

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - YTD**  
**For the Six Summer Months (May-Oct) 2019**

Including Allocated Overhead				Department	Including Allocated Overhead				Including Allocated Overhead					
Net Operating Results (NOR)					Revenue				Total Operating Expenses				SUMMER BUDGET (May-Oct)	
		Variance to Budget				Variance to Budget				Variance to Budget		Revenue	T O E	N O R
Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	BUDGET	BUDGET	BUDGET
\$	\$	\$		\$	\$	\$		\$	\$	\$		\$	\$	\$
43,869	10,827	33,042	305%	2,184,445	2,226,200	(41,755)	-2%	(2,140,577)	(2,215,373)	74,796	3%	2,226,200	(2,215,373)	10,827
8,255	8,698	(443)	-5%	620,814	644,600	(23,786)	-4%	(612,559)	(635,902)	23,343	4%	644,600	(635,902)	8,698
(132,339)	(116,929)	(15,410)	-13%	166,594	165,000	1,594	1%	(298,932)	(281,929)	(17,003)	-6%	165,000	(281,929)	(116,929)
242,764	248,985	(6,221)	-2%	692,825	750,000	(57,175)	-8%	(450,062)	(501,015)	50,953	10%	750,000	(501,015)	248,985
(12,368)	(37,331)	24,963	67%	255,789	213,000	42,789	20%	(268,157)	(250,331)	(17,826)	-7%	213,000	(250,331)	(37,331)
(20,684)	3,169	(23,853)	-753%	247,599	275,000	(27,401)	-10%	(268,283)	(271,831)	3,548	1%	275,000	(271,831)	3,169
(41,758)	(95,765)	54,007	56%	200,824	178,600	22,224	12%	(242,583)	(274,365)	31,782	12%	178,600	(274,365)	(95,765)
<b>(1,656,822)</b>	<b>(1,383,049)</b>	<b>(273,773)</b>	<b>-20%</b>	<b>3,378,040</b>	<b>\$ 4,103,400</b>	<b>(725,360)</b>	<b>-18%</b>	<b>(5,034,862)</b>	<b>\$ (5,486,449)</b>	<b>451,587</b>	<b>8%</b>	<b>4,103,400</b>	<b>(5,486,449)</b>	<b>(1,383,049)</b>
(594,413)	(626,196)	31,783	5%	4,854	-	4,854	0%	(599,267)	(626,196)	26,929	4%	-	(626,196)	(626,196)
(210,851)	(234,637)	23,786	10%	335	-	335	0%	(211,186)	(234,637)	23,451	10%	-	(234,637)	(234,637)
(39,728)	(43,416)	3,688	8%	-	-	-	0%	(39,728)	(43,416)	3,688	8%	-	(43,416)	(43,416)
(391,670)	12,583	(404,253)	#####	706,541	1,157,000	(450,459)	-39%	(1,098,211)	(1,144,417)	46,206	4%	1,157,000	(1,144,417)	12,583
7,409	(8,557)	15,966	187%	95,813	70,000	25,813	37%	(88,403)	(78,557)	(9,846)	-13%	70,000	(78,557)	(8,557)
(93,305)	(67,965)	(25,340)	-37%	238,635	255,000	(16,365)	-6%	(331,940)	(322,965)	(8,975)	-3%	255,000	(322,965)	(67,965)
(8,879)	(12,540)	3,661	29%	127,630	117,000	10,630	9%	(136,508)	(129,540)	(6,968)	-5%	117,000	(129,540)	(12,540)
(127,290)	(155,239)	27,949	18%	2,832	1,000	1,832	183%	(130,122)	(156,239)	26,117	17%	1,000	(156,239)	(155,239)
47,926	(1,639)	49,565	3024%	1,584,544	1,622,400	(37,856)	-2%	(1,536,618)	(1,624,039)	87,421	5%	1,622,400	(1,624,039)	(1,639)
(112,354)	(104,389)	(7,965)	-8%	201,026	270,000	(68,974)	-26%	(313,380)	(374,389)	61,009	16%	270,000	(374,389)	(104,389)
(68,022)	(61,871)	(6,151)	-10%	204,170	381,000	(176,830)	-46%	(272,192)	(442,871)	170,679	39%	381,000	(442,871)	(61,871)
(65,645)	(79,183)	13,538	17%	211,661	230,000	(18,339)	-8%	(277,306)	(309,183)	31,877	10%	230,000	(309,183)	(79,183)
<b>(1,612,954)</b>	<b>(1,372,222)</b>	<b>(240,732)</b>	<b>-18%</b>	<b>5,562,486</b>	<b>6,329,600</b>	<b>(767,114)</b>	<b>-12%</b>	<b>(7,175,439)</b>	<b>(7,701,822)</b>	<b>526,383</b>	<b>7%</b>	<b>6,329,600</b>	<b>(7,701,822)</b>	<b>(1,372,222)</b>
<b>(1,973,345)</b>	<b>(2,228,778)</b>	<b>255,433</b>	<b>11%</b>	<b>437,444</b>	<b>\$ 378,400</b>	<b>59,044</b>	<b>16%</b>	<b>(2,410,788)</b>	<b>\$ (2,607,178)</b>	<b>196,390</b>	<b>8%</b>	<b>378,400</b>	<b>(2,607,178)</b>	<b>(2,228,778)</b>
(1,103,241)	(1,140,132)	36,891	3%	-	-	-	0%	(1,103,241)	(1,140,132)	36,891	3%	-	(1,140,132)	(1,140,132)
(6,352)	-	(6,352)	#####	121,426	72,700	48,726	67%	(127,778)	(72,700)	(55,078)	-76%	72,700	(72,700)	-
73,658	-	73,658	#####	136,990	123,800	13,190	11%	(63,332)	(123,800)	60,468	49%	123,800	(123,800)	-
28,961	-	28,961	#####	-	-	-	0%	28,961	-	28,961	#####	-	-	-
(3,145)	-	(3,145)	#####	2,242	3,400	(1,158)	-34%	(5,387)	(3,400)	(1,987)	-58%	3,400	(3,400)	-
35,698	-	35,698	#####	-	-	-	0%	35,698	-	35,698	#####	-	-	-
(139,673)	(176,996)	37,323	21%	109,100	121,000	(11,900)	-10%	(248,773)	(297,996)	49,223	17%	121,000	(297,996)	(176,996)
20,789	-	20,789	#####	23,217	25,000	(1,783)	-7%	(2,428)	(25,000)	22,572	90%	25,000	(25,000)	-
35,894	-	35,894	#####	-	-	-	0%	35,894	-	35,894	#####	-	-	-
(950,763)	(911,650)	(39,113)	-4%	44,468	32,500	11,968	37%	(995,231)	(944,150)	(51,081)	-5%	32,500	(944,150)	(911,650)
34,828	-	34,828	#####	-	-	-	0%	34,828	-	34,828	#####	-	-	-
<b>\$ (3,586,299)</b>	<b>\$ (3,601,000)</b>	<b>\$ 14,701</b>	<b>0%</b>	<b>\$ 5,999,929</b>	<b>\$ 6,708,000</b>	<b>\$ (708,071)</b>	<b>-11%</b>	<b>\$ (9,586,228)</b>	<b>\$ (10,309,000)</b>	<b>\$ 722,772</b>	<b>7%</b>	<b>\$ 6,708,000</b>	<b>\$ (10,309,000)</b>	<b>\$ (3,601,000)</b>

**Tahoe Donner Association**  
**Operating Fund - Summary P&L by Department**  
**For the Six Summer Months (May-Oct) 2019**

