,800	-5,739	-7,435	-204	165	-7,600
Supplies & Maintenance Expense	-5,112	-10,645	-20,871	-12,966	-25,148	-5,019	-13,806	-27,211	-18,381	-13,953	-16,923	2,926	7,777	-24,700
Insurance Expense	-2,401	-2,548	-2,800	-2,600	-5,000	-3,400	-3,142	-3,359	-5,720	-4,000	-4,200	160	0	-4,200
Administration & Other Expense	0	-5	-904	-81	-636	50	21	-1,615	-1,738	-2,165	-2,830	-990	-830	-2,000
Printing & Postage	0	-240	-425	0	-24	0	0	-946	-11	-296	-430	-12	-430	0
Credit Card Fees	0	0	-1,307	-492	-3,402	-455	-1,117	-4,442	-4,849	-2,258	-3,093	757	707	-3,800
Total Operating Expenses	-7,517	-13,449	-26,496	-16,421	-34,783	-10,831	-18,352	-46,024	-38,516	-28,486	-34,910	2,766	7,790	-42,700
TOTAL Payroll&Operating Expense	-16,502	-34,643	-62,223	-27,812	-79,842	-27,613	-34,586	-111,281	-111,706	-102,560	-128,813	-20,297	11,415	-140,228
NOR before Alloc Overhead	21,619	49,784	66,407	21,870	101,792	13,744	46,144	191,828	205,701	38,678	118,558	-26,844	-11,114	129,672
Allocated Overhead	-2,722	0	0	0	0	0	0	0	0	0	-18,479	-18,479	0	-18,479
NET OPERATING RESULTS (NOR)	18,898	49,784	66,407	21,870	101,792	13,744	46,144	191,828	205,701	38,678	100,079	-45,323	-11,114	111,193
as a % of Gross Revenue	79.7%	124.7%	105.5%	58.1%	111.1%	64.4%	106.5%	125.5%	127.5%	-54.5%	84.9%	18.7%	5.4%	79.5%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	18,898	49,784	66,407	21,870	101,792	13,744	46,144	191,828	205,701	38,678	100,079	-45,323	-11,114	111,193
Cost Recovery Pctg (pre-alloc overhead)	438.6%	544.2%	424.4%	238.5%	449.9%	296.7%	465.3%	540.0%	551.8%	220.1%	382.0%	-55.3%	16.7%	365.3%
Cost Recovery Pctg (post-alloc overhead)	381.6%	544.2%	424.4%	238.5%	449.9%	296.7%	465.3%	540.0%	551.8%	220.1%	351.1%	-86.2%	19.0%	332.1%
Total Expense (TE) (cogs+payroll+opexp)	-16,502	-34,643	-62,223	-28,213	-81,526	-28,114	-35,050	-119,340	-118,834	-104,887	-131,762	-17,408	13,566	-145,328
Payroll Direct % Revenue	40.5%	39.7%	45.1%	16.9%	39.8%	60.6%	27.5%	29.0%	32.2%	147.0%	59.1%	-10.3%	1.2%	57.9%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Campground (100)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	0	0	40	0	0	0	0	0	0	5,510	0	-1,837	0	0
GROSS REVENUE	0	0	40	0	0	0	0	0	0	5,510	0	-1,837	0	0
GROSS MARGIN	0	0	40	0	0	0	0	0	0	5,510	0	-1,837	0	0
Payroll Salaries and Wages (direct payroll)	-2,290	-2,474	-2,588	-2,599	-2,730	-2,598	-2,816	-2,961	-4,573	-5,652	-5,950	-1,555	-417	-5,533
Payroll Taxes & Benefits (burden)	-134	-296	-407	-357	-286	-225	-564	45	-535	-1,175	-969	-414	593	-1,562
Payroll Total (Direct+Burden)	-2,423	-2,770	-2,994	-2,957	-3,016	-2,823	-3,380	-2,916	-5,108	-6,827	-6,919	-1,969	176	-7,095
Burden % of Direct	4.4%	23.9%	34.5%	30.0%	20.8%	16.1%	48.3%	-12.2%	13.7%	36.7%	28.9%	16.2%	-28.0%	56.9%
Staff Expense	0	0	0	0	0	0	0	0	0	0	-155	-155	-155	0
Utilities Expense	-6,970	-6,423	-7,238	-7,189	-7,217	-7,282	-7,345	-7,489	-7,318	-7,592	-6,087	1,379	1,653	-7,740
Supplies & Maintenance Expense	-384	-955	0	-7	-905	-230	-1,096	-922	-1,040	-156	-1,151	-444	-1,151	0
Insurance Expense	0	0	0	0	0	0	76	0	-7	0	0	2	0	0
Administration & Other Expense	-586	-302	-302	-331	-604	-302	-302	0	-302	-302	-332	-131	-332	0
Printing & Postage	0	0	-2	0	0	-1	0	0	0	-202	0	68	0	0
Credit Card Fees	-15	-53	-223	-20	0	-9	-3	3	-16	-43	-51	-33	-51	0
Total Operating Expenses	-7,955	-7,733	-7,764	-7,547	-8,726	-7,824	-8,670	-8,408	-8,684	-8,295	-7,776	687	-36	-7,740
TOTAL Payroll&Operating Expense	-10,379	-10,503	-10,759	-10,503	-11,742	-10,647	-12,050	-11,324	-13,791	-15,122	-14,695	-1,282	140	-14,835
NOR before Alloc Overhead	-10,379	-10,503	-10,719	-10,503	-11,742	-10,647	-12,050	-11,324	-13,791	-9,612	-14,695	-3,119	140	-14,835
Allocated Overhead	-3,519	0	0	0	0	0	0	0	0	0	-11,765	-11,765	0	-11,765
NET OPERATING RESULTS (NOR)	-13,897	-10,503	-10,719	-10,503	-11,742	-10,647	-12,050	-11,324	-13,791	-9,612	-26,460	-14,884	140	-26,600
as a % of Gross Revenue	0.0%	0.0%	-10403.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-2.9%	0.0%	1.0%	0.0%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-13,897	-10,503	-10,719	-10,503	-11,742	-10,647	-12,050	-11,324	-13,791	-9,612	-26,460	-14,884	140	-26,600
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	97.2%	0.0%	-32.4%	0.0%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	97.2%	0.0%	-32.4%	0.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-10,379	-10,503	-10,759	-10,503	-11,742	-10,647	-12,050	-11,324	-13,791	-15,122	-14,695	-1,282	140	-14,835
Payroll Direct % Revenue	0.0%	0.0%	2306.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.7%	0.0%	-11.2%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Equestrian (080)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	-350	-375	0	0	0	0	0	0	320	-495	0	58	0	0
GROSS REVENUE	-350	-375	0	0	0	0	0	0	320	-495	0	58	0	0
COST OF GOODS SOLD	-47	-857	0	104	0	0	0	93	0	104	-22	-87	-22	0
GROSS MARGIN	-397	-1,232	0	104	0	0	0	93	320	-391	-22	-29	-22	0
Payroll Salaries and Wages (direct payroll)	-8,353	-4,973	-8,602	-9,508	-10,617	-7,385	-11,496	-12,839	-14,410	-16,021	-13,990	433	-629	-13,361
Payroll Taxes & Benefits (burden)	-1,783	-657	-1,924	-1,625	-707	332	-2,564	-49	-531	-3,463	-1,916	-568	2,696	-4,612
Payroll Total (Direct+Burden)	-10,135	-5,630	-10,526	-11,133	-11,323	-7,053	-14,060	-12,888	-14,941	-19,484	-15,906	-135	2,067	-17,973
Burden % of Direct	48.0%	8.9%	52.2%	37.3%	12.0%	-42.9%	52.6%	-16.4%	-10.4%	39.3%	22.0%	17.8%	-48.2%	70.2%
Staff Expense	0	0	0	0	0	0	0	0	0	-180	0	60	0	0
Utilities Expense	-2,709	-1,307	-1,346	-1,397	-1,426	-1,394	-1,352	-2,507	-869	0	408	1,533	408	0
Supplies & Maintenance Expense	-1,706	-305	-210	-591	-1,625	-376	-1,916	-1,105	-998	-1,601	-1,559	-325	-1,559	0
Insurance Expense	0	0	0	400	0	0	687	0	494	0	0	-165	0	0
Administration & Other Expense	-15,423	-13,590	-11,581	-8,510	-9,244	-10,007	-12,288	-13,171	-13,661	-18,364	-18,046	-2,981	-1,246	-16,800
Printing & Postage	-3	-3	-4	-5	-3	-4	0	0	0	-209	-5	65	-5	0
Credit Card Fees	-15	-53	-223	-20	0	-9	0	-29	-4,070	0	-34	1,332	-34	0
Total Operating Expenses	-19,857	-15,258	-13,364	-10,124	-12,297	-11,789	-14,870	-16,811	-19,104	-20,353	-19,236	-480	-2,436	-16,800
TOTAL Payroll&Operating Expense	-29,992	-20,887	-23,890	-21,257	-23,621	-18,843	-28,931	-29,700	-34,045	-39,838	-35,142	-614	-369	-34,773
NOR before Alloc Overhead	-30,389	-22,119	-23,890	-21,154	-23,621	-18,843	-28,931	-29,607	-33,725	-40,229	-35,163	-643	-390	-34,773
Allocated Overhead	-10,835	0	0	0	0	0	0	0	0	0	-24,605	-24,605	0	-24,605
NET OPERATING RESULTS (NOR)	-41,224	-22,119	-23,890	-21,154	-23,621	-18,843	-28,931	-29,607	-33,725	-40,229	-59,768	-25,248	-390	-59,378
as a % of Gross Revenue	6501.7%	1597.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-6613.8%	-180264.4%	0.0%	62292.7%	0.0%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-41,224	-22,119	-23,890	-21,154	-23,621	-18,843	-28,931	-29,607	-33,725	-40,229	-59,768	-25,248	-390	-59,378
Cost Recovery Pctg (pre-alloc overhead)	-3.0%	-6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	-4.1%	0.0%	0.9%	0.0%	0.0%
Cost Recovery Pctg (post-alloc overhead)	-1.6%	-6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	-4.1%	0.0%	0.9%	0.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-30,039	-21,744	-23,890	-21,154	-23,621	-18,843	-28,931	-29,607	-34,045	-39,734	-35,163	-702	-390	-34,773
Payroll Direct % Revenue	-889.6%	72.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3170.6%	70686.8%	0.0%	-24619.1%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Trails (051)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	0	0	0	0	0	0	0	0	0	752	0	-251	0	0
GROSS REVENUE	0	0	0	0	0	0	0	0	0	752	0	-251	0	0
GROSS MARGIN	0	0	0	0	0	0	0	0	0	752	0	-251	0	0
Payroll Salaries and Wages (direct payroll)	0	0	0	0	0	-9,927	-15,834	-8,074	-24,624	-21,543	-13,255	4,825	16,454	-29,709
Payroll Taxes & Benefits (burden)	0	0	0	0	0	-5,697	-10,044	-5,825	-6,835	-6,683	-5,734	713	5,769	-11,503
Payroll Total (Direct+Burden)	0	0	0	0	0	-15,624	-25,878	-13,899	-31,459	-28,225	-18,989	5,539	22,223	-41,212
Burden % of Direct	0.0%	0.0%	0.0%	0.0%	0.0%	57.4%	131.2%	217.5%	56.0%	61.7%	46.5%	-65.2%	-34.9%	81.5%
Staff Expense	0	0	0	0	0	0	0	-42	0	-525	0	189	0	0
Utilities Expense	0	0	0	0	0	-120	-120	-60	-299	0	-753	-633	-573	-180
Supplies & Maintenance Expense	0	0	0	0	0	2,660	-307	-300	-992	-1,995	-1,541	-446	-1,041	-500
Contract Labor & Services	0	0	0	0	0	0	0	1,100	0	0	-580	-946	-580	0
Insurance Expense	0	0	0	0	0	-1,200	-1,342	-1,800	-1,387	-2,200	-2,400	-604	0	-2,400
Administration & Other Expense	0	0	0	0	0	-76	-995	0	-809	-1,247	-480	205	-20	-460
Total Operating Expenses	0	0	0	0	0	1,264	-2,764	-1,102	-3,487	-5,967	-5,753	-2,235	-2,213	-3,540
TOTAL Payroll&Operating Expense	0	0	0	0	0	-14,360	-28,642	-15,001	-34,947	-34,192	-24,743	3,304	20,009	-44,752
NOR before Alloc Overhead	0	0	0	0	0	-14,360	-28,642	-15,001	-34,947	-33,440	-24,743	3,053	20,009	-44,752
Allocated Overhead	0	0	0	0	0	0	0	0	0	0	-20,075	-20,075	0	-20,075
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-14,360	-28,642	-15,001	-34,947	-33,440	-44,818	-17,022	20,009	-64,827
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-1446.2%	0.0%	482.1%	0.0%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	0	0	0	0	0	-14,360	-28,642	-15,001	-34,947	-33,440	-44,818	-17,022	20,009	-64,827
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	-2.2%	0.0%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	-2.2%	0.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	0	0	0	0	0	-14,360	-28,642	-15,001	-34,947	-34,192	-24,743	3,304	20,009	-44,752
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1032.8%	0.0%	-344.3%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Bikeworks (141)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	0	0	0	0	0	0	875	140	514	6,000	7,009	4,791	7,009	0
GROSS REVENUE	0	0	0	0	0	0	875	140	514	6,000	7,009	4,791	7,009	0
COST OF GOODS SOLD	0	0	0	0	0	0	-559	441	1,616	-5,731	-6,678	-5,453	-6,678	0
GROSS MARGIN	0	0	0	0	0	0	316	581	2,130	269	331	-662	331	0
Payroll Salaries and Wages (direct payroll)	0	0	0	0	0	0	-189	0	-163	-48	0	71	0	0
Payroll Taxes & Benefits (burden)	0	0	0	0	0	0	-47	298	137	-38	244	112	244	0
Payroll Total (Direct+Burden)	0	0	0	0	0	0	-236	298	-26	-86	244	182	244	0
Burden % of Direct	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	-77.6%	20.8%	0.0%	18.9%	0.0%	0.0%
Staff Expense	0	0	0	0	0	0	0	0	-2,520	0	0	840	0	0
Supplies & Maintenance Expense	0	0	0	0	0	0	0	0	-448	-239	-511	-282	-511	0
Insurance Expense	0	0	0	0	0	0	0	0	-437	0	0	146	0	0
Administration & Other Expense	0	0	0	0	0	0	0	0	0	0	-159	-159	-159	0
Printing & Postage	0	0	0	0	0	0	0	0	0	-202	0	67	0	0
Credit Card Fees	0	0	0	0	0	0	-29	-5	-11	0	-19	-14	-19	0
Total Operating Expenses	0	0	0	0	0	0	-29	-5	-3,415	-441	-688	599	-688	0
TOTAL Payroll&Operating Expense	0	0	0	0	0	0	-265	293	-3,442	-527	-445	781	-445	0
NOR before Alloc Overhead	0	0	0	0	0	0	51	874	-1,312	-259	-114	119	-114	0
Allocated Overhead	0	0	0	0	0	0	0	0	0	0	-11,016	-11,016	0	-11,016
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	51	874	-1,312	-259	-11,130	-10,897	-114	-11,016
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.8%	624.5%	238.1%	-14.7%	-156.1%	-438.7%	-156.1%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	0	0	0	0	0	0	51	874	-1,312	-259	-11,130	-10,897	-114	-11,016
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	106.2%	-19.1%	-72.4%	188.0%	101.1%	68.9%	101.1%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	106.2%	-19.1%	-72.4%	188.0%	39.0%	6.9%	39.0%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	0	0	0	0	0	0	-824	734	-1,826	-6,259	-7,122	-4,672	-7,122	0
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.6%	0.0%	29.1%	1.2%	0.0%	-10.1%	0.0%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lodge and Summer F&B Combined
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	436,337	489,934	599,521	603,405	651,702	704,366	703,307	952,037	973,915	858,501	1,046,252	118,101	74,252	972,000
GROSS REVENUE	436,337	489,934	599,521	603,405	651,702	704,366	703,307	952,037	973,915	858,501	1,046,252	118,101	74,252	972,000
COST OF GOODS SOLD	-159,874	-171,621	-221,506	-215,126	-234,709	-241,753	-237,138	-315,904	-325,408	-292,440	-345,108	-33,857	-59,108	-286,000
GROSS MARGIN	276,463	318,313	378,014	388,279	416,994	462,614	466,169	636,133	648,507	566,061	701,143	84,243	15,143	686,000
Payroll Salaries and Wages (direct payroll)	-238,167	-258,432	-279,987	-283,354	-285,443	-369,577	-367,132	-441,422	-478,043	-488,542	-520,001	-50,665	-42,093	-477,908
Payroll Taxes & Benefits (burden)	-59,696	-61,428	-68,182	-68,023	-74,889	-94,867	-126,864	-127,376	-123,675	-152,606	-159,050	-24,497	8,276	-167,326
Payroll Total (Direct+Burden)	-297,863	-319,861	-348,169	-351,377	-360,332	-464,444	-493,996	-568,799	-601,718	-641,148	-679,051	-75,162	-33,817	-645,234
Burden % of Direct	48.7%	45.6%	48.4%	47.3%	52.5%	50.0%	70.5%	53.6%	44.2%	63.0%	59.2%	5.6%	-11.7%	70.9%
Staff Expense	-9,938	-9,771	-9,909	-9,592	-8,937	-10,002	-9,482	-9,894	-9,563	-10,128	-13,061	-3,199	-3,321	-9,740
Utilities Expense	-41,498	-39,025	-39,477	-38,061	-42,199	-42,217	-39,641	-41,048	-42,951	-44,790	-49,575	-6,645	-3,525	-46,050
Supplies & Maintenance Expense	-59,506	-56,306	-58,218	-53,347	-64,114	-70,723	-73,114	-96,163	-99,994	-82,005	-95,035	-2,314	-11,825	-83,210
Insurance Expense	-8,000	-6,969	-6,400	-5,600	-8,300	-7,600	-5,740	-7,800	-10,780	-8,600	-9,000	60	0	-9,000
Administration & Other Expense	-11,667	-17,601	-22,465	-22,803	-25,182	-28,735	-23,684	-32,525	-34,080	-34,489	-32,412	1,285	-2,302	-30,110
Printing & Postage	-179	-11	-26	-10	-7	-25	-10	-38	-117	-28	-93	-32	-63	-30
Credit Card Fees	-10,501	-13,961	-17,571	-16,238	-17,499	-18,457	-18,832	-25,546	-29,527	-27,533	-35,991	-8,456	-8,801	-27,190
Total Operating Expenses	-141,289	-143,643	-154,066	-145,651	-166,238	-177,758	-170,503	-213,014	-227,012	-207,574	-235,167	-19,300	-29,837	-205,330
TOTAL Payroll&Operating Expense	-439,152	-463,504	-502,235	-497,028	-526,570	-642,202	-664,499	-781,812	-828,730	-848,722	-914,218	-94,463	-63,654	-850,564
NOR before Alloc Overhead	-162,689	-145,191	-124,220	-108,749	-109,577	-179,588	-198,330	-145,680	-180,223	-282,662	-213,074	-10,219	-48,510	-164,564
Allocated Overhead	-31,643	0	0	0	0	0	0	0	0	0	-152,587	-152,587	0	-152,587
NET OPERATING RESULTS (NOR)	-194,333	-145,191	-124,220	-108,749	-109,577	-179,588	-198,330	-145,680	-180,223	-282,662	-365,661	-162,806	-48,510	-317,151
as a % of Gross Revenue	-95.4%	-65.6%	-42.1%	-33.9%	-32.7%	-46.4%	-52.6%	-26.5%	-34.2%	-63.6%	-60.1%	-18.6%	-2.4%	-57.7%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-194,333	-145,191	-124,220	-108,749	-109,577	-179,588	-198,330	-145,680	-180,223	-282,662	-365,661	-162,806	-48,510	-317,151
Cost Recovery Pctg (pre-alloc overhead)	146.1%	151.1%	165.3%	171.2%	171.9%	163.8%	160.7%	177.2%	170.9%	151.8%	168.6%	2.0%	-2.4%	171.0%
Cost Recovery Pctg (post-alloc overhead)	136.0%	151.1%	165.3%	171.2%	171.9%	163.8%	160.7%	177.2%	170.9%	151.8%	156.3%	-10.4%	-0.3%	156.6%
Total Expense (TE) (cogs+payroll+opexp)	-599,027	-635,125	-723,741	-712,154	-761,279	-883,955	-901,637	-1,097,716	-1,154,138	-1,141,163	-1,259,326	-128,320	-122,762	-1,136,564
Payroll Direct % Revenue	107.5%	110.3%	94.2%	93.1%	87.1%	102.7%	102.3%	91.5%	98.7%	112.7%	98.2%	-2.7%	0.4%	97.9%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	436,337	489,934	599,521	603,405	651,702	704,366	703,307	952,037	973,915	857,627	1,045,752	117,892	73,752	972,000
GROSS REVENUE	436,337	489,934	599,521	603,405	651,702	704,366	703,307	952,037	973,915	857,627	1,045,752	117,892	73,752	972,000
COST OF GOODS SOLD	-159,698	-171,621	-220,888	-215,071	-234,709	-241,741	-237,138	-315,904	-325,408	-292,440	-344,508	-33,257	-58,508	-286,000
GROSS MARGIN	276,640	318,313	378,632	388,334	416,994	462,626	466,169	636,133	648,507	565,186	701,244	84,635	15,244	686,000
Payroll Salaries and Wages (direct payroll)	-238,300	-258,432	-279,987	-283,354	-285,396	-369,577	-367,132	-441,422	-474,356	-481,823	-513,965	-48,098	-41,953	-472,012
Payroll Taxes & Benefits (burden)	-59,696	-61,428	-67,844	-68,026	-74,787	-95,198	-126,436	-128,726	-122,882	-151,212	-158,480	-24,207	5,772	-164,252