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 493,615	\$ 460,573	\$ 471,378	\$ 33,042	7%	\$ 22,237	5%	<b>Private Amenities</b>	\$ 2,184,445	\$ (41,755)	-2%	\$ 79,201	4%	\$ (1,690,831)	\$ 74,796	4%	\$ (56,965)	-3%
148,107	148,550	134,738	(443)	0%	13,369	10%	Trout Creek Rec Ctr	620,814	(23,786)	-4%	30,358	5%	(472,707)	23,343	5%	(16,989)	-4%
(33,790)	(18,380)	(5,493)	(15,410)	-84%	(28,297)	-515%	Aquatics	166,594	1,594	1%	33,671	25%	(200,383)	(17,003)	-9%	(61,968)	-45%
309,426	315,647	285,194	(6,221)	-2%	24,232	8%	Beach Club Marina	692,825	(57,175)	-8%	11,082	2%	(383,400)	50,953	12%	13,150	3%
32,521	7,558	30,726	24,963	330%	1,795	6%	Tennis Center	255,789	42,789	20%	(6,564)	-3%	(223,268)	(17,826)	-9%	8,358	4%
12,697	36,550	31,223	(23,853)	-65%	(18,527)	-59%	Day Camps	247,599	(27,401)	-10%	(9,053)	-4%	(234,902)	3,548	1%	(9,474)	-4%
24,655	(29,352)	(5,010)	54,007	184%	29,665	592%	Recreation Programs	200,824	22,224	12%	19,707	11%	(176,170)	31,782	15%	9,958	5%
<b>(727,833)</b>	<b>(454,060)</b>	<b>(390,707)</b>	<b>(273,773)</b>	<b>-60%</b>	<b>(337,126)</b>	<b>-86%</b>	<b>Public Amenities</b>	<b>3,378,040</b>	<b>(725,360)</b>	<b>-18%</b>	<b>(551,499)</b>	<b>-14%</b>	<b>(4,105,873)</b>	<b>451,587</b>	<b>10%</b>	<b>214,372</b>	<b>5%</b>
(353,820)	(385,603)	(341,436)	31,783	8%	(12,385)	-4%	Downhill Ski	4,854	4,854	0%	1,371	39%	(358,674)	26,929	7%	(13,755)	-4%
(101,092)	(124,878)	(124,954)	23,786	19%	23,862	19%	Cross Country Ski	335	335	0%	(486)	-59%	(101,427)	23,451	19%	24,348	19%
(11,478)	(15,166)	(15,131)	3,688	24%	3,653	24%	Snowplay	-	-	0%	-	0%	(11,478)	3,688	24%	3,653	24%
(280,617)	123,636	97,040	(404,253)	-327%	(377,657)	-389%	Golf	706,541	(450,459)	-39%	(390,577)	-36%	(987,158)	46,206	4%	12,921	1%
25,394	9,428	23,395	15,966	169%	2,000	9%	Campground	95,813	25,813	37%	9,056	10%	(70,418)	(9,846)	-16%	(7,056)	-11%
(55,690)	(30,350)	(45,980)	(25,340)	-83%	(9,710)	-21%	Equestrian	238,635	(16,365)	-6%	11,256	5%	(294,325)	(8,975)	-3%	(20,966)	-8%
7,961	4,300	1,391	3,661	85%	6,570	472%	Bikeworks	127,630	10,630	9%	24,624	24%	(119,668)	(6,968)	-6%	(18,054)	-18%
(96,600)	(124,549)	(131,527)	27,949	22%	34,926	27%	Trails	2,832	1,832	183%	2,328	462%	(99,432)	26,117	21%	32,598	25%
255,686	206,121	270,580	49,565	24%	(14,894)	-6%	The Lodge	1,584,544	(37,856)	-2%	(19,094)	-1%	(1,328,858)	87,421	6%	4,200	0%
(86,844)	(78,879)	(52,620)	(7,965)	-10%	(34,224)	-65%	Summer Food and Bev	201,026	(68,974)	-26%	(56,690)	-22%	(287,870)	61,009	17%	22,467	7%
(9,782)	(2,831)	(13,970)	(6,951)	-246%	4,188	30%	Pizza on the Hill	204,170	(176,830)	-46%	(175,455)	-46%	(213,952)	169,879	44%	179,643	46%
(20,951)	(35,289)	(57,495)	14,338	41%	36,545	64%	Alder Creek Café	211,661	(18,339)	-8%	42,170	25%	(232,612)	32,677	12%	(5,626)	-2%
<b>(234,219)</b>	<b>6,513</b>	<b>80,671</b>	<b>(240,732)</b>	<b>-3696%</b>	<b>(314,890)</b>	<b>-390%</b>	<b>Amenities Total</b>	<b>5,562,486</b>	<b>(767,114)</b>	<b>-12%</b>	<b>(472,297)</b>	<b>-8%</b>	<b>(5,796,704)</b>	<b>526,383</b>	<b>8%</b>	<b>157,408</b>	<b>3%</b>
<b>(3,451,080)</b>	<b>(3,706,513)</b>	<b>(3,442,850)</b>	<b>255,433</b>	<b>7%</b>	<b>(8,229)</b>	<b>0%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>437,444</b>	<b>59,044</b>	<b>16%</b>	<b>(48,570)</b>	<b>-10%</b>	<b>(3,888,523)</b>	<b>196,390</b>	<b>5%</b>	<b>40,341</b>	<b>1%</b>
(502,630)	(539,521)	(494,018)	36,891	7%	(8,612)	-2%	General	-	-	0%	-	0%	(502,630)	36,891	7%	(8,612)	-2%
(356,081)	(349,729)	(426,589)	(6,352)	-2%	70,507	17%	Administration	121,426	48,726	67%	3,046	3%	(477,507)	(55,078)	-13%	67,461	12%
(171,789)	(245,447)	(223,004)	73,658	30%	51,215	23%	Communications	136,990	13,190	11%	9,681	8%	(308,779)	60,468	16%	41,534	12%
(308,833)	(337,794)	(308,526)	28,961	9%	(306)	0%	Information Tech	-	-	0%	-	0%	(308,833)	28,961	9%	(306)	0%
(411,537)	(408,392)	(378,683)	(3,145)	-1%	(32,854)	-9%	Accounting	2,242	(1,158)	-34%	(1,285)	-36%	(413,779)	(1,987)	0%	(31,569)	-8%
(162,015)	(197,713)	(180,143)	35,698	18%	18,128	10%	Human Resources	-	-	0%	-	0%	(162,015)	35,698	18%	18,128	10%
(77,842)	(115,165)	(68,777)	37,323	32%	(9,065)	-13%	Architectural Standards	109,100	(11,900)	-10%	(17,477)	-14%	(186,942)	49,223	21%	8,412	4%
(100,521)	(121,310)	(97,798)	20,789	17%	(2,723)	-3%	Member Services	23,217	(1,783)	-7%	(158)	-1%	(123,738)	22,572	15%	(2,564)	-2%
(133,561)	(169,455)	(165,205)	35,894	21%	31,644	19%	Risk & Facility Admin	-	-	0%	-	0%	(133,561)	35,894	21%	31,644	19%
(858,940)	(819,827)	(718,947)	(39,113)	-5%	(139,994)	-19%	Forestry	44,468	11,968	37%	(42,378)	-49%	(903,408)	(51,081)	-6%	(97,616)	-12%
(367,332)	(402,160)	(381,161)	34,828	9%	13,829	4%	Maintenance	-	-	0%	-	0%	(367,332)	34,828	9%	13,829	4%
<b>\$ (3,685,299)</b>	<b>\$ (3,700,000)</b>	<b>\$ (3,362,179)</b>	<b>\$ 14,701</b>	<b>0%</b>	<b>\$ (323,119)</b>	<b>-10%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,999,929</b>	<b>\$ (708,071)</b>	<b>-11%</b>	<b>\$ (520,868)</b>	<b>-8%</b>	<b>\$ (9,685,228)</b>	<b>\$ 722,772</b>	<b>7%</b>	<b>\$ 197,749</b>	<b>2%</b>

**Tahoe Donner Association**  
**Summer 2019 (May-Oct) Financial Performance**  
**Key Notes - MSalmon 12/11/2019**

July 4th Holiday 10 days Peak - TDA Revenue - B \$888,000 A \$822,000 PYA \$830,000

*The decrease is more pronounced factoring golf woes and concerts hit. The 2019 decline is attributed primarily to timing of the holiday period, 4th on a Thursday (shorter vacation period for many).*

*Wed in 2018 Thu in 2019 and Sat in 2020*

	Actual NORBO	Variance to		
		Budget	Prior Yr	
Trout Creek Rec Ctr	148,107	(443) 0%	13,369 10%	vs PY - The Amenity depts all impacted by \$1 9% increase, HOA depts not as impacted. Visits of 78,296 were 3% under budget and 0% under py Revenue down 23k 4% due primarily to Retail sales off \$16k 45% and no child care revenue \$6k Cogs savings due to lower retail sales and payroll savings due to no child care.
Aquatics	(33,790)	(15,410) -84%	(28,297) -515%	Chemical costs up \$18k 98% to B and \$19k/111% to PY - chlorine costs doubled over summer, changed product style and vendors, now up ~18% to B/PY
Beach Club Marina	309,426	(6,221) -2%	24,232 8%	Visits of 36,614 were 13% under Bdg and 13% under py (some due to weather on key weekends). Down in all areas, Mbr Rec Fee, Mbr Daily, and Guests - could be Daily increases impact. vs B - Revenue off \$57k 8% due to the volume in daily visits decrease, mostly offset by payroll savings of \$49k 16%; less hours, staffing changes, and burden savings.
Tennis Center	32,521	24,963 330%	1,795 6%	Visits of 22,931 wer up 24% to B and up 17% to PY
Day Camps	12,697	(23,853) -65%	(18,527) -59%	Visits of 4405 were down 6% to B and 8% to PY....Mbr down 2% Gst down 23% Member volume of kids total, py 64%, current year 69% vs B - Revenue off 10% \$27k - higher cost 'Guest' was down more than 'Mbr', and mix varies
Recreation Programs	24,655	54,007 184%	29,665 592%	Stronger concert results - higher revenue and lower costs, and strong Fall Festival.
Downhill Ski	(353,820)	31,783 8%	(12,385) -4%	Payroll savings of \$20k 7% due to turnover. Expense savings \$6k. Revenue misc, \$5k, \$0 Bdg.
Cross Country Ski	(101,092)	23,786 19%	23,862 19%	Expense savings, primarily in Snowcats R&M.
Snowplay	(11,478)	3,688 24%	3,653 24%	

	Actual NORBO	Variance to	
		Budget	Prior Yr

vs PY - The Amenity depts all impacted by \$1 9% increase, HOA depts not as impacted.

Golf	(280,617)	(404,253) -327%	(377,657) -389%	Golf Rounds of 12,775 off budget 29% and off py 26% big winter caused course damage, particularly the greens, negatively impacted golf all summer Golf revenue was off B \$450k 40% and off PY \$391k 36% delayed opening and snow on ground impacted golf maint, shifting some costs from April to may june, and golf maint had alot to do due to the damage. Golf maint for Summer was over budget \$6k or 1% and over last yaer \$35k 5%
Campground	25,394	15,966 169%	2,000 9%	camper nights of 2,202 up 30% to B and up 5% to py. The Reserve America nationwide reservations system continues to bolster visits&revenue accordingly. V Mix: M14% G12% P74%. Now falling into Budget via 3yr averages baseline, for B2020.
Equestrian	(55,690)	(25,340) -83%	(9,710) -21%	Visits of 4295 were off 19% to B and up 6% to py. Budget expectations not achieved on top lin.e Revenue off B 6% \$16k, up 5% 11k to py. Public volume/rev OFF significantly, due to price increases elasticity or competition or both. Costs continue to go up, ca min wage, solid waste, feed. Feed costs up \$3k 25% to B and PY.
Bikeworks	7,961	3,661 85%	6,570 472%	Good season despite slow start due to the snow pack.
Trails	(96,600)	27,949 22%	34,926 27%	Big winter snow impacted start of season and trail mainteance efforts most of summer.
The Lodge	255,686	49,565 24%	(14,894) -6%	Covers of 25,127 were down 14% to PY. Golf decline had some impact. vB Revenue off \$38k 2%. Banquets up \$75k 15%, all other off \$113k 12% vPY Revenue off \$19k 1%. Banquets up \$47k 9%, all other off \$66k 6% with golf rounds down 26% Cogs %Revenue at 25.5% consistent with last years 25.6% and favorable to Budget 27.7%. This % is lower than winter months (32.6% YTD April) due to higher margin Banquets a higher rev mix in SMR. Payroll was flat to py, after factoring CA min wage impact and portion of Director vacancy. %ofRevenue: Payroll Direct 35.4%A 35.4%B 34.9%PY, Payroll Incd Burden 45.0%A 45.6%B 44.1%PY Expenses were favoralbe to Budget \$13k 6% and favorable to PY \$1k 1%
Summer Food and Br	(86,844)	(7,965) -10%	(34,224) -65%	Negatively Impacted by golf volume decline. Snack bar rev of \$66k was off B \$41k and off PY \$40k. Marco Polo revenue of \$76k was up \$18k to B and up \$20k 34% to PY. Cogs at 32.3% compares unfavorably to py's 27.4%, due to large decline in volume.

	Actual NORBO	Variance to				
		Budget		Prior Yr		
						<i>vs PY - The Amenity depts all impacted by \$1 9% increase, HOA depts not as impacted.</i>
Pizza on the Hill	(8,982)	(6,151)	-217%	4,988	36%	Struggled early season due to departure of Manager and Chef. Closed after LDW. Revenue off 46% to B and off 46% to PY. Cogs at 30.8% compares unfavorably to py's 28.5%, due to large decline in volume. <i>The month of August, NOR beat budget by \$6k and py by \$10k</i>
Alder Creek Café	(21,751)	13,538	38%	35,745	62%	Revenue off \$18k to B. Banquets were good at \$63k, up \$30k to py, however, only half of Budget. Budget 2019 had large banquet driver as part of improvement expectations, as does 2020 Budget. Cogs at 30.8% compares Favorably to py's 37.0%, due primarily to banquets revenue uptick (>% of rev mix).
General	(502,630)	36,891	7%	(8,612)	-2%	Consulting savings \$26k, Legal fav \$30k offset by GovDocs \$27k, Contingency \$15k fav
Administration	(356,081)	(6,352)	-2%	70,507	17%	Revenue fav \$49k (\$33k investment income, \$16k collections recovery) Payroll over \$73k 22% - incentive summer accrual, nor results fav to budget for co. Expense fav savings \$18k, various areas net
Communications	(171,789)	73,658	30%	51,215	23%	Revenue up \$13k/11% ad sales TD news, payroll savings due to Director vacancy, and expense savings in various areas.
Information Tech	(308,833)	28,961	9%	(306)	0%	position vacancies throughout summer \$15k, phone costs savings \$12k (finally realizing drop POTL)
Accounting	(411,537)	(3,145)	-1%	(32,854)	-9%	py var due to vacancies in py ~\$10k, merit ~\$10k, expenses up \$8k due to price inc in payroll processing
Human Resources	(162,015)	35,698	18%	18,128	10%	payroll savings \$32k reorg savings
Architectural Standar	(77,842)	37,323	32%	(9,065)	-13%	Revenue off \$12k 10% (less activity typical post a big winter). Payroll savings \$46k 21% due to vacant positions.
Member Services	(100,521)	20,789	17%	(2,723)	-3%	Turnover throughout summer and expense savings various items of \$10k
Risk & Facility Admin	(133,561)	35,894	21%	31,644	19%	Director vacancy 2/3 of summer
Forestry	(858,940)	(39,113)	-5%	(139,994)	-19%	Timing of expense activities, variance to py due to budget increase.
Maintenance	(367,332)	34,828	9%	13,829	4%	position vacancies throughout summer and expense savings various items of \$10k