Payroll Total (Direct+Burden)	-297,996	-319,861	-347,831	-351,380	-360,183	-464,775	-493,568	-570,148	-597,237	-633,035	-672,445	-72,305	-36,181	-636,264
Burden % of Direct	48.7%	45.6%	48.0%	47.3%	52.4%	50.3%	70.2%	54.5%	44.3%	63.3%	59.8%	5.8%	-10.7%	70.5%
Staff Expense	-9,938	-9,771	-9,909	-9,592	-8,937	-10,002	-9,482	-9,894	-9,563	-9,719	-11,171	-1,445	-1,431	-9,740
Utilities Expense	-41,498	-39,025	-39,477	-38,061	-42,199	-42,217	-39,641	-41,048	-42,951	-44,790	-49,566	-6,636	-3,516	-46,050
Supplies & Maintenance Expense	-59,404	-56,336	-58,209	-53,347	-63,893	-70,704	-72,909	-96,141	-99,951	-81,885	-95,539	-2,880	-12,329	-83,210
Insurance Expense	-8,000	-6,969	-6,400	-5,600	-8,300	-7,600	-5,817	-7,800	-10,551	-8,600	-9,000	-16	0	-9,000
Administration & Other Expense	-11,667	-17,526	-22,465	-22,803	-25,182	-28,735	-23,638	-32,525	-34,048	-35,089	-32,412	1,475	-2,302	-30,110
Printing & Postage	-179	-11	-26	-10	-7	-25	-10	-38	-117	-28	-93	-32	-63	-30
Credit Card Fees	-10,501	-13,961	-17,571	-16,232	-17,499	-18,457	-18,832	-25,568	-29,527	-27,533	-35,991	-8,448	-8,801	-27,190
Total Operating Expenses	-141,187	-143,598	-154,057	-145,645	-166,018	-177,740	-170,329	-213,014	-226,708	-207,645	-233,772	-17,982	-28,442	-205,330
TOTAL Payroll&Operating Expense	-439,183	-463,459	-501,887	-497,025	-526,200	-642,514	-663,897	-783,162	-823,946	-840,680	-906,217	-90,287	-64,623	-841,594
NOR before Alloc Overhead	-162,544	-145,146	-123,255	-108,691	-109,207	-179,889	-197,727	-147,030	-175,439	-275,494	-204,973	-5,652	-49,379	-155,594
Allocated Overhead	-29,921	0	0	0	0	0	0	0	0	0	-135,901	-135,901	0	-135,901
NET OPERATING RESULTS (NOR)	-192,465	-145,146	-123,255	-108,691	-109,207	-179,889	-197,727	-147,030	-175,439	-275,494	-340,874	-141,553	-49,379	-291,495
as a % of Gross Revenue	-94.2%	-65.6%	-41.6%	-33.9%	-32.6%	-46.5%	-52.4%	-26.9%	-33.4%	-62.1%	-56.1%	-15.3%	-2.8%	-53.2%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	-192,465	-145,146	-123,255	-108,691	-109,207	-179,889	-197,727	-147,030	-175,439	-275,494	-340,874	-141,553	-49,379	-291,495
Cost Recovery Pctg (pre-alloc overhead)	146.1%	151.1%	165.6%	171.2%	172.0%	163.8%	160.8%	176.9%	171.5%	152.7%	169.8%	2.7%	-2.6%	172.4%
Cost Recovery Pctg (post-alloc overhead)	136.5%	151.1%	165.6%	171.2%	172.0%	163.8%	160.8%	176.9%	171.5%	152.7%	158.4%	-8.6%	-0.6%	159.0%
Total Expense (TE) (cogs+payroll+opexp)	-598,881	-635,080	-722,776	-712,096	-760,909	-884,255	-901,034	-1,099,066	-1,149,354	-1,133,121	-1,250,725	-123,544	-123,131	-1,127,594
Payroll Direct % Revenue	107.6%	110.3%	94.2%	93.1%	87.1%	102.7%	102.3%	91.5%	98.1%	111.2%	97.2%	-3.1%	0.5%	96.7%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Summer Food and Beverage (170)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	0	0	0	0	0	0	0	0	0	874	500	209	500	0
GROSS REVENUE	0	0	0	0	0	0	0	0	0	874	500	209	500	0
COST OF GOODS SOLD	-177	0	-618	-55	0	-12	0	0	0	0	-601	-601	-601	0
GROSS MARGIN	-177	0	-618	-55	0	-12	0	0	0	874	-101	-392	-101	0
Payroll Salaries and Wages (direct payroll)	133	0	0	0	-47	0	0	0	-3,687	-6,719	-6,036	-2,567	-140	-5,896
Payroll Taxes & Benefits (burden)	0	0	-338	3	-103	331	-428	1,350	-793	-1,394	-569	-290	2,505	-3,074
Payroll Total (Direct+Burden)	133	0	-338	3	-149	331	-428	1,350	-4,480	-8,113	-6,605	-2,857	2,365	-8,970
Burden % of Direct	0.0%	0.0%	0.0%	0.0%	219.1%	0.0%	0.0%	0.0%	71.9%	41.4%	8.9%	-28.9%	-93.7%	102.6%
Staff Expense	0	0	0	0	0	0	0	0	0	-409	-1,890	-1,753	-1,890	0
Utilities Expense	0	0	0	0	0	0	0	0	0	0	-10	-10	-10	0
Supplies & Maintenance Expense	-102	30	-10	0	-221	-18	-205	-22	-43	-120	504	566	504	0
Insurance Expense	0	0	0	0	0	0	76	0	-229	0	0	76	0	0
Administration & Other Expense	0	-75	0	0	0	0	-46	0	-32	600	0	-189	0	0
Credit Card Fees	0	0	0	-6	0	0	0	22	0	0	0	-7	0	0
Total Operating Expenses	-102	-45	-10	-6	-221	-18	-174	0	-304	71	-1,395	-1,318	-1,395	0
TOTAL Payroll&Operating Expense	31	-45	-347	-3	-370	312	-603	1,350	-4,784	-8,042	-8,001	-4,175	969	-8,970
NOR before Alloc Overhead	-146	-45	-965	-58	-370	300	-603	1,350	-4,784	-7,168	-8,101	-4,567	869	-8,970
Allocated Overhead	-1,722	0	0	0	0	0	0	0	0	0	-16,686	-16,686	0	-16,686
NET OPERATING RESULTS (NOR)	-1,868	-45	-965	-58	-370	300	-603	1,350	-4,784	-7,168	-24,787	-21,253	869	-25,656
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-255.4%	-645.8%	-560.7%	-645.8%	0.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-1,868	-45	-965	-58	-370	300	-603	1,350	-4,784	-7,168	-24,787	-21,253	869	-25,656
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.1%	13.4%	4.0%	13.4%	0.0%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.1%	13.4%	4.0%	13.4%	0.0%
Total Expense (TE) (cogs+payroll+opexp)	-146	-45	-965	-58	-370	300	-603	1,350	-4,784	-8,042	-8,601	-4,776	369	-8,970
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	309.0%	427.6%	324.6%	427.6%	0.0%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Pizza on the Hill (150)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	41,520	105,260	96,421	75,483	125,162	103,486	145,027	193,685	194,526	205,400	211,785	13,915	-9,115	220,900
GROSS REVENUE	41,520	105,260	96,421	75,483	125,162	103,486	145,027	193,685	194,526	205,400	211,785	13,915	-9,115	220,900
COST OF GOODS SOLD	-16,633	-41,612	-39,138	-24,979	-45,550	-36,216	-43,584	-60,703	-63,334	-67,106	-62,388	1,326	912	-63,300
GROSS MARGIN	24,887	63,648	57,283	50,504	79,612	67,270	101,443	132,982	131,192	138,295	149,397	15,240	-8,203	157,600
Payroll Salaries and Wages (direct payroll)	-45,229	-69,691	-61,596	-62,413	-69,793	-68,603	-86,795	-98,859	-99,985	-124,272	-137,666	-29,961	-22,888	-114,778
Payroll Taxes & Benefits (burden)	-13,559	-17,755	-14,895	-14,424	-17,600	-19,199	-30,943	-31,324	-31,521	-36,739	-37,013	-3,818	1,141	-38,154
Payroll Total (Direct+Burden)	-58,789	-87,446	-76,491	-76,837	-87,393	-87,802	-117,739	-130,182	-131,506	-161,011	-174,679	-33,779	-21,747	-152,932
Burden % of Direct	58.8%	50.1%	48.0%	45.1%	51.4%	55.4%	73.5%	59.9%	59.8%	60.1%	52.5%	-7.4%	-14.8%	67.3%
Staff Expense	0	-2,188	-2,137	-2,275	-2,468	-2,223	-2,443	-2,999	-3,255	-3,168	-3,467	-326	-247	-3,220
Utilities Expense	-1,523	-2,631	-3,041	-3,386	-3,283	-3,316	-3,351	-2,676	-2,430	-2,729	-3,066	-454	314	-3,380
Supplies & Maintenance Expense	-5,550	-13,223	-10,284	-5,256	-12,523	-9,624	-17,168	-15,410	-15,243	-15,148	-17,637	-2,370	-1,957	-15,680
Insurance Expense	-1,096	-837	-600	-600	-600	-600	-447	-600	-3,038	-1,200	-1,200	413	0	-1,200
Administration & Other Expense	-1,336	-1,012	-1,828	-1,589	-328	-1,314	-2,039	-3,410	-3,136	-4,143	-3,146	417	1,634	-4,780
Printing & Postage	0	0	0	0	0	0	0	-3	-2	-1	-2	0	-2	0
Credit Card Fees	-2,267	-2,746	-2,475	-1,737	-2,787	-2,465	-3,444	-5,098	-5,199	-5,357	-5,511	-293	-11	-5,500
Total Operating Expenses	-11,771	-22,638	-20,365	-14,842	-21,988	-19,541	-28,893	-30,198	-32,303	-31,746	-34,030	-2,614	-270	-33,760
TOTAL Payroll&Operating Expense	-70,560	-110,083	-96,857	-91,679	-109,382	-107,343	-146,631	-160,380	-163,809	-192,757	-208,709	-36,393	-22,017	-186,692
NOR before Alloc Overhead	-45,673	-46,436	-39,574	-41,174	-29,770	-40,073	-45,188	-27,398	-32,617	-54,462	-59,312	-21,153	-30,220	-29,092
Allocated Overhead	-5,292	0	0	0	0	0	0	0	0	0	-38,619	-38,619	0	-38,619
NET OPERATING RESULTS (NOR)	-50,964	-46,436	-39,574	-41,174	-29,770	-40,073	-45,188	-27,398	-32,617	-54,462	-97,931	-59,772	-30,220	-67,711
as a % of Gross Revenue	-296.2%	-83.8%	-90.3%	-122.7%	-49.8%	-80.8%	-54.1%	-26.4%	-29.6%	-54.4%	-87.0%	-50.2%	-33.8%	-53.2%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exl'd Transfers	-50,964	-46,436	-39,574	-41,174	-29,770	-40,073	-45,188	-27,398	-32,617	-54,462	-97,931	-59,772	-30,220	-67,711
Cost Recovery Pctg (pre-alloc overhead)	90.9%	141.3%	138.5%	125.6%	160.2%	142.6%	159.5%	176.8%	174.6%	157.3%	154.4%	-15.2%	-21.6%	176.0%
Cost Recovery Pctg (post-alloc overhead)	85.2%	141.3%	138.5%	125.6%	160.2%	142.6%	159.5%	176.8%	174.6%	157.3%	139.8%	-29.7%	-19.4%	159.3%
Total Expense (TE) (cogs+payroll+opexp)	-87,193	-151,696	-135,995	-116,657	-154,932	-143,560	-190,215	-221,083	-227,143	-259,863	-271,097	-35,068	-21,105	-249,992
Payroll Direct % Revenue	237.4%	130.1%	132.7%	173.6%	112.3%	134.4%	114.8%	102.1%	101.9%	119.8%	131.0%	23.1%	27.6%	103.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Alder Creek Cafe (155)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	0	0	0	0	0	0	0	215,302	235,834	171,373	289,374	81,870	107,974	181,400
GROSS REVENUE	0	0	0	0	0	0	0	215,302	235,834	171,373	289,374	81,870	107,974	181,400
COST OF GOODS SOLD	0	0	0	0	0	0	0	-78,465	-81,677	-59,405	-102,722	-29,540	-44,838	-57,884
GROSS MARGIN	0	0	0	0	0	0	0	136,838	154,157	111,968	186,651	52,330	63,135	123,516
Payroll Salaries and Wages (direct payroll)	0	0	0	0	0	0	0	-97,097	-124,996	-108,364	-143,661	-33,509	-19,356	-124,305
Payroll Taxes & Benefits (burden)	0	0	0	0	0	0	0	-22,223	-30,453	-29,215	-32,899	-5,602	1,979	-34,878
Payroll Total (Direct+Burden)	0	0	0	0	0	0	0	-119,320	-155,449	-137,580	-176,561	-39,111	-17,378	-159,183
Burden % of Direct	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	45.0%	46.1%	55.0%	44.7%	-4.0%	-12.5%	57.3%
Staff Expense	0	0	0	0	0	0	0	-116	-3,801	-3,801	-3,843	-1,270	497	-4,340
Utilities Expense	0	0	0	0	0	0	0	0	-3,343	-8,791	-9,491	-5,447	-2,571	-6,920
Supplies & Maintenance Expense	0	0	0	0	0	0	0	-17,152	-23,370	-20,171	-21,500	-1,269	-4,825	-16,675
Insurance Expense	0	0	0	0	0	0	0	0	-4,346	-1,200	-1,200	649	0	-1,200
Administration & Other Expense	0	0	0	0	0	0	0	-348	-260	-2,283	-1,876	-913	-1,576	-300
Printing & Postage	0	0	0	0	0	0	0	-2	-1	-6	-12	-9	-12	0
Credit Card Fees	0	0	0	0	0	0	0	-2,343	-4,281	-3,731	-6,491	-3,039	-3,051	-3,440
Total Operating Expenses	0	0	0	0	0	0	0	-19,961	-39,402	-39,983	-44,413	-11,298	-11,538	-32,875
TOTAL Payroll&Operating Expense	0	0	0	0	0	0	0	-139,281	-194,851	-177,562	-220,974	-50,409	-28,916	-192,058
NOR before Alloc Overhead	0	0	0	0	0	0	0	-2,443	-40,694	-65,595	-34,323	1,921	34,219	-68,542
Allocated Overhead	0	0	0	0	0	0	0	0	0	0	-28,713	-28,713	0	-28,713
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-2,443	-40,694	-65,595	-63,036	-26,792	34,219	-97,255
as a % of Gross Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-11.1%	-31.7%	-73.1%	-35.4%	3.3%	99.8%	-135.2%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exlud Transfers	0	0	0	0	0	0	0	-2,443	-40,694	-65,595	-63,036	-26,792	34,219	-97,255
Cost Recovery Pctg (pre-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	191.8%	172.7%	146.6%	182.3%	12.0%	50.5%	131.9%
Cost Recovery Pctg (post-alloc overhead)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	191.8%	172.7%	146.6%	172.3%	2.0%	50.9%	121.4%
Total Expense (TE) (cogs+payroll+opexp)	0	0	0	0	0	0	0	-217,745	-276,528	-236,967	-323,696	-79,949	-73,754	-249,942
Payroll Direct % Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	93.8%	106.7%	123.3%	97.4%	-10.6%	-63.9%	161.3%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Homeowners Association Consolidated
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	227,035	254,251	227,782	225,464	232,429	270,583	304,330	285,565	314,862	302,430	356,239	55,287	59,939	296,300
GROSS REVENUE	227,035	254,251	227,782	225,464	232,429	270,583	304,330	285,565	314,862	302,430	356,239	55,287	59,939	296,300
COST OF GOODS SOLD	-1,551	-223	2	0	0	0	0	0	0	0	0	0	0	0
GROSS MARGIN	225,484	254,029	227,784	225,464	232,429	270,583	304,330	285,565	314,862	302,430	356,239	55,287	59,939	296,300
Payroll Salaries and Wages (direct payroll)	-1,364,728	-1,321,690	-1,400,880	-1,215,638	-1,499,859	-1,382,667	-1,580,985	-1,698,228	-1,680,666	-1,768,754	-1,916,320	-200,438	-43,228	-1,873,092
Payroll Taxes & Benefits (burden)	-396,772	-345,245	-389,032	-354,701	-413,054	-408,070	-460,535	-413,271	-426,653	-465,759	-467,128	-31,900	85,668	-552,796
Payroll Total (Direct+Burden)	-1,761,500	-1,666,935	-1,789,912	-1,570,338	-1,912,912	-1,790,737	-2,041,520	-2,111,499	-2,107,320	-2,234,514	-2,383,449	-232,338	42,439	-2,425,888
Burden % of Direct	56.0%	49.8%	55.0%	58.7%	54.6%	59.1%	57.9%	46.8%	50.1%	52.1%	46.5%	-3.2%	-12.7%	59.2%
Staff Expense	-100,087	-58,701	-54,893	-52,149	-39,712	-38,345	-42,813	-59,600	-63,710	-85,161	-83,055	-13,565	-17,018	-66,037
Utilities Expense	-99,124	-100,703	-112,270	-115,809	-116,527	-124,738	-138,566	-121,107	-116,240	-122,668	-104,009	15,996	19,261	-123,270
Fuel & Oil Expense	0	0	-15	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense	-41,079	-83,443	-100,628	-8,444	-18,730	-1,731	18,106	-52,969	-86,215	-103,588	-98,598	-17,674	33,312	-131,910
Contract Labor & Services	-6,040	-8,840	-2,255	-9,582	-2,922	-53,705	39,866	12,259	-148,328	144,092	-67,568	-70,242	-59,468	-8,100
Insurance Expense	-75,911	-64,412	-53,299	-46,483	-68,900	-77,243	-62,227	-69,219	-56,704	-80,335	-115,475	-46,722	3,125	-118,600
Administration & Other Expense	-226,878	-256,218	-162,913	-195,068	-129,511	-186,393	-59,793	-206,667	-211,847	-262,596	-219,993	7,044	45,846	-265,839
Printing & Postage	-84,481	-102,566	-100,254	-104,030	-103,238	-108,365	-103,713	-105,470	-91,205	-73,522	-68,887	21,179	10,983	-79,870
Credit Card Fees	-2,852	-2,486	-2,793	-2,703	-3,494	-4,041	-4,395	-4,439	-6,529	-5,085	-5,342	9	-802	-4,540
Property & Income Tax Expense	-61,109	-117,712	-73,590	-24,962	-55,342	-58,570	-49,301	-87,376	-105,756	-103,305	-108,700	-9,888	32,400	-141,100
Total Operating Expenses	-697,561	-795,081	-662,910	-559,230	-538,377	-653,131	-402,836	-694,588	-886,533	-692,167	-871,626	-113,863	67,640	-939,266
TOTAL Payroll&Operating Expense	-2,459,061	-2,462,016	-2,452,822	-2,129,568	-2,451,289	-2,443,868	-2,444,356	-2,806,087	-2,993,853	-2,926,681	-3,255,075	-346,201	110,079	-3,365,154
NOR before Alloc Overhead	-2,233,577	-2,207,987	-2,225,038	-1,904,103	-2,218,860	-2,173,285	-2,140,026	-2,520,523	-2,678,991	-2,624,251	-2,898,835	-290,914	170,019	-3,068,854
Allocated Overhead	240,097	0	0	0	0	0	0	0	0	0	966,865	966,865	0	966,865
NET OPERATING RESULTS (NOR)	-1,993,480	-2,207,987	-2,225,038	-1,904,103	-2,218,860	-2,173,285	-2,140,026	-2,520,523	-2,678,991	-2,624,251	-1,931,970	675,951	170,019	-2,101,989
as a % of Gross Revenue	-2754.1%	-1925.2%	-2182.2%	-1861.3%	-2194.7%	-1838.7%	-1420.7%	-2156.0%	-1757.6%	-1726.1%	-1157.5%	722.3%	631.5%	-1789.1%
Annual Assessment Revenue, portion allocated to Operating Fund	2,027,695	1,900,023	1,591,584	1,540,127	1,753,031	2,081,166	2,852,404	3,545,800	3,093,045	2,613,700	2,077,700	-1,006,482	-300	2,078,000
change in Operating Fund														
Balance, exl'd Transfers	34,215	-307,964	-633,455	-363,976	-465,829	-92,119	712,378	1,025,277	414,054	-10,551	145,730	-330,531	169,719	-23,989
Cost Recovery Pctg (pre-alloc overhead)	16.3%	19.7%	17.5%	20.0%	17.7%	20.8%	24.7%	18.7%	20.5%	20.8%	22.6%	2.6%	5.9%	16.8%
Cost Recovery Pctg (post-alloc overhead)	17.5%	19.7%	17.5%	20.0%	17.7%	20.8%	24.7%	18.7%	20.5%	20.8%	30.6%	10.6%	6.6%	24.0%
Total Expense (TE) (cogs+payroll+opexp)	-2,460,612	-2,462,238	-2,452,820	-2,129,568	-2,451,289	-2,443,868	-2,444,356	-2,806,087	-2,993,853	-2,926,681	-3,255,075	-346,201	110,079	-3,365,154
Payroll Direct % Revenue	2139.5%	1144.0%	1378.9%	1182.3%	1510.0%	1131.3%	1103.3%	1500.4%	1146.0%	1212.4%	1074.0%	-212.3%	-282.5%	1356.4%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 General (005)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-41,642	-21,072	-1,730	26,495	-15,572	-16,301	-16,884	-18,578	-17,659	-17,897	-17,422	623	16,744	-34,166
Payroll Taxes & Benefits (burden)	-11,652	-9,314	-4,442	-1,524	-4,584	-4,164	-4,174	-4,031	-3,068	-2,011	-1,826	1,210	2,264	-4,090
Payroll Total (Direct+Burden)	-53,294	-30,386	-6,172	24,971	-20,156	-20,465	-21,058	-22,609	-20,727	-19,908	-19,249	1,833	19,007	-38,256
Burden % of Direct	62.3%	1.3%	-18.9%	13.0%	61.1%	53.0%	48.8%	41.4%	38.1%	21.5%	18.7%	-14.9%	-6.2%	24.9%
Staff Expense	-42,500	0	0	0	0	0	0	0	0	0	-50	-50	-50	0
Utilities Expense	-32,697	-34,422	-35,243	-33,146	-32,214	-32,476	-32,804	-34,442	-34,863	-36,272	-43,072	-7,880	-2,162	-40,910
Supplies & Maintenance Expense	-5,102	-3,984	-15,891	-8,695	-20,280	-16,905	-12,277	-29,010	-36,214	-27,628	-35,900	-4,949	-7,640	-28,260