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Operating Fund Consolidated**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr
<b>REVENUE</b>												
Recreation Fee	558,200	599,000	654,000	704,000	704,000	707,000	762,000	<b>762,000</b>	0	55,000	724,333	706,200
Direct Access & Use Fees	1,276,748	1,281,156	1,363,731	1,502,297	1,417,714	1,521,261	1,322,534	<b>1,699,200</b>	-376,666	-198,727	1,420,503	1,425,508
Food and Beverage	1,569,402	1,799,103	1,907,532	2,218,124	2,369,091	2,533,741	2,327,827	<b>2,655,200</b>	-327,373	-205,914	2,410,220	2,271,263
Retail Product	294,374	254,296	284,247	258,890	293,579	278,232	274,148	<b>267,100</b>	7,048	-4,084	281,986	277,819
Lessons & Rental	725,108	733,865	774,893	797,318	823,519	949,456	837,554	<b>895,300</b>	-57,746	-111,902	870,176	836,548
Other Revenue	341,694	272,863	333,447	403,113	397,898	531,106	475,866	<b>429,200</b>	46,666	-55,241	468,290	428,286
<b>Total Revenue</b>	<b>4,765,527</b>	<b>4,940,283</b>	<b>5,317,851</b>	<b>5,883,743</b>	<b>6,005,801</b>	<b>6,520,797</b>	<b>5,999,929</b>	<b>6,708,000</b>	<b>-708,071</b>	<b>-520,868</b>	<b>6,175,509</b>	<b>5,945,624</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-683,362</b>	<b>-694,402</b>	<b>-758,146</b>	<b>-826,115</b>	<b>-873,068</b>	<b>-856,341</b>	<b>-804,700</b>	<b>-916,470</b>	<b>111,770</b>	<b>51,641</b>	<b>-844,703</b>	<b>-823,674</b>
<b>GROSS MARGIN (GM)</b>	<b>4,082,165</b>	<b>4,245,881</b>	<b>4,559,705</b>	<b>5,057,628</b>	<b>5,132,733</b>	<b>5,664,456</b>	<b>5,195,230</b>	<b>5,791,530</b>	<b>-596,300</b>	<b>-469,227</b>	<b>5,330,806</b>	<b>5,121,950</b>
<b>PAYROLL</b>												
Salaries and Wages	-4,008,693	-3,757,809	-4,087,175	-4,433,304	-4,713,305	-5,090,736	-5,026,054	<b>-5,317,947</b>	291,893	64,682	-4,943,365	-4,670,115
Payroll Taxes & Benefits	-938,338	-948,693	-1,119,169	-1,178,829	-1,194,723	-1,213,120	-1,169,652	<b>-1,401,810</b>	232,158	43,469	-1,192,498	-1,175,098
<b>Total Payroll</b>	<b>-4,947,031</b>	<b>-4,706,503</b>	<b>-5,206,344</b>	<b>-5,612,133</b>	<b>-5,908,028</b>	<b>-6,303,856</b>	<b>-6,195,705</b>	<b>-6,719,757</b>	<b>524,052</b>	<b>108,151</b>	<b>-6,135,863</b>	<b>-5,845,213</b>
<b>EXPENSE</b>												
Contract Labor Expense	0	0	0	0	-40,110	-3,514	0	<b>0</b>	0	3,514	-14,541	-8,725
Staff Expense	-110,680	-75,422	-82,651	-121,298	-168,887	-159,260	-139,596	<b>-201,835</b>	62,239	19,664	-155,914	-134,338
Utilities Expense	-438,176	-428,374	-425,833	-465,468	-463,396	-458,614	-478,586	<b>-475,345</b>	-3,241	-19,973	-466,865	-458,379
Supplies & Maintenance Expense	-983,255	-650,102	-858,367	-1,052,753	-985,155	-1,151,306	-1,130,275	<b>-1,104,368</b>	-25,907	21,030	-1,088,912	-1,035,571
Insurance Expense	-135,000	-153,600	-155,400	-158,800	-151,200	-177,000	-226,800	<b>-226,800</b>	0	-49,800	-185,000	-173,840
Administration & Other Expense	-568,273	-566,830	-576,471	-611,039	-695,561	-773,087	-709,565	<b>-763,425</b>	53,860	63,522	-726,071	-673,145
<b>Total Expense</b>	<b>-2,235,384</b>	<b>-1,874,328</b>	<b>-2,098,721</b>	<b>-2,409,357</b>	<b>-2,504,308</b>	<b>-2,722,780</b>	<b>-2,684,823</b>	<b>-2,771,773</b>	<b>86,950</b>	<b>37,957</b>	<b>-2,637,304</b>	<b>-2,483,998</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-7,182,415</b>	<b>-6,580,831</b>	<b>-7,305,065</b>	<b>-8,021,489</b>	<b>-8,412,336</b>	<b>-9,026,636</b>	<b>-8,880,528</b>	<b>-9,491,530</b>	<b>611,002</b>	<b>146,108</b>	<b>-8,773,167</b>	<b>-8,329,211</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-3,100,251</b>	<b>-2,334,950</b>	<b>-2,745,361</b>	<b>-2,963,861</b>	<b>-3,279,604</b>	<b>-3,362,179</b>	<b>-3,685,299</b>	<b>-3,700,000</b>	<b>14,701</b>	<b>-323,119</b>	<b>-3,442,361</b>	<b>-3,207,261</b>
Allocated Overhead (OH)	0	0	0	0	0	0	99,000	<b>99,000</b>	0	99,000	33,000	19,800
<b>NET OPERATING RESULTS (NOR)</b>	<b>-3,100,251</b>	<b>-2,334,950</b>	<b>-2,745,361</b>	<b>-2,963,861</b>	<b>-3,279,604</b>	<b>-3,362,179</b>	<b>-3,586,299</b>	<b>-3,601,000</b>	<b>14,701</b>	<b>-224,119</b>	<b>-3,409,361</b>	<b>-3,187,461</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-3,100,251</b>	<b>-2,334,950</b>	<b>-2,745,361</b>	<b>-2,963,861</b>	<b>-3,279,604</b>	<b>-3,362,179</b>	<b>-3,586,299</b>	<b>-3,601,000</b>	<b>14,701</b>	<b>-224,119</b>	<b>-3,409,361</b>	<b>-3,187,461</b>
<b>ASSESSMENT REVENUE</b>												
Operating Fund Assessment Contribution	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	<b>3,601,000</b>	0	62,000	3,473,667	3,428,400
<b>TOTAL ASSESSMENT REVENUE (AREV)</b>	<b>3,160,517</b>	<b>3,278,597</b>	<b>3,387,000</b>	<b>3,334,000</b>	<b>3,281,000</b>	<b>3,539,000</b>	<b>3,601,000</b>	<b>3,601,000</b>	<b>0</b>	<b>62,000</b>	<b>3,473,667</b>	<b>3,428,400</b>
<b>NET RESULTS (NR)</b>	<b>60,266</b>	<b>943,647</b>	<b>641,639</b>	<b>370,139</b>	<b>1,396</b>	<b>176,821</b>	<b>14,701</b>	<b>0</b>	<b>14,701</b>	<b>-162,119</b>	<b>64,306</b>	<b>240,939</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>60,266</b>	<b>943,647</b>	<b>641,639</b>	<b>370,139</b>	<b>1,396</b>	<b>176,821</b>	<b>14,701</b>	<b>0</b>	<b>14,701</b>	<b>-162,119</b>	<b>64,306</b>	<b>240,939</b>
Total Expenses (TE), (COGS+PAYROLL+E	-7,865,778	-7,275,233	-8,063,211	-8,847,604	-9,285,404	-9,882,977	-9,685,228	<b>-10,408,000</b>	722,772	197,749	-9,617,870	-9,152,885

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Amenities Consolidated  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Recreation Fee	558,200	599,000	654,000	704,000	704,000	707,000	762,000	762,000	0	55,000	724,333	706,200
Direct Access & Use Fees	1,276,748	1,281,156	1,363,731	1,502,297	1,417,714	1,521,261	1,322,534	1,322,534	-376,666	-198,727	1,420,503	1,425,508
Food and Beverage	1,570,813	1,799,103	1,909,632	2,218,124	2,375,625	2,541,726	2,337,260	2,337,260	-319,140	-204,466	2,418,203	2,276,473
Retail Product	257,165	235,172	247,404	235,394	259,720	249,130	250,900	250,900	-2,100	1,770	253,250	248,510
Lessons & Rental	725,108	733,865	774,893	797,318	823,519	937,181	824,279	824,279	-59,021	-112,902	861,660	831,438
Other Revenue	21,456	20,806	23,232	30,427	48,713	78,485	65,513	65,513	-10,187	-12,972	64,237	49,274
<b>Total Revenue</b>	<b>4,409,491</b>	<b>4,669,102</b>	<b>4,972,893</b>	<b>5,487,560</b>	<b>5,629,292</b>	<b>6,034,783</b>	<b>5,562,486</b>	<b>6,329,600</b>	<b>-767,114</b>	<b>-472,297</b>	<b>5,742,187</b>	<b>5,537,403</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-683,362</b>	<b>-694,402</b>	<b>-758,146</b>	<b>-826,115</b>	<b>-873,068</b>	<b>-856,341</b>	<b>-804,700</b>	<b>-916,470</b>	<b>111,770</b>	<b>51,641</b>	<b>-844,703</b>	<b>-823,674</b>
<b>GROSS MARGIN (GM)</b>	<b>3,726,128</b>	<b>3,974,700</b>	<b>4,214,747</b>	<b>4,661,445</b>	<b>4,756,224</b>	<b>5,178,442</b>	<b>4,757,786</b>	<b>5,413,130</b>	<b>-655,344</b>	<b>-420,656</b>	<b>4,897,484</b>	<b>4,713,729</b>
<b>PAYROLL</b>												
Salaries and Wages	-2,264,774	-2,173,838	-2,306,615	-2,663,416	-2,825,085	-2,935,072	-2,928,150	-3,146,586	218,436	6,923	-2,896,102	-2,731,668
Payroll Taxes & Benefits	-504,096	-555,626	-656,982	-735,668	-736,882	-715,825	-683,782	-819,676	135,894	32,043	-712,163	-705,828
<b>Total Payroll</b>	<b>-2,768,870</b>	<b>-2,729,464</b>	<b>-2,963,597</b>	<b>-3,399,083</b>	<b>-3,561,967</b>	<b>-3,650,897</b>	<b>-3,611,931</b>	<b>-3,966,262</b>	<b>354,331</b>	<b>38,966</b>	<b>-3,608,265</b>	<b>-3,437,495</b>
<b>EXPENSE</b>												
Staff Expense	-58,866	-42,103	-40,065	-68,616	-83,496	-76,799	-67,770	-97,900	30,130	9,029	-76,022	-67,349
Utilities Expense	-330,919	-308,640	-286,740	-344,823	-335,067	-358,361	-371,163	-361,615	-9,548	-12,802	-354,864	-339,231
Supplies & Maintenance Expense	-567,116	-479,249	-510,493	-627,513	-633,838	-672,967	-618,222	-625,780	7,558	54,745	-641,676	-612,607
Insurance Expense	-66,000	-72,600	-74,400	-83,400	-77,400	-90,000	-92,400	-92,400	0	-2,400	-86,600	-83,520
Administration & Other Expense	-215,559	-210,689	-249,367	-232,231	-243,434	-248,746	-230,518	-262,660	32,142	18,227	-240,899	-240,859
<b>Total Expense</b>	<b>-1,238,460</b>	<b>-1,113,282</b>	<b>-1,161,065</b>	<b>-1,356,583</b>	<b>-1,373,235</b>	<b>-1,446,874</b>	<b>-1,380,073</b>	<b>-1,440,355</b>	<b>60,282</b>	<b>66,800</b>	<b>-1,400,061</b>	<b>-1,343,566</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-4,007,330</b>	<b>-3,842,746</b>	<b>-4,124,662</b>	<b>-4,755,667</b>	<b>-4,935,202</b>	<b>-5,097,771</b>	<b>-4,992,005</b>	<b>-5,406,617</b>	<b>414,612</b>	<b>105,767</b>	<b>-5,008,326</b>	<b>-4,781,061</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-281,202</b>	<b>131,955</b>	<b>90,085</b>	<b>-94,221</b>	<b>-178,978</b>	<b>80,671</b>	<b>-234,219</b>	<b>6,513</b>	<b>-240,732</b>	<b>-314,890</b>	<b>-110,842</b>	<b>-67,332</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-1,378,735	-1,378,735	0	-1,378,735	-459,578	-275,747
<b>NET OPERATING RESULTS (NOR)</b>	<b>-281,202</b>	<b>131,955</b>	<b>90,085</b>	<b>-94,221</b>	<b>-178,978</b>	<b>80,671</b>	<b>-1,612,954</b>	<b>-1,372,222</b>	<b>-240,732</b>	<b>-1,693,625</b>	<b>-570,420</b>	<b>-343,079</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-281,202</b>	<b>131,955</b>	<b>90,085</b>	<b>-94,221</b>	<b>-178,978</b>	<b>80,671</b>	<b>-1,612,954</b>	<b>-1,372,222</b>	<b>-240,732</b>	<b>-1,693,625</b>	<b>-570,420</b>	<b>-343,079</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-281,202</b>	<b>131,955</b>	<b>90,085</b>	<b>-94,221</b>	<b>-178,978</b>	<b>80,671</b>	<b>-1,612,954</b>	<b>-1,372,222</b>	<b>-240,732</b>	<b>-1,693,625</b>	<b>-570,420</b>	<b>-343,079</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-281,202</b>	<b>131,955</b>	<b>90,085</b>	<b>-94,221</b>	<b>-178,978</b>	<b>80,671</b>	<b>-1,612,954</b>	<b>-1,372,222</b>	<b>-240,732</b>	<b>-1,693,625</b>	<b>-570,420</b>	<b>-343,079</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-4,690,692	-4,537,147	-4,882,807	-5,581,782	-5,808,270	-5,954,112	-5,796,704	-6,323,087	526,383	157,408	-5,853,029	-5,604,735

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Private Amenities Consolidated  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
Recreation Fee	558,200	599,000	654,000	704,000	704,000	707,000	762,000	762,000	0	55,000	724,333	706,200
Direct Access & Use Fees	359,555	391,578	400,951	486,615	517,381	512,282	584,064	592,900	-8,836	71,781	537,909	500,258
Food and Beverage	100,858	116,971	124,448	143,337	171,129	162,763	153,432	172,000	-18,568	-9,330	162,441	151,022
Retail Product	145,540	136,615	120,125	101,815	104,443	101,790	95,173	98,800	-3,627	-6,617	100,469	104,669
Lessons & Rental	504,835	530,174	512,728	519,439	552,194	599,064	572,986	573,500	-514	-26,079	574,748	551,282
Other Revenue	7,667	9,123	2,880	3,038	1,917	22,345	16,790	27,000	-10,210	-5,555	13,684	9,394
<b>Total Revenue</b>	<b>1,676,655</b>	<b>1,783,460</b>	<b>1,815,131</b>	<b>1,958,243</b>	<b>2,051,064</b>	<b>2,105,244</b>	<b>2,184,445</b>	<b>2,226,200</b>	<b>-41,755</b>	<b>79,201</b>	<b>2,113,585</b>	<b>2,022,826</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-116,294</b>	<b>-117,761</b>	<b>-118,876</b>	<b>-104,364</b>	<b>-117,667</b>	<b>-106,280</b>	<b>-103,311</b>	<b>-111,470</b>	<b>8,159</b>	<b>2,969</b>	<b>-109,086</b>	<b>-110,100</b>
<b>GROSS MARGIN (GM)</b>	<b>1,560,361</b>	<b>1,665,700</b>	<b>1,696,255</b>	<b>1,853,879</b>	<b>1,933,397</b>	<b>1,998,964</b>	<b>2,081,135</b>	<b>2,114,730</b>	<b>-33,595</b>	<b>82,171</b>	<b>2,004,499</b>	<b>1,912,726</b>
<b>PAYROLL</b>												
Salaries and Wages	-752,700	-697,912	-686,760	-743,858	-773,104	-827,486	-904,861	-930,693	25,832	-77,375	-835,150	-787,214
Payroll Taxes & Benefits	-157,725	-164,277	-175,188	-177,405	-186,605	-187,396	-189,867	-231,114	41,247	-2,471	-187,956	-183,292
<b>Total Payroll</b>	<b>-910,426</b>	<b>-862,188</b>	<b>-861,949</b>	<b>-921,262</b>	<b>-959,708</b>	<b>-1,014,882</b>	<b>-1,094,728</b>	<b>-1,161,807</b>	<b>67,079</b>	<b>-79,846</b>	<b>-1,023,106</b>	<b>-970,506</b>
<b>EXPENSE</b>												
Staff Expense	-15,250	-9,152	-8,595	-10,371	-14,498	-15,134	-11,053	-18,120	7,067	4,081	-13,561	-11,930
Utilities Expense	-108,462	-102,295	-105,710	-111,751	-115,964	-111,752	-122,179	-117,960	-4,219	-10,427	-116,632	-113,471
Supplies & Maintenance Expense	-278,498	-227,856	-257,387	-309,121	-268,909	-312,555	-291,418	-286,310	-5,108	21,136	-290,961	-287,878
Insurance Expense	-19,200	-20,400	-20,400	-21,400	-21,000	-24,600	-25,200	-25,200	0	-600	-23,600	-22,520
Administration & Other Expense	-33,770	-25,297	-32,162	-36,356	-33,381	-48,664	-42,943	-44,760	1,817	5,721	-41,662	-38,701
<b>Total Expense</b>	<b>-455,180</b>	<b>-385,000</b>	<b>-424,254</b>	<b>-488,998</b>	<b>-453,752</b>	<b>-512,704</b>	<b>-492,792</b>	<b>-492,350</b>	<b>-442</b>	<b>19,912</b>	<b>-486,416</b>	<b>-474,500</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-1,365,605</b>	<b>-1,247,188</b>	<b>-1,286,203</b>	<b>-1,410,261</b>	<b>-1,413,461</b>	<b>-1,527,586</b>	<b>-1,587,520</b>	<b>-1,654,157</b>	<b>66,637</b>	<b>-59,934</b>	<b>-1,509,522</b>	<b>-1,445,006</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>194,756</b>	<b>418,511</b>	<b>410,052</b>	<b>443,619</b>	<b>519,937</b>	<b>471,378</b>	<b>493,615</b>	<b>460,573</b>	<b>33,042</b>	<b>22,237</b>	<b>494,976</b>	<b>467,720</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-449,746	-449,746	0	-449,746	-149,915	-89,949
<b>NET OPERATING RESULTS (NOR)</b>	<b>194,756</b>	<b>418,511</b>	<b>410,052</b>	<b>443,619</b>	<b>519,937</b>	<b>471,378</b>	<b>43,869</b>	<b>10,827</b>	<b>33,042</b>	<b>-427,509</b>	<b>345,061</b>	<b>377,771</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>194,756</b>	<b>418,511</b>	<b>410,052</b>	<b>443,619</b>	<b>519,937</b>	<b>471,378</b>	<b>43,869</b>	<b>10,827</b>	<b>33,042</b>	<b>-427,509</b>	<b>345,061</b>	<b>377,771</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>194,756</b>	<b>418,511</b>	<b>410,052</b>	<b>443,619</b>	<b>519,937</b>	<b>471,378</b>	<b>43,869</b>	<b>10,827</b>	<b>33,042</b>	<b>-427,509</b>	<b>345,061</b>	<b>377,771</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>194,756</b>	<b>418,511</b>	<b>410,052</b>	<b>443,619</b>	<b>519,937</b>	<b>471,378</b>	<b>43,869</b>	<b>10,827</b>	<b>33,042</b>	<b>-427,509</b>	<b>345,061</b>	<b>377,771</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-1,481,899	-1,364,949	-1,405,079	-1,514,625	-1,531,127	-1,633,866	-1,690,831	-1,765,627	74,796	-56,965	-1,618,608	-1,555,106