Insurance Expense	-53,398	-44,228	-34,739	-31,923	-49,520	-56,843	-47,014	-48,819	-41,130	-57,935	-92,075	-42,780	3,125	-95,200
Administration & Other Expense	-159,153	-192,616	-105,337	-122,742	-61,103	-114,460	14,817	-132,540	-117,730	-139,652	-107,084	22,890	39,361	-146,445
Printing & Postage	-6,645	-4,918	-3,019	-4,016	-694	-804	-3,403	-917	-1,533	-909	-677	442	1,723	-2,400
Credit Card Fees	-14	-8	0	0	0	0	0	0	0	0	0	0	0	0
Property & Income Tax Expense	-60,961	-118,573	-75,206	-27,138	-55,342	-60,326	-49,301	-87,376	-105,756	-103,305	-107,447	-8,635	34,253	-141,700
Total Operating Expenses	-360,469	-398,748	-269,435	-227,659	-219,154	-281,813	-129,982	-333,105	-337,228	-365,700	-386,306	-40,961	68,609	-454,915
TOTAL Payroll&Operating Expense	-413,763	-429,135	-275,607	-202,688	-239,309	-302,278	-151,040	-355,714	-357,955	-385,608	-405,554	-39,129	87,617	-493,171
NOR before Alloc Overhead	-413,763	-429,135	-275,607	-202,688	-239,309	-302,278	-151,040	-355,714	-357,955	-385,608	-405,554	-39,129	87,617	-493,171
Allocated Overhead	-1,459	0	0	0	0	0	0	0	0	0	-392,628	-392,628	0	-392,628
NET OPERATING RESULTS (NOR)	-415,222	-429,135	-275,607	-202,688	-239,309	-302,278	-151,040	-355,714	-357,955	-385,608	-798,182	-431,757	87,617	-885,799
Annual Assessment Revenue, portion allocated to Operating Fund	2,027,695	1,900,023	1,591,584	1,540,127	1,753,031	2,081,166	2,852,404	3,545,800	3,093,045	2,613,700	2,077,700	-1,006,482	-300	2,078,000
change in Operating Fund														
Balance, exid Transfers	1,612,473	1,470,888	1,315,977	1,337,439	1,513,722	1,778,888	2,701,364	3,190,086	2,735,090	2,228,092	1,279,518	-1,438,238	87,317	1,192,201
Total Expense (TE) (cogs+payroll+opexp)	-413,763	-429,135	-275,607	-202,688	-239,309	-302,278	-151,040	-355,714	-357,955	-385,608	-405,554	-39,129	87,617	-493,171

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Administration (010)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	104,757	119,677	113,468	116,992	121,113	121,688	117,000	164,970	173,618	142,744	136,781	-23,663	24,181	112,600
GROSS REVENUE	104,757	119,677	113,468	116,992	121,113	121,688	117,000	164,970	173,618	142,744	136,781	-23,663	24,181	112,600
COST OF GOODS SOLD	0	-2	2	0	0	0	0	0	0	0	0	0	0	0
GROSS MARGIN	104,757	119,675	113,470	116,992	121,113	121,688	117,000	164,970	173,618	142,744	136,781	-23,663	24,181	112,600
Payroll Salaries and Wages (direct payroll)	-335,432	-307,121	-305,961	-192,886	-314,414	-222,072	-265,313	-398,103	-346,442	-244,012	-357,164	-27,646	-92,902	-264,262
Payroll Taxes & Benefits (burden)	-58,714	-24,922	-58,927	-44,252	-71,973	-59,217	-70,716	-71,339	-72,245	-60,114	-67,808	92	344	-68,152
Payroll Total (Direct+Burden)	-394,146	-332,043	-364,888	-237,138	-386,387	-281,289	-336,028	-469,441	-418,687	-304,126	-424,972	-27,554	-92,558	-332,414
Burden % of Direct	42.0%	20.4%	38.7%	46.0%	45.9%	53.6%	189.0%	36.1%	42.7%	48.8%	39.5%	-3.0%	-12.4%	52.0%
Staff Expense	-171	0	-16	-21	-9	-382	-385	-1,313	-1,807	-6,319	-11,844	-8,698	-6,044	-5,800
Utilities Expense	-4,824	-5,333	-6,093	-6,699	-5,938	-5,611	-8,536	-6,765	-4,257	-4,823	-3,278	2,004	2,222	-5,500
Supplies & Maintenance Expense	-17,429	-16,509	-14,244	-16,431	-24,166	-24,195	-21,211	-22,682	-25,859	-24,341	-25,507	-1,212	-1,773	-23,734
Insurance Expense	-2,313	-2,111	-1,800	-1,800	-1,800	-2,200	-1,790	-2,400	-1,846	-2,400	-2,400	-185	0	-2,400
Administration & Other Expense	-12,509	-4,643	-5,338	-6,290	-12,625	-10,516	-18,325	-14,713	-16,197	-7,426	-8,282	4,496	7,998	-16,280
Printing & Postage	-49	-141	-122	-91	-61	-28	-264	-2,020	-114	-14	-34	682	106	-140
Property & Income Tax Expense	0	861	5,902	2,176	0	1,756	0	0	0	0	-1,253	-1,253	-1,853	600
Total Operating Expenses	-37,294	-27,876	-21,711	-29,156	-44,599	-41,176	-50,510	-49,893	-50,081	-45,324	-52,597	-4,165	657	-53,254
TOTAL Payroll&Operating Expense	-431,440	-359,919	-386,599	-266,294	-430,986	-322,465	-386,539	-519,334	-468,767	-349,450	-477,569	-31,719	-91,901	-385,668
NOR before Alloc Overhead	-326,683	-240,244	-273,128	-149,302	-309,873	-200,777	-269,539	-354,364	-295,150	-206,706	-340,788	-55,382	-67,720	-273,068
Allocated Overhead	71,341	0	0	0	0	0	0	0	0	0	169,807	169,807	0	169,807
NET OPERATING RESULTS (NOR)	-255,342	-240,244	-273,128	-149,302	-309,873	-200,777	-269,539	-354,364	-295,150	-206,706	-170,981	114,425	-67,720	-103,261
as a % of Gross Revenue	3086.8%	-996.9%	-1083.7%	-388.6%	-1013.1%	-424.1%	-980.7%	-893.8%	-525.3%	-376.1%	-1343.7%	-745.3%	-832.5%	-511.2%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exl'd Transfers	-255,342	-240,244	-273,128	-149,302	-309,873	-200,777	-269,539	-354,364	-295,150	-206,706	-170,981	114,425	-67,720	-103,261
Cost Recovery Pctg (pre-alloc overhead)	53.4%	66.9%	58.2%	77.5%	54.7%	69.4%	157.2%	65.2%	75.5%	75.1%	58.4%	-13.6%	6.8%	51.6%
Cost Recovery Pctg (post-alloc overhead)	52.4%	66.9%	58.2%	77.5%	54.7%	69.4%	157.2%	65.2%	75.5%	75.1%	197.2%	125.3%	80.9%	116.4%
Total Expense (TE) (cogs+payroll+opexp)	-431,440	-359,921	-386,597	-266,294	-430,986	-322,465	-386,539	-519,334	-468,767	-349,450	-477,569	-31,719	-91,901	-385,668
Payroll Direct % Revenue	-3813.3%	1129.9%	1050.0%	423.4%	920.6%	425.0%	877.6%	848.7%	556.2%	396.7%	1352.3%	751.8%	738.2%	614.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Communications (015)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	83,769	91,266	88,671	86,000	79,855	71,983	120,009	69,665	81,029	74,923	83,996	8,791	-504	84,500
GROSS REVENUE	83,769	91,266	88,671	86,000	79,855	71,983	120,009	69,665	81,029	74,923	83,996	8,791	-504	84,500
GROSS MARGIN	83,769	91,266	88,671	86,000	79,855	71,983	120,009	69,665	81,029	74,923	83,996	8,791	-504	84,500
Payroll Salaries and Wages (direct payroll)	-76,696	-83,227	-107,979	-110,889	-123,343	-125,639	-135,445	-146,569	-132,620	-181,251	-184,868	-31,389	9,455	-194,323
Payroll Taxes & Benefits (burden)	-25,907	-30,684	-33,212	-31,207	-33,202	-34,878	-34,644	-32,310	-31,034	-36,020	-37,811	-4,690	7,815	-45,626
Payroll Total (Direct+Burden)	-102,603	-113,911	-141,191	-142,097	-156,545	-160,517	-170,089	-178,879	-163,654	-217,271	-222,680	-36,079	17,269	-239,949
Burden % of Direct	63.3%	73.4%	61.7%	57.5%	56.2%	57.2%	51.5%	42.6%	47.7%	39.5%	38.7%	-4.5%	-6.6%	47.4%
Staff Expense	-60	-26	-743	-356	-261	-259	-390	-90	-262	-531	-740	-446	-570	-170
Utilities Expense	0	-226	-475	-763	-1,176	-1,504	-1,328	-1,169	-1,179	-602	-697	286	563	-1,260
Supplies & Maintenance Expense	-2,786	-2,922	-4,820	-4,267	-5,853	-7,889	-6,143	-8,435	-6,738	-4,320	-4,928	1,569	5,322	-10,250
Administration & Other Expense	-6,930	-16,282	-9,693	-19,321	-25,027	-21,306	-9,225	-12,502	-15,650	-56,067	-39,605	-11,532	8,165	-47,770
Printing & Postage	-74,580	-93,414	-94,439	-97,389	-99,577	-104,615	-95,735	-99,145	-86,835	-69,506	-63,996	21,166	9,384	-73,380
Total Operating Expenses	-84,356	-112,869	-110,170	-122,095	-131,895	-135,574	-112,820	-121,341	-110,663	-131,026	-109,967	11,043	22,863	-132,830
TOTAL Payroll&Operating Expense	-186,959	-226,780	-251,360	-264,192	-288,440	-296,091	-282,909	-300,220	-274,317	-348,297	-332,647	-25,036	40,132	-372,779
NOR before Alloc Overhead	-103,190	-135,514	-162,689	-178,192	-208,584	-224,108	-162,900	-230,555	-193,288	-273,374	-248,651	-16,245	39,628	-288,279
Allocated Overhead	17,338	0	0	0	0	0	0	0	0	0	192,533	192,533	0	192,533
NET OPERATING RESULTS (NOR)	-85,852	-135,514	-162,689	-178,192	-208,584	-224,108	-162,900	-230,555	-193,288	-273,374	-56,118	176,288	39,628	-95,746
as a % of Gross Revenue	-204.2%	-310.1%	-370.6%	-412.8%	-523.1%	-899.3%	-274.9%	-671.0%	-462.1%	-711.6%	-249.7%	365.2%	59.1%	-308.9%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exid Transfers	-85,852	-135,514	-162,689	-178,192	-208,584	-224,108	-162,900	-230,555	-193,288	-273,374	-56,118	176,288	39,628	-95,746
Cost Recovery Pctg (pre-alloc overhead)	87.0%	78.9%	70.1%	65.3%	55.3%	44.7%	92.2%	46.0%	61.1%	44.2%	50.2%	-0.2%	4.0%	46.2%
Cost Recovery Pctg (post-alloc overhead)	99.0%	78.9%	70.1%	65.3%	55.3%	44.7%	92.2%	46.0%	61.1%	44.2%	261.0%	210.6%	136.5%	124.5%
Total Expense (TE) (cogs+payroll+opexp)	-186,959	-226,780	-251,360	-264,192	-288,440	-296,091	-282,909	-300,220	-274,317	-348,297	-332,647	-25,036	40,132	-372,779
Payroll Direct % Revenue	187.0%	177.0%	243.9%	247.5%	295.2%	431.5%	227.6%	416.3%	313.9%	472.8%	441.8%	40.8%	-7.1%	448.9%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Member Services (040)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	4,317	5,044	5,108	4,430	4,717	6,899	4,989	7,227	8,845	7,816	7,616	-346	-684	8,300
GROSS REVENUE	4,317	5,044	5,108	4,430	4,717	6,899	4,989	7,227	8,845	7,816	7,616	-346	-684	8,300
COST OF GOODS SOLD	-1,551	-221	0	0	0	0	0	0	0	0	0	0	0	0
GROSS MARGIN	2,766	4,824	5,108	4,430	4,717	6,899	4,989	7,227	8,845	7,816	7,616	-346	-684	8,300
Payroll Salaries and Wages (direct payroll)	-69,871	-59,670	-59,809	-60,530	-70,273	-72,590	-80,288	-70,483	-73,492	-83,649	-82,345	-6,470	5,089	-87,434
Payroll Taxes & Benefits (burden)	-24,741	-24,408	-23,392	-19,183	-19,200	-21,219	-23,462	-19,757	-19,506	-24,227	-28,649	-7,486	3,343	-31,992
Payroll Total (Direct+Burden)	-94,612	-84,077	-83,201	-79,713	-89,473	-93,808	-103,751	-90,241	-92,998	-107,876	-110,994	-13,956	8,432	-119,426
Burden % of Direct	66.3%	81.8%	78.3%	64.0%	55.0%	56.9%	59.0%	52.9%	51.6%	57.0%	65.7%	11.9%	-5.0%	70.8%
Staff Expense	-85	-50	-25	-5	-45	-39	-106	-44	-221	-612	-192	101	-2	-190
Utilities Expense	0	0	0	0	0	0	-150	-180	-180	-180	-180	0	0	-180
Supplies & Maintenance Expense	-8,167	-2,756	-3,883	-3,803	-5,312	-8,203	-6,880	-10,112	-9,532	-10,560	-6,878	3,189	2,702	-9,580
Contract Labor & Services	0	0	0	0	0	0	0	0	0	0	0	-285	-285	0
Administration & Other Expense	1	-542	-454	-1,293	-1,489	-2,281	-3,569	-3,093	-3,543	-3,136	-2,662	596	1,628	-4,290
Printing & Postage	-68	-176	-111	-174	-315	-378	-358	-404	-272	-741	-493	-21	-193	-300
Credit Card Fees	-2,689	-2,426	-2,537	-2,647	-3,337	-3,478	-4,344	-4,300	-6,244	-3,459	-3,455	1,213	-205	-3,250
Total Operating Expenses	-11,008	-5,950	-7,010	-7,921	-10,498	-14,379	-15,407	-18,133	-19,992	-18,689	-14,145	4,793	3,645	-17,790
TOTAL Payroll&Operating Expense	-105,620	-90,027	-90,211	-87,634	-99,971	-108,187	-119,158	-108,374	-112,990	-126,565	-125,139	-9,163	12,077	-137,216
NOR before Alloc Overhead	-102,854	-85,203	-85,103	-83,203	-95,253	-101,288	-114,169	-101,147	-104,145	-118,749	-117,523	-9,509	11,393	-128,916
Allocated Overhead	11,584	0	0	0	0	0	0	0	0	0	84,981	84,981	0	84,981
NET OPERATING RESULTS (NOR)	-91,270	-85,203	-85,103	-83,203	-95,253	-101,288	-114,169	-101,147	-104,145	-118,749	-32,542	75,472	11,393	-43,935
as a % of Gross Revenue	-3932.3%	-3481.8%	-3224.7%	-3700.7%	-4091.0%	-3018.5%	-4730.8%	-2716.9%	-2344.7%	-3134.6%	-938.9%	1793.1%	576.1%	-1515.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exl'd Transfers	-91,270	-85,203	-85,103	-83,203	-95,253	-101,288	-114,169	-101,147	-104,145	-118,749	-32,542	75,472	11,393	-43,935
Cost Recovery Pctg (pre-alloc overhead)	8.0%	10.9%	12.2%	10.4%	11.0%	12.5%	9.5%	14.1%	17.7%	12.1%	13.9%	-0.7%	1.7%	12.2%
Cost Recovery Pctg (post-alloc overhead)	10.0%	10.9%	12.2%	10.4%	11.0%	12.5%	9.5%	14.1%	17.7%	12.1%	222.8%	208.2%	116.7%	106.2%
Total Expense (TE) (cogs+payroll+opexp)	-107,171	-90,248	-90,211	-87,634	-99,971	-108,187	-119,158	-108,374	-112,990	-126,565	-125,139	-9,163	12,077	-137,216
Payroll Direct % Revenue	3386.0%	2408.5%	2262.1%	2683.0%	3016.1%	2138.2%	3333.1%	1905.1%	1654.9%	2198.4%	2113.0%	193.6%	21.4%	2091.6%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
ASO (020)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	33,139	37,433	13,600	16,678	25,096	51,472	59,133	41,356	46,881	74,288	63,204	9,029	-10,896	74,100
GROSS REVENUE	33,139	37,433	13,600	16,678	25,096	51,472	59,133	41,356	46,881	74,288	63,204	9,029	-10,896	74,100
GROSS MARGIN	33,139	37,433	13,600	16,678	25,096	51,472	59,133	41,356	46,881	74,288	63,204	9,029	-10,896	74,100
Payroll Salaries and Wages (direct payroll)	-101,880	-61,793	-63,063	-61,478	-62,625	-60,289	-76,939	-81,280	-98,570	-115,861	-144,282	-45,712	-13,986	-130,296
Payroll Taxes & Benefits (burden)	-32,624	-21,011	-21,000	-21,738	-22,241	-21,780	-24,373	-24,554	-31,286	-38,610	-42,500	-11,017	6,024	-48,524
Payroll Total (Direct+Burden)	-134,504	-82,804	-84,063	-83,217	-84,866	-82,069	-101,312	-105,834	-129,856	-154,471	-186,782	-56,729	-7,962	-178,820
Burden % of Direct	64.4%	71.8%	63.7%	69.1%	70.5%	79.4%	64.7%	55.1%	64.2%	66.5%	57.9%	-4.0%	-18.3%	76.2%
Staff Expense	-96	-42	0	0	-118	-39	-92	-655	-365	-1,301	-303	471	-63	-240
Utilities Expense	-539	-546	-612	-769	-716	-577	-759	-356	-303	-491	-365	19	895	-1,260
Supplies & Maintenance Expense	-4,422	-3,228	-3,448	-2,633	-5,060	-3,146	-4,679	-4,406	-5,575	-4,553	-4,479	366	-219	-4,260
Insurance Expense	-663	-550	-560	-560	-580	-600	-447	-600	-461	-600	-600	-46	0	-600
Administration & Other Expense	-1,206	-1,083	-1,261	-1,140	-616	-192	-1,104	-1,038	-1,897	-3,341	-8,593	-6,500	1,477	-10,070
Printing & Postage	-604	-408	-287	-507	-758	-797	-1,094	-1,413	-799	-1,114	-1,466	-357	-66	-1,400
Credit Card Fees	0	0	0	0	0	0	0	0	0	-1,278	-1,282	-856	-212	-1,070
Total Operating Expenses	-7,530	-5,858	-6,168	-5,609	-7,849	-5,351	-8,175	-8,468	-9,400	-12,678	-17,087	-6,905	1,813	-18,900
TOTAL Payroll&Operating Expense	-142,034	-88,662	-90,231	-88,826	-92,714	-87,420	-109,488	-114,301	-139,257	-167,149	-203,869	-63,633	-6,149	-197,720
NOR before Alloc Overhead	-108,895	-51,229	-76,632	-72,148	-67,619	-35,949	-50,355	-72,945	-92,375	-92,860	-140,665	-54,604	-17,045	-123,620
Allocated Overhead	-6,673	0	0	0	0	0	0	0	0	0	-40,444	-40,444	0	-40,444
NET OPERATING RESULTS (NOR)	-115,568	-51,229	-76,632	-72,148	-67,619	-35,949	-50,355	-72,945	-92,375	-92,860	-181,109	-95,048	-17,045	-164,064
as a % of Gross Revenue	-795.1%	-330.7%	-1107.2%	-1353.2%	-850.4%	-227.9%	-248.7%	-469.1%	-426.6%	-235.5%	-543.5%	-166.4%	-134.4%	-409.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-115,568	-51,229	-76,632	-72,148	-67,619	-35,949	-50,355	-72,945	-92,375	-92,860	-181,109	-95,048	-17,045	-164,064
Cost Recovery Pctg (pre-alloc overhead)	44.5%	100.3%	30.7%	33.7%	47.7%	103.0%	97.4%	64.8%	64.7%	93.3%	68.1%	-6.2%	-7.9%	76.0%
Cost Recovery Pctg (post-alloc overhead)	42.2%	100.3%	30.7%	33.7%	47.7%	103.0%	97.4%	64.8%	64.7%	93.3%	62.3%	-12.0%	-5.3%	67.5%
Total Expense (TE) (cogs+payroll+opexp)	-142,034	-88,662	-90,231	-88,826	-92,714	-87,420	-109,488	-114,301	-139,257	-167,149	-203,869	-63,633	-6,149	-197,720
Payroll Direct % Revenue	655.0%	373.2%	917.7%	1079.0%	711.8%	282.7%	310.2%	495.4%	440.7%	301.2%	443.7%	31.2%	95.6%	348.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
MIS (025)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-112,119	-103,072	-118,881	-117,020	-131,522	-130,242	-152,278	-155,511	-166,019	-189,452	-182,681	-12,353	15,102	-197,783
Payroll Taxes & Benefits (burden)	-30,208	-28,025	-27,878	-27,260	-29,803	-33,273	-37,798	-33,855	-34,841	-42,146	-46,318	-9,371	5,312	-51,630
Payroll Total (Direct+Burden)	-142,327	-131,098	-146,759	-144,280	-161,325	-163,516	-190,076	-189,366	-200,860	-231,598	-228,999	-21,724	20,414	-249,413
Burden % of Direct	52.3%	53.3%	46.5%	45.3%	45.4%	51.9%	50.0%	42.0%	41.9%	42.7%	48.9%	6.8%	-3.4%	52.4%
Staff Expense	-364	-791	-2,415	-7,223	-201	4,180	-203	-2,562	1,704	-967	-1,292	-683	-1,172	-120
Utilities Expense	-26,189	-29,689	-32,537	-37,792	-41,140	-51,682	-64,554	-49,035	-47,362	-59,136	-35,817	16,027	12,583	-48,400
Supplies & Maintenance Expense	-19,026	-24,455	-29,829	-30,001	-28,339	-26,645	-29,306	-40,199	-24,308	-27,930	-25,782	5,030	7,658	-33,440
Administration & Other Expense	-3,651	-4,858	-1,296	-865	-2,454	-2,904	-3,317	-3,060	-9,350	-5,180	-6,380	-517	-280	-6,100
Printing & Postage	-52	-65	-16	-12	0	-62	0	0	0	0	-13	-13	57	-70
Credit Card Fees	-153	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	-49,434	-59,857	-66,094	-75,894	-72,133	-77,113	-97,380	-94,856	-79,316	-93,212	-69,284	19,844	18,846	-88,130
TOTAL Payroll&Operating Expense	-191,760	-190,955	-212,853	-220,174	-233,458	-240,628	-287,456	-284,222	-280,175	-324,810	-298,282	-1,880	39,261	-337,543