**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Tennis (090)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years					3-Yr				5-Yr		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual						2018 Actual	2019 Actual
<b>REVENUE</b>												
Recreation Fee	60,000	65,000	110,000	138,000	127,000	108,000	85,000	<b>85,000</b>	0	-23,000	106,667	113,600
Direct Access & Use Fees	40,210	39,108	40,003	40,140	39,248	35,794	38,370	<b>32,600</b>	5,770	2,576	37,804	38,711
Retail Product	60,388	52,961	57,538	41,708	47,194	45,338	53,890	<b>40,400</b>	13,490	8,552	48,807	49,134
Lessons & Rental	55,466	53,651	57,041	50,750	60,822	73,221	78,529	<b>55,000</b>	23,529	5,309	70,857	64,073
Other Revenue	14	0	5	0	52	0	0	<b>0</b>	0	0	17	11
<b>Total Revenue</b>	<b>216,077</b>	<b>210,720</b>	<b>264,587</b>	<b>270,599</b>	<b>274,316</b>	<b>262,353</b>	<b>255,789</b>	<b>213,000</b>	<b>42,789</b>	<b>-6,564</b>	<b>264,153</b>	<b>265,529</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-42,272</b>	<b>-35,922</b>	<b>-42,010</b>	<b>-30,217</b>	<b>-35,869</b>	<b>-31,801</b>	<b>-35,643</b>	<b>-32,900</b>	<b>-2,743</b>	<b>-3,843</b>	<b>-34,438</b>	<b>-35,108</b>
<b>GROSS MARGIN (GM)</b>	<b>173,806</b>	<b>174,798</b>	<b>222,577</b>	<b>240,382</b>	<b>238,447</b>	<b>230,552</b>	<b>220,146</b>	<b>180,100</b>	<b>40,046</b>	<b>-10,406</b>	<b>229,715</b>	<b>230,421</b>
<b>PAYROLL</b>												
Salaries and Wages	-115,738	-95,750	-109,788	-102,680	-115,416	-127,165	-122,612	<b>-111,774</b>	-10,838	4,553	-121,731	-115,532
Payroll Taxes & Benefits	-19,029	-18,571	-23,356	-20,223	-22,103	-21,890	-19,473	<b>-20,468</b>	995	2,417	-21,155	-21,409
<b>Total Payroll</b>	<b>-134,767</b>	<b>-114,321</b>	<b>-133,144</b>	<b>-122,903</b>	<b>-137,518</b>	<b>-149,055</b>	<b>-142,085</b>	<b>-132,242</b>	<b>-9,843</b>	<b>6,970</b>	<b>-142,886</b>	<b>-136,941</b>
<b>EXPENSE</b>												
Staff Expense	-784	-228	0	-668	-220	-582	-413	<b>-800</b>	387	169	-405	-376
Utilities Expense	-8,763	-8,282	-8,042	-8,360	-11,365	-12,315	-11,026	<b>-11,520</b>	494	1,290	-11,569	-10,222
Supplies & Maintenance Expense	-34,728	-27,804	-25,698	-21,378	-25,875	-29,004	-24,668	<b>-20,910</b>	-3,758	4,336	-26,516	-25,325
Insurance Expense	-2,400	-2,400	-2,400	-2,400	-2,400	-3,000	-3,000	<b>-3,000</b>	0	0	-2,800	-2,640
Administration & Other Expense	-3,037	-3,319	-4,223	-3,723	-2,988	-5,870	-6,434	<b>-4,070</b>	-2,364	-564	-5,098	-4,648
<b>Total Expense</b>	<b>-49,713</b>	<b>-42,034</b>	<b>-40,363</b>	<b>-36,529</b>	<b>-42,848</b>	<b>-50,771</b>	<b>-45,540</b>	<b>-40,300</b>	<b>-5,240</b>	<b>5,231</b>	<b>-46,387</b>	<b>-43,210</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-184,480</b>	<b>-156,354</b>	<b>-173,507</b>	<b>-159,432</b>	<b>-180,367</b>	<b>-199,826</b>	<b>-187,625</b>	<b>-172,542</b>	<b>-15,083</b>	<b>12,201</b>	<b>-189,272</b>	<b>-180,151</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-10,674</b>	<b>18,444</b>	<b>49,070</b>	<b>80,950</b>	<b>58,081</b>	<b>30,726</b>	<b>32,521</b>	<b>7,558</b>	<b>24,963</b>	<b>1,795</b>	<b>40,443</b>	<b>50,270</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-44,889	<b>-44,889</b>	0	-44,889	-14,963	-8,978
<b>NET OPERATING RESULTS (NOR)</b>	<b>-10,674</b>	<b>18,444</b>	<b>49,070</b>	<b>80,950</b>	<b>58,081</b>	<b>30,726</b>	<b>-12,368</b>	<b>-37,331</b>	<b>24,963</b>	<b>-43,094</b>	<b>25,480</b>	<b>41,292</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-10,674</b>	<b>18,444</b>	<b>49,070</b>	<b>80,950</b>	<b>58,081</b>	<b>30,726</b>	<b>-12,368</b>	<b>-37,331</b>	<b>24,963</b>	<b>-43,094</b>	<b>25,480</b>	<b>41,292</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-10,674</b>	<b>18,444</b>	<b>49,070</b>	<b>80,950</b>	<b>58,081</b>	<b>30,726</b>	<b>-12,368</b>	<b>-37,331</b>	<b>24,963</b>	<b>-43,094</b>	<b>25,480</b>	<b>41,292</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-10,674</b>	<b>18,444</b>	<b>49,070</b>	<b>80,950</b>	<b>58,081</b>	<b>30,726</b>	<b>-12,368</b>	<b>-37,331</b>	<b>24,963</b>	<b>-43,094</b>	<b>25,480</b>	<b>41,292</b>
Total Expenses (TE), (COGS+PAYROLL+E	-226,751	-192,277	-215,517	-189,649	-216,235	-231,627	-223,268	<b>-205,442</b>	-17,826	8,358	-223,710	-215,259

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Marina (060)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Recreation Fee	132,000	142,000	157,000	190,000	190,000	184,000	200,000	200,000	0	16,000	191,333	184,200
Direct Access & Use Fees	121,220	131,526	123,660	129,478	154,572	166,924	172,444	200,000	-27,556	5,520	164,647	149,416
Food and Beverage	100,858	116,971	124,448	143,441	171,166	162,764	153,432	172,000	-18,568	-9,331	162,454	151,050
Retail Product	14,833	15,255	13,854	13,781	16,763	17,629	15,688	17,000	-1,312	-1,942	16,693	15,543
Lessons & Rental	138,324	150,791	147,431	146,628	167,888	150,426	151,261	140,000	11,261	835	156,525	152,727
Other Revenue	727	640	0	0	0	0	0	21,000	-21,000	0	0	0
<b>Total Revenue</b>	<b>507,963</b>	<b>557,183</b>	<b>566,393</b>	<b>623,328</b>	<b>700,389</b>	<b>681,743</b>	<b>692,825</b>	<b>750,000</b>	<b>-57,175</b>	<b>11,082</b>	<b>691,652</b>	<b>652,936</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-36,576</b>	<b>-45,365</b>	<b>-50,995</b>	<b>-48,733</b>	<b>-58,614</b>	<b>-52,259</b>	<b>-51,486</b>	<b>-53,000</b>	<b>1,514</b>	<b>773</b>	<b>-54,120</b>	<b>-52,417</b>
<b>GROSS MARGIN (GM)</b>	<b>471,387</b>	<b>511,817</b>	<b>515,397</b>	<b>574,594</b>	<b>641,775</b>	<b>629,484</b>	<b>641,339</b>	<b>697,000</b>	<b>-55,661</b>	<b>11,856</b>	<b>637,533</b>	<b>600,518</b>
<b>PAYROLL</b>												
Salaries and Wages	-137,640	-147,001	-152,922	-178,076	-192,615	-218,043	-216,833	-245,397	28,564	1,209	-209,164	-191,698
Payroll Taxes & Benefits	-28,747	-33,103	-40,643	-47,441	-45,733	-46,841	-48,068	-68,616	20,548	-1,227	-46,881	-45,745
<b>Total Payroll</b>	<b>-166,387</b>	<b>-180,104</b>	<b>-193,565</b>	<b>-225,517</b>	<b>-238,347</b>	<b>-264,884</b>	<b>-264,902</b>	<b>-314,013</b>	<b>49,111</b>	<b>-18</b>	<b>-256,044</b>	<b>-237,443</b>
<b>EXPENSE</b>												
Staff Expense	-1,917	-1,441	-970	-1,999	-3,536	-3,328	-2,796	-3,300	504	532	-3,220	-2,526
Utilities Expense	-15,613	-14,884	-15,659	-15,849	-17,376	-17,329	-17,160	-18,060	900	169	-17,289	-16,675
Supplies & Maintenance Expense	-29,211	-22,093	-28,134	-31,940	-28,680	-40,654	-28,696	-27,530	-1,166	11,958	-32,676	-31,621
Insurance Expense	-4,200	-4,800	-4,800	-4,800	-4,800	-5,400	-6,000	-6,000	0	-600	-5,400	-5,160
Administration & Other Expense	-6,639	-7,573	-9,828	-8,810	-10,408	-12,696	-12,361	-12,450	89	335	-11,821	-10,820
<b>Total Expense</b>	<b>-57,580</b>	<b>-50,792</b>	<b>-59,390</b>	<b>-63,398</b>	<b>-64,800</b>	<b>-79,406</b>	<b>-67,012</b>	<b>-67,340</b>	<b>328</b>	<b>12,394</b>	<b>-70,406</b>	<b>-66,801</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-223,968</b>	<b>-230,895</b>	<b>-252,956</b>	<b>-288,915</b>	<b>-303,148</b>	<b>-344,290</b>	<b>-331,914</b>	<b>-381,353</b>	<b>49,439</b>	<b>12,376</b>	<b>-326,451</b>	<b>-304,245</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>247,420</b>	<b>280,922</b>	<b>262,441</b>	<b>285,679</b>	<b>338,627</b>	<b>285,194</b>	<b>309,426</b>	<b>315,647</b>	<b>-6,221</b>	<b>24,232</b>	<b>311,082</b>	<b>296,273</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-66,662	-66,662	0	-66,662	-22,221	-13,332
<b>NET OPERATING RESULTS (NOR)</b>	<b>247,420</b>	<b>280,922</b>	<b>262,441</b>	<b>285,679</b>	<b>338,627</b>	<b>285,194</b>	<b>242,764</b>	<b>248,985</b>	<b>-6,221</b>	<b>-42,430</b>	<b>288,861</b>	<b>282,941</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>247,420</b>	<b>280,922</b>	<b>262,441</b>	<b>285,679</b>	<b>338,627</b>	<b>285,194</b>	<b>242,764</b>	<b>248,985</b>	<b>-6,221</b>	<b>-42,430</b>	<b>288,861</b>	<b>282,941</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>247,420</b>	<b>280,922</b>	<b>262,441</b>	<b>285,679</b>	<b>338,627</b>	<b>285,194</b>	<b>242,764</b>	<b>248,985</b>	<b>-6,221</b>	<b>-42,430</b>	<b>288,861</b>	<b>282,941</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>247,420</b>	<b>280,922</b>	<b>262,441</b>	<b>285,679</b>	<b>338,627</b>	<b>285,194</b>	<b>242,764</b>	<b>248,985</b>	<b>-6,221</b>	<b>-42,430</b>	<b>288,861</b>	<b>282,941</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-260,543	-276,261	-303,951	-337,648	-361,762	-396,549	-383,400	-434,353	50,953	13,150	-380,570	-356,662