NOR before Alloc Overhead	-191,760	-190,955	-212,853	-220,174	-233,458	-240,628	-287,456	-284,222	-280,175	-324,810	-298,282	-1,880	39,261	-337,543
Allocated Overhead	66,634	0	0	0	0	0	0	0	0	0	228,269	228,269	0	228,269
NET OPERATING RESULTS (NOR)	-125,127	-190,955	-212,853	-220,174	-233,458	-240,628	-287,456	-284,222	-280,175	-324,810	-70,013	226,389	39,261	-109,274
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-125,127	-190,955	-212,853	-220,174	-233,458	-240,628	-287,456	-284,222	-280,175	-324,810	-70,013	226,389	39,261	-109,274
Total Expense (TE) (cogs+payroll+opexp)	-191,760	-190,955	-212,853	-220,174	-233,458	-240,628	-287,456	-284,222	-280,175	-324,810	-298,282	-1,880	39,261	-337,543

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
 Accounting (030)
 6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
All Other Revenue	630	831	810	396	1,088	340	566	2,187	2,637	2,320	2,872	491	372	2,500
GROSS REVENUE	630	831	810	396	1,088	340	566	2,187	2,637	2,320	2,872	491	372	2,500
GROSS MARGIN	630	831	810	396	1,088	340	566	2,187	2,637	2,320	2,872	491	372	2,500
Payroll Salaries and Wages (direct payroll)	-177,673	-191,813	-201,824	-200,288	-229,479	-226,085	-231,190	-254,894	-253,914	-274,765	-288,504	-27,313	-5,410	-283,094
Payroll Taxes & Benefits (burden)	-54,446	-52,165	-56,805	-57,121	-67,778	-69,014	-71,816	-70,573	-72,315	-78,513	-71,653	2,148	12,643	-84,296
Payroll Total (Direct+Burden)	-232,119	-243,977	-258,629	-257,409	-297,257	-295,099	-303,006	-325,467	-326,229	-353,278	-360,157	-25,165	7,233	-367,390
Burden % of Direct	61.0%	53.5%	56.1%	56.5%	57.9%	62.3%	64.0%	54.1%	56.9%	58.2%	46.7%	-9.7%	-13.4%	60.1%
Staff Expense	-490	-259	-788	-1,075	-412	-598	-746	-1,414	-7,332	-1,680	-1,146	2,330	-46	-1,100
Utilities Expense	-1,366	-1,365	-1,832	-2,272	-3,070	-2,954	-2,972	-3,457	-3,394	-1,100	-1,017	1,634	1,863	-2,880
Supplies & Maintenance Expense	-8,913	-7,453	-8,395	-9,166	-7,313	-6,861	-5,995	-8,678	-10,532	-7,056	-11,538	-2,782	1,770	-13,308
Administration & Other Expense	-26,062	-21,481	-27,658	-20,191	-15,578	-16,235	-17,584	-23,854	-21,861	-26,805	-33,363	-9,189	-15,886	-17,477
Printing & Postage	-1,614	-1,968	-1,719	-1,546	-964	-1,113	-1,826	-1,174	-1,513	-654	-1,609	-495	-409	-1,200
Credit Card Fees	4	-52	-255	-56	-157	-563	-51	-139	-285	-349	-605	-347	-385	-220
Property & Income Tax Expense	-147	0	-4,286	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	-38,589	-32,578	-44,934	-34,305	-27,494	-28,325	-29,174	-38,715	-44,918	-37,644	-49,277	-8,851	-13,092	-36,185
TOTAL Payroll&Operating Expense	-270,708	-276,555	-303,563	-291,715	-324,751	-323,423	-332,180	-364,182	-371,148	-390,922	-409,434	-34,016	-5,859	-403,575
NOR before Alloc Overhead	-270,078	-275,724	-302,753	-291,319	-323,664	-323,084	-331,615	-361,996	-368,511	-388,601	-406,561	-33,525	-5,486	-401,075
Allocated Overhead	69,926	0	0	0	0	0	0	0	0	0	269,406	269,406	0	269,406
NET OPERATING RESULTS (NOR)	-200,152	-275,724	-302,753	-291,319	-323,664	-323,084	-331,615	-361,996	-368,511	-388,601	-137,155	235,881	-5,486	-131,669
as a % of Gross Revenue	-28894.2%	-65497.1%	-90611.8%	-396397.8%	-63674.7%	-186224.3%	-113940.3%	-41488.2%	-36787.3%	-42653.8%	-14466.6%	25843.2%	11867.2%	-26333.8%
Annual Assessment Revenue,														
change in Operating Fund Balance, exld Transfers	-200,152	-275,724	-302,753	-291,319	-323,664	-323,084	-331,615	-361,996	-368,511	-388,601	-137,155	235,881	-5,486	-131,669
Cost Recovery Pctg (pre-alloc overhead)	0.3%	0.6%	0.5%	0.2%	0.6%	0.2%	0.4%	1.1%	1.3%	1.1%	1.4%	0.3%	0.3%	1.1%
Cost Recovery Pctg (post-alloc overhead)	0.3%	0.6%	0.5%	0.2%	0.6%	0.2%	0.4%	1.1%	1.3%	1.1%	10.1%	8.9%	-90.3%	100.4%
Total Expense (TE) (cogs+payroll+opexp)	-270,708	-276,555	-303,563	-291,715	-324,751	-323,423	-332,180	-364,182	-371,148	-390,922	-409,434	-34,016	-5,859	-403,575
Payroll Direct % Revenue	18839.7%	46319.1%	59965.0%	279654.7%	45084.9%	129530.2%	78752.2%	29004.8%	24224.6%	29959.0%	20127.8%	-7601.6%	-7642.8%	27770.7%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Human Resources (035)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-62,809	-81,393	-68,829	-66,933	-66,309	-67,683	-68,324	-80,220	-90,659	-100,604	-129,419	-38,924	-21,828	-107,591
Payroll Taxes & Benefits (burden)	-25,037	-19,462	-19,015	-17,985	-18,194	-18,029	-17,606	-17,312	-21,738	-23,112	-25,785	-5,065	6,399	-32,184
Payroll Total (Direct+Burden)	-87,846	-100,854	-87,844	-84,918	-84,503	-85,712	-85,931	-97,531	-112,398	-123,716	-155,204	-43,989	-15,429	-139,775
Burden % of Direct	89.8%	46.6%	54.5%	53.1%	56.1%	54.7%	52.2%	42.0%	49.3%	45.9%	41.6%	-4.1%	-18.4%	60.0%
Staff Expense	-56,069	-57,122	-50,719	-42,807	-36,999	-39,617	-39,439	-51,138	-52,167	-67,390	-59,868	-2,970	-4,168	-55,700
Utilities Expense	-458	-287	-403	-390	-649	-693	-569	-503	-499	-270	-330	94	210	-540
Supplies & Maintenance Expense	-3,957	-4,524	-9,291	-2,613	-2,296	-3,434	-3,463	-2,468	-3,293	-3,842	-6,421	-3,220	-691	-5,730
Administration & Other Expense	-5,181	-10,762	-5,372	-16,300	-2,497	-7,682	-6,457	-3,398	-5,624	-2,467	-2,789	1,040	111	-2,900
Printing & Postage	-842	-1,367	-149	-235	-180	-367	-240	-335	-63	-103	-265	-98	-75	-190
Total Operating Expenses	-66,507	-74,062	-65,933	-62,344	-42,621	-51,794	-50,168	-57,841	-61,645	-74,071	-69,673	-5,154	-4,613	-65,060
TOTAL Payroll&Operating Expense	-154,353	-174,917	-153,777	-147,262	-127,124	-137,506	-136,098	-155,372	-174,043	-197,787	-224,877	-49,143	-20,042	-204,835
NOR before Alloc Overhead	-154,353	-174,917	-153,777	-147,262	-127,124	-137,506	-136,098	-155,372	-174,043	-197,787	-224,877	-49,143	-20,042	-204,835
Allocated Overhead	45,361	0	0	0	0	0	0	0	0	0	125,806	125,806	0	125,806
NET OPERATING RESULTS (NOR)	-108,992	-174,917	-153,777	-147,262	-127,124	-137,506	-136,098	-155,372	-174,043	-197,787	-99,071	76,663	-20,042	-79,029
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-108,992	-174,917	-153,777	-147,262	-127,124	-137,506	-136,098	-155,372	-174,043	-197,787	-99,071	76,663	-20,042	-79,029
Total Expense (TE) (cogs+payroll+opexp)	-154,353	-174,917	-153,777	-147,262	-127,124	-137,506	-136,098	-155,372	-174,043	-197,787	-224,877	-49,143	-20,042	-204,835

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Facility Administration (165)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-52,057	-78,015	-91,136	-122,103	-157,904	-154,484	-179,179	-103,467	-84,282	-117,456	-124,823	-23,088	-9,189	-115,634
Payroll Taxes & Benefits (burden)	-16,615	-23,270	-23,404	-29,587	-37,410	-41,981	-47,474	-29,645	-23,269	-33,071	-34,716	-6,054	5,586	-40,302
Payroll Total (Direct+Burden)	-68,672	-101,285	-114,541	-151,689	-195,315	-196,465	-226,653	-133,111	-107,551	-150,528	-159,539	-29,142	-3,603	-155,936
Burden % of Direct	60.8%	57.7%	51.8%	51.9%	48.0%	55.1%	55.8%	58.7%	60.1%	55.4%	53.0%	-5.1%	-18.6%	71.6%
Staff Expense	-10	-186	-108	-147	-190	-46	-131	-793	-1,920	-2,560	-1,199	559	151	-1,350
Utilities Expense	-1,016	-1,152	-1,385	-1,779	-1,770	-1,974	-1,596	-1,686	-1,891	-1,946	-1,691	149	409	-2,100
Fuel & Oil Expense	0	0	-15	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense	-480	-604	-1,041	53,050	85,220	103,101	106,128	34,868	-4,359	-3,541	-2,155	-11,144	-215	-1,940
Insurance Expense	-85	0	0	0	0	0	0	0	0	0	0	0	0	0
Administration & Other Expense	-3,898	-280	-958	-1,213	-1,699	-3,730	-6,945	-6,362	-10,421	-13,187	-3,238	6,752	3,319	-6,557
Printing & Postage	-13	-43	-75	-29	-8	-1	-21	-31	-31	-35	-3	29	297	-300
Total Operating Expenses	-5,502	-2,265	-3,582	49,882	81,553	97,351	97,434	25,995	-18,622	-21,268	-8,286	-3,654	3,961	-12,247
TOTAL Payroll&Operating Expense	-74,174	-103,550	-118,123	-101,808	-113,762	-99,114	-129,219	-107,116	-126,173	-171,796	-167,824	-32,796	359	-168,183
NOR before Alloc Overhead	-74,174	-103,550	-118,123	-101,808	-113,762	-99,114	-129,219	-107,116	-126,173	-171,796	-167,824	-32,796	359	-168,183
Allocated Overhead	-1,556	0	0	0	0	0	0	0	0	0	113,443	113,443	0	113,443
NET OPERATING RESULTS (NOR)	-75,730	-103,550	-118,123	-101,808	-113,762	-99,114	-129,219	-107,116	-126,173	-171,796	-54,381	80,647	359	-54,740