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
TC/Aquatics/Camps/Recreation  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
Recreation Fee	366,200	392,000	387,000	376,000	387,000	415,000	477,000	477,000	0	62,000	426,333	408,400
Direct Access & Use Fees	198,125	220,944	237,288	316,996	323,561	309,564	373,250	360,300	12,950	63,685	335,458	312,132
Food and Beverage	0	0	0	-104	-37	-1	0	0	0	1	-13	-28
Retail Product	70,318	68,398	48,733	46,326	40,487	38,822	25,596	41,400	-15,804	-13,226	34,968	39,993
Lessons & Rental	311,044	325,732	308,257	322,061	323,484	375,418	343,195	378,500	-35,305	-32,222	347,366	334,483
Other Revenue	6,927	8,483	2,875	3,038	1,865	22,345	16,790	6,000	10,790	-5,555	13,667	9,382
<b>Total Revenue</b>	<b>952,615</b>	<b>1,015,557</b>	<b>984,151</b>	<b>1,064,317</b>	<b>1,076,359</b>	<b>1,161,148</b>	<b>1,235,831</b>	<b>1,263,200</b>	<b>-27,369</b>	<b>74,683</b>	<b>1,157,780</b>	<b>1,104,361</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-37,447</b>	<b>-36,473</b>	<b>-25,870</b>	<b>-25,414</b>	<b>-23,184</b>	<b>-22,220</b>	<b>-16,182</b>	<b>-25,570</b>	<b>9,388</b>	<b>6,039</b>	<b>-20,529</b>	<b>-22,574</b>
<b>GROSS MARGIN (GM)</b>	<b>915,168</b>	<b>979,084</b>	<b>958,281</b>	<b>1,038,903</b>	<b>1,053,175</b>	<b>1,138,928</b>	<b>1,219,649</b>	<b>1,237,630</b>	<b>-17,981</b>	<b>80,721</b>	<b>1,137,251</b>	<b>1,081,787</b>
<b>PAYROLL</b>												
Salaries and Wages	-499,322	-455,160	-424,050	-463,102	-465,073	-482,278	-565,416	-573,522	8,106	-83,138	-504,256	-479,984
Payroll Taxes & Benefits	-109,949	-112,603	-111,190	-109,740	-118,769	-118,666	-122,326	-142,030	19,704	-3,660	-119,920	-116,138
<b>Total Payroll</b>	<b>-609,271</b>	<b>-567,764</b>	<b>-535,239</b>	<b>-572,842</b>	<b>-583,843</b>	<b>-600,944</b>	<b>-687,741</b>	<b>-715,552</b>	<b>27,811</b>	<b>-86,798</b>	<b>-624,176</b>	<b>-596,122</b>
<b>EXPENSE</b>												
Staff Expense	-12,548	-7,483	-7,625	-7,704	-10,742	-11,224	-7,844	-14,020	6,176	3,380	-9,937	-9,028
Utilities Expense	-84,086	-79,129	-82,009	-87,542	-87,223	-82,107	-93,993	-88,380	-5,613	-11,886	-87,774	-86,575
Supplies & Maintenance Expense	-214,559	-177,959	-203,555	-255,803	-214,354	-242,897	-238,055	-237,870	-185	4,842	-231,769	-230,933
Insurance Expense	-12,600	-13,200	-13,200	-14,200	-13,800	-16,200	-16,200	-16,200	0	0	-15,400	-14,720
Administration & Other Expense	-24,094	-14,404	-18,112	-23,823	-19,985	-30,098	-24,147	-28,240	4,093	5,950	-24,743	-23,233
<b>Total Expense</b>	<b>-347,887</b>	<b>-292,175</b>	<b>-324,501</b>	<b>-389,071</b>	<b>-346,103</b>	<b>-382,527</b>	<b>-380,240</b>	<b>-384,710</b>	<b>4,470</b>	<b>2,287</b>	<b>-369,623</b>	<b>-364,488</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-957,158</b>	<b>-859,939</b>	<b>-859,740</b>	<b>-961,914</b>	<b>-929,946</b>	<b>-983,470</b>	<b>-1,067,981</b>	<b>-1,100,262</b>	<b>32,281</b>	<b>-84,511</b>	<b>-993,799</b>	<b>-960,610</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-41,990</b>	<b>119,146</b>	<b>98,541</b>	<b>76,990</b>	<b>123,229</b>	<b>155,458</b>	<b>151,668</b>	<b>137,368</b>	<b>14,300</b>	<b>-3,790</b>	<b>143,452</b>	<b>121,177</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-338,195	-338,195	0	-338,195	-112,732	-67,639
<b>NET OPERATING RESULTS (NOR)</b>	<b>-41,990</b>	<b>119,146</b>	<b>98,541</b>	<b>76,990</b>	<b>123,229</b>	<b>155,458</b>	<b>-186,527</b>	<b>-200,827</b>	<b>14,300</b>	<b>-341,985</b>	<b>30,720</b>	<b>53,538</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-41,990</b>	<b>119,146</b>	<b>98,541</b>	<b>76,990</b>	<b>123,229</b>	<b>155,458</b>	<b>-186,527</b>	<b>-200,827</b>	<b>14,300</b>	<b>-341,985</b>	<b>30,720</b>	<b>53,538</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-41,990</b>	<b>119,146</b>	<b>98,541</b>	<b>76,990</b>	<b>123,229</b>	<b>155,458</b>	<b>-186,527</b>	<b>-200,827</b>	<b>14,300</b>	<b>-341,985</b>	<b>30,720</b>	<b>53,538</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-41,990</b>	<b>119,146</b>	<b>98,541</b>	<b>76,990</b>	<b>123,229</b>	<b>155,458</b>	<b>-186,527</b>	<b>-200,827</b>	<b>14,300</b>	<b>-341,985</b>	<b>30,720</b>	<b>53,538</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-994,605	-896,412	-885,610	-987,328	-953,130	-1,005,690	-1,084,163	-1,125,832	41,669	-78,473	-1,014,328	-983,184