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-75,730	-103,550	-118,123	-101,808	-113,762	-99,114	-129,219	-107,116	-126,173	-171,796	-54,381	80,647	359	-54,740
Total Expense (TE) (cogs+payroll+opexp)	-74,174	-103,550	-118,123	-101,808	-113,762	-99,114	-129,219	-107,116	-126,173	-171,796	-167,824	-32,796	359	-168,183

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Forestry (050)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19			
	Actual 10	Actual 9	Actual 8	Actual 7	Actual 6	Actual 5	Actual 4	Actual 3	Actual 2	Actual 1	Actual 0			
All Other Revenue	423	-1	6,125	969	560	18,202	2,633	160	1,853	338	61,770	60,986	47,470	14,300
GROSS REVENUE	423	-1	6,125	969	560	18,202	2,633	160	1,853	338	61,770	60,986	47,470	14,300
GROSS MARGIN	423	-1	6,125	969	560	18,202	2,633	160	1,853	338	61,770	60,986	47,470	14,300
Payroll Salaries and Wages (direct payroll)	-79,339	-84,684	-86,375	-92,926	-98,862	-106,921	-141,597	-117,291	-138,746	-156,448	-98,699	38,795	60,535	-159,234
Payroll Taxes & Benefits (burden)	-20,151	-23,805	-25,202	-24,765	-27,951	-28,472	-41,982	-29,636	-34,796	-37,570	-22,578	11,423	22,396	-44,974
Payroll Total (Direct+Burden)	-99,489	-108,489	-111,576	-117,691	-126,812	-135,393	-183,579	-146,927	-173,542	-194,017	-121,277	50,218	82,931	-204,208
Burden % of Direct	51.6%	54.7%	58.3%	54.2%	56.3%	54.2%	59.2%	47.0%	50.7%	48.7%	36.7%	-12.1%	-18.7%	55.4%
Staff Expense	-141	0	0	-200	-944	-887	-297	-446	-792	-269	-1,315	-813	-1,190	-125
Utilities Expense	-2,856	-2,898	-3,035	-4,653	-6,000	-3,490	-3,128	-3,529	-3,741	-3,415	-3,795	-233	45	-3,840
Supplies & Maintenance Expense	-6,238	-4,030	-1,232	8,782	-21,259	-18,249	-23,098	-25,357	-15,698	-31,567	-41,364	-17,156	-15,174	-26,190
Contract Labor & Services	-6,040	-8,840	-2,255	-9,582	-2,922	-53,705	39,866	12,259	-148,328	144,092	-67,283	-69,957	-59,183	-8,100
Insurance Expense	-9,319	-8,443	-7,600	-5,600	-8,000	-7,600	-5,369	-7,200	-5,422	-8,000	-8,400	-1,526	0	-8,400
Administration & Other Expense	-5,963	-2,075	-1,407	-2,308	-2,199	-3,062	-2,256	-1,475	-3,232	-2,694	-4,210	-1,743	-860	-3,350
Printing & Postage	-8	-5	-304	-5	-677	-200	-690	-29	-43	-427	-330	-164	160	-490
Total Operating Expenses	-30,564	-26,291	-15,833	-13,567	-42,001	-87,192	5,027	-25,778	-177,256	97,720	-126,697	-91,592	-76,202	-50,495
TOTAL Payroll&Operating Expense	-130,054	-134,780	-127,409	-131,258	-168,814	-222,585	-178,552	-172,706	-350,798	-96,297	-247,974	-41,374	6,729	-254,703
NOR before Alloc Overhead	-129,631	-134,780	-121,285	-130,289	-168,254	-204,383	-175,919	-172,546	-348,945	-95,960	-186,204	19,612	54,199	-240,403
Allocated Overhead	-15,817	0	0	0	0	0	0	0	0	0	-60,063	-60,063	0	-60,063
NET OPERATING RESULTS (NOR)	-145,448	-134,780	-121,285	-130,289	-168,254	-204,383	-175,919	-172,546	-348,945	-95,960	-246,267	-40,451	54,199	-300,466
as a % of Gross Revenue	-19059.2%	6702596.0%	-881.9%	-5384.4%	-12170.7%	-633.4%	-12592.8%	-30034.8%	-5040.1%	7469.5%	-1944.1%	7257.8%	-533.1%	-1411.0%
Annual Assessment Revenue,														
change in Operating Fund														
Balance, exld Transfers	-145,448	-134,780	-121,285	-130,289	-168,254	-204,383	-175,919	-172,546	-348,945	-95,960	-246,267	-40,451	54,199	-300,466
Cost Recovery Pctg (pre-alloc overhead)	0.6%	0.0%	10.2%	1.8%	0.8%	13.6%	3.2%	0.3%	1.9%	-1.4%	65.0%	64.7%	55.9%	9.2%
Cost Recovery Pctg (post-alloc overhead)	0.5%	0.0%	10.2%	1.8%	0.8%	13.6%	3.2%	0.3%	1.9%	-1.4%	63.1%	62.8%	56.5%	6.6%
Total Expense (TE) (cogs+payroll+opexp)	-130,054	-134,780	-127,409	-131,258	-168,814	-222,585	-178,552	-172,706	-350,798	-96,297	-247,974	-41,374	6,729	-254,703
Payroll Direct % Revenue	9893.6%	-4959441.3%	697.1%	5171.2%	8354.8%	323.0%	12750.2%	28022.4%	3990.4%	25376.6%	737.7%	-18392.1%	93.7%	644.1%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Vehicle Maintenance
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3yrAvg	18/19 Var to BDG	18/19 BUDGET 0	
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0				
Payroll Salaries and Wages (direct payroll)	-82,457	-73,646	-98,492	-2,821	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits (burden)	-28,288	-27,876	-30,694	-5,205	0	0	0	0	0	0	0	0	0	0	0
Payroll Total (Direct+Burden)	-110,745	-101,522	-129,187	-8,026	0	0	0	0	0	0	0	0	0	0	0
Burden % of Direct	65.6%	79.0%	63.7%	184.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Staff Expense	-21	-30	0	0	0	0	0	0	0	0	0	0	0	0	0
Utilities Expense	-10,155	-9,240	-10,161	-3,267	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense	8,108	9,041	20,405	-1,545	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-1,854	-1,911	-1,800	-600	0	0	0	0	0	0	0	0	0	0	0
Administration & Other Expense	-530	-581	-1,449	0	0	0	0	0	0	0	0	0	0	0	0
Printing & Postage	-4	-46	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	-4,457	-2,768	6,995	-5,411	0	0	0	0	0	0	0	0	0	0	0
TOTAL Payroll&Operating Expense	-115,202	-104,289	-122,192	-13,438	0	0	0	0	0	0	0	0	0	0	0
NOR before Alloc Overhead	-115,202	-104,289	-122,192	-13,438	0	0	0	0	0	0	0	0	0	0	0
Allocated Overhead	-5,281	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET OPERATING RESULTS (NOR)	-120,483	-104,289	-122,192	-13,438	0	0	0	0	0	0	0	0	0	0	0
<i>Annual Assessment Revenue,</i>															
change in Operating Fund															
Balance, exld Transfers	-120,483	-104,289	-122,192	-13,438	0	0	0	0	0	0	0	0	0	0	0
Total Expense (TE) (cogs+payroll+opexp)	-115,202	-104,289	-122,192	-13,438	0	0	0	0	0	0	0	0	0	0	0

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Maintenance (160)
6 WINTER MONTHS (nov-apr)

	<i>WINTER MONTHS (nov-apr)</i>											18/19 Var to 3YrAvg	18/19 Var to BDG	18/19 BUDGET 0
	08/09 Actual 10	09/10 Actual 9	10/11 Actual 8	11/12 Actual 7	12/13 Actual 6	13/14 Actual 5	14/15 Actual 4	15/16 Actual 3	16/17 Actual 2	17/18 Actual 1	18/19 Actual 0			
Payroll Salaries and Wages (direct payroll)	-172,753	-176,183	-196,801	-214,258	-229,556	-200,361	-233,547	-271,832	-278,263	-287,359	-306,113	-26,961	-6,838	-299,275
Payroll Taxes & Benefits (burden)	-68,390	-60,304	-65,061	-74,873	-80,718	-76,044	-86,490	-80,260	-82,555	-90,365	-87,484	-3,090	13,542	-101,026
Payroll Total (Direct+Burden)	-241,143	-236,488	-261,862	-289,131	-310,273	-276,405	-320,037	-352,092	-360,818	-377,725	-393,596	-30,052	6,705	-400,301
Burden % of Direct	80.3%	68.6%	65.9%	67.4%	71.2%	74.4%	74.4%	55.2%	59.0%	62.8%	56.1%	-2.9%	-12.3%	68.4%
Staff Expense	-80	-194	-80	-316	-533	-657	-1,024	-1,146	-547	-3,532	-5,106	-3,365	-3,864	-1,242
Utilities Expense	-19,025	-15,545	-20,493	-24,279	-23,854	-23,778	-22,168	-19,984	-18,572	-14,433	-13,767	3,896	2,633	-16,400
Supplies & Maintenance Expense	27,333	-22,020	-28,961	8,877	15,928	10,694	25,028	63,509	55,894	41,751	66,352	12,634	41,570	24,782
Insurance Expense	-8,281	-7,169	-6,800	-6,000	-9,000	-10,000	-7,606	-10,200	-7,845	-11,400	-12,000	-2,185	0	-12,000
Administration & Other Expense	-1,796	-1,015	-2,690	-3,405	-4,224	-4,024	-5,829	-4,633	-6,343	-2,641	-3,787	752	813	-4,600
Printing & Postage	-1	-17	-12	-27	-4	0	-81	-1	0	-19	0	6	0	0
Total Operating Expenses	-1,850	-45,959	-59,036	-25,149	-21,687	-27,765	-11,680	27,545	22,588	9,725	31,691	11,739	41,151	-9,460
TOTAL Payroll&Operating Expense	-242,993	-282,447	-320,899	-314,280	-331,960	-304,170	-331,717	-324,546	-338,230	-367,999	-361,905	-18,313	47,856	-409,761
NOR before Alloc Overhead	-242,993	-282,447	-320,899	-314,280	-331,960	-304,170	-331,717	-324,546	-338,230	-367,999	-361,905	-18,313	47,856	-409,761
Allocated Overhead	-11,301	0	0	0	0	0	0	0	0	0	275,755	275,755	0	275,755
NET OPERATING RESULTS (NOR)	-254,294	-282,447	-320,899	-314,280	-331,960	-304,170	-331,717	-324,546	-338,230	-367,999	-86,150	257,442	47,856	-134,006
<i>Annual Assessment Revenue,</i>														
change in Operating Fund														
Balance, exld Transfers	-254,294	-282,447	-320,899	-314,280	-331,960	-304,170	-331,717	-324,546	-338,230	-367,999	-86,150	257,442	47,856	-134,006
Total Expense (TE) (cogs+payroll+opexp)	-242,993	-282,447	-320,899	-314,280	-331,960	-304,170	-331,717	-324,546	-338,230	-367,999	-361,905	-18,313	47,856	-409,761