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Trout Creek Recreation Center (132)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years			3 Year Average Years		3-Yr				5-Yr		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual						2018 Actual	2019 Actual
<b>REVENUE</b>												
Recreation Fee	289,000	310,000	305,000	298,000	309,000	331,000	361,000	361,000	0	30,000	333,667	320,800
Direct Access & Use Fees	123,198	121,588	126,030	130,400	134,908	152,960	182,697	182,100	597	29,737	156,855	145,399
Retail Product	50,665	46,358	44,635	42,101	35,828	36,070	20,407	37,000	-16,593	-15,663	30,768	35,808
Lessons & Rental	51,345	64,911	64,941	62,293	64,760	70,427	56,015	64,500	-8,485	-14,412	63,734	63,687
Other Revenue	0	281	1,245	0	0	0	695	0	695	695	232	388
<b>Total Revenue</b>	<b>514,208</b>	<b>543,138</b>	<b>541,851</b>	<b>532,794</b>	<b>544,496</b>	<b>590,456</b>	<b>620,814</b>	<b>644,600</b>	<b>-23,786</b>	<b>30,358</b>	<b>585,256</b>	<b>566,082</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-28,179</b>	<b>-25,530</b>	<b>-24,386</b>	<b>-23,086</b>	<b>-20,438</b>	<b>-20,689</b>	<b>-14,713</b>	<b>-22,000</b>	<b>7,287</b>	<b>5,977</b>	<b>-18,613</b>	<b>-20,663</b>
<b>GROSS MARGIN (GM)</b>	<b>486,029</b>	<b>517,608</b>	<b>517,465</b>	<b>509,707</b>	<b>524,058</b>	<b>569,767</b>	<b>606,101</b>	<b>622,600</b>	<b>-16,499</b>	<b>36,334</b>	<b>566,642</b>	<b>545,420</b>
<b>PAYROLL</b>												
Salaries and Wages	-199,977	-194,564	-201,251	-211,402	-226,713	-225,750	-250,398	-259,582	9,184	-24,649	-234,287	-223,103
Payroll Taxes & Benefits	-53,087	-54,555	-54,905	-50,544	-62,470	-60,882	-59,341	-71,478	12,137	1,541	-60,898	-57,629
<b>Total Payroll</b>	<b>-253,063</b>	<b>-249,120</b>	<b>-256,156</b>	<b>-261,946</b>	<b>-289,183</b>	<b>-286,632</b>	<b>-309,740</b>	<b>-331,060</b>	<b>21,320</b>	<b>-23,108</b>	<b>-295,185</b>	<b>-280,731</b>
<b>EXPENSE</b>												
Staff Expense	-585	-1,047	-1,722	-1,605	-994	-1,567	-929	-3,400	2,471	637	-1,163	-1,364
Utilities Expense	-47,756	-47,942	-48,440	-47,963	-49,461	-50,363	-54,688	-52,010	-2,678	-4,325	-51,504	-50,183
Supplies & Maintenance Expense	-75,971	-64,126	-88,194	-101,462	-70,545	-79,802	-75,566	-71,420	-4,146	4,235	-75,304	-83,114
Insurance Expense	-6,000	-6,000	-6,000	-6,000	-6,000	-7,800	-7,800	-7,800	0	0	-7,200	-6,720
Administration & Other Expense	-7,045	-6,916	-6,190	-7,499	-6,474	-8,866	-9,271	-8,360	-911	-406	-8,203	-7,660
<b>Total Expense</b>	<b>-137,357</b>	<b>-126,030</b>	<b>-150,546</b>	<b>-164,530</b>	<b>-133,474</b>	<b>-148,397</b>	<b>-148,255</b>	<b>-142,990</b>	<b>-5,265</b>	<b>142</b>	<b>-143,375</b>	<b>-149,040</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-390,420</b>	<b>-375,150</b>	<b>-406,702</b>	<b>-426,475</b>	<b>-422,657</b>	<b>-435,029</b>	<b>-457,995</b>	<b>-474,050</b>	<b>16,055</b>	<b>-22,966</b>	<b>-438,560</b>	<b>-429,772</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>95,609</b>	<b>142,459</b>	<b>110,763</b>	<b>83,232</b>	<b>101,401</b>	<b>134,738</b>	<b>148,107</b>	<b>148,550</b>	<b>-443</b>	<b>13,369</b>	<b>128,082</b>	<b>115,648</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-139,852	-139,852	0	-139,852	-46,617	-27,970
<b>NET OPERATING RESULTS (NOR)</b>	<b>95,609</b>	<b>142,459</b>	<b>110,763</b>	<b>83,232</b>	<b>101,401</b>	<b>134,738</b>	<b>8,255</b>	<b>8,698</b>	<b>-443</b>	<b>-126,483</b>	<b>81,465</b>	<b>87,678</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>95,609</b>	<b>142,459</b>	<b>110,763</b>	<b>83,232</b>	<b>101,401</b>	<b>134,738</b>	<b>8,255</b>	<b>8,698</b>	<b>-443</b>	<b>-126,483</b>	<b>81,465</b>	<b>87,678</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>95,609</b>	<b>142,459</b>	<b>110,763</b>	<b>83,232</b>	<b>101,401</b>	<b>134,738</b>	<b>8,255</b>	<b>8,698</b>	<b>-443</b>	<b>-126,483</b>	<b>81,465</b>	<b>87,678</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>95,609</b>	<b>142,459</b>	<b>110,763</b>	<b>83,232</b>	<b>101,401</b>	<b>134,738</b>	<b>8,255</b>	<b>8,698</b>	<b>-443</b>	<b>-126,483</b>	<b>81,465</b>	<b>87,678</b>
Total Expenses (TE), (COGS+PAYROLL+E	-418,599	-400,680	-431,088	-449,562	-443,095	-455,718	-472,707	-496,050	23,343	-16,989	-457,174	-450,434

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Aquatics (130)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years			3 Year Average Years						3-Yr	5-Yr	
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Recreation Fee	77,200	82,000	82,000	78,000	78,000	84,000	116,000	0	32,000	92,667	87,600	
Direct Access & Use Fees	17,686	20,812	20,170	22,474	26,302	21,454	26,875	2,875	5,421	24,877	23,455	
Lessons & Rental	48,010	45,782	36,559	40,414	20,174	26,055	23,419	-582	-2,637	23,216	29,324	
Other Revenue	1,030	1,945	30	2,016	676	1,414	300	-700	-1,114	797	887	
<b>Total Revenue</b>	<b>143,926</b>	<b>150,539</b>	<b>138,759</b>	<b>142,904</b>	<b>125,152</b>	<b>132,923</b>	<b>166,594</b>	<b>1,594</b>	<b>33,671</b>	<b>141,556</b>	<b>141,266</b>	
<b>GROSS MARGIN (GM)</b>	<b>143,926</b>	<b>150,539</b>	<b>138,759</b>	<b>142,904</b>	<b>125,152</b>	<b>132,923</b>	<b>166,594</b>	<b>1,594</b>	<b>33,671</b>	<b>141,556</b>	<b>141,266</b>	
<b>PAYROLL</b>												
Salaries and Wages	-125,096	-100,535	-90,072	-94,613	-58,807	-57,672	-90,900	-88,400	-2,500	-33,228	-69,126	-78,413
Payroll Taxes & Benefits	-22,129	-25,711	-21,887	-21,626	-11,872	-11,593	-15,831	-17,600	1,769	-4,238	-13,099	-16,562
<b>Total Payroll</b>	<b>-147,225</b>	<b>-126,246</b>	<b>-111,959</b>	<b>-116,239</b>	<b>-70,680</b>	<b>-69,265</b>	<b>-106,731</b>	<b>-106,000</b>	<b>-731</b>	<b>-37,467</b>	<b>-82,225</b>	<b>-94,975</b>
<b>EXPENSE</b>												
Staff Expense	-6,427	-3,699	-3,601	-4,987	-4,688	-5,406	-2,500	-5,980	3,480	2,906	-4,198	-4,237
Utilities Expense	-34,382	-29,748	-32,527	-36,142	-34,279	-28,812	-36,143	-34,540	-1,603	-7,331	-33,078	-33,580
Supplies & Maintenance Expense	-27,286	-25,801	-27,833	-26,836	-25,235	-24,795	-45,507	-26,750	-18,757	-20,711	-31,846	-30,041
Insurance Expense	-4,800	-4,800	-4,800	-4,800	-5,400	-6,000	-6,000	-6,000	0	0	-5,800	-5,400
Administration & Other Expense	-1,565	-351	-3,967	-3,737	-3,003	-4,138	-3,502	-4,110	608	636	-3,548	-3,669
<b>Total Expense</b>	<b>-74,460</b>	<b>-64,399</b>	<b>-72,728</b>	<b>-76,502</b>	<b>-72,605</b>	<b>-69,151</b>	<b>-93,652</b>	<b>-77,380</b>	<b>-16,272</b>	<b>-24,501</b>	<b>-78,470</b>	<b>-76,928</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-221,685</b>	<b>-190,646</b>	<b>-184,687</b>	<b>-192,740</b>	<b>-143,285</b>	<b>-138,416</b>	<b>-200,383</b>	<b>-183,380</b>	<b>-17,003</b>	<b>-61,968</b>	<b>-160,695</b>	<b>-171,902</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-77,759</b>	<b>-40,107</b>	<b>-45,928</b>	<b>-49,837</b>	<b>-18,133</b>	<b>-5,493</b>	<b>-33,790</b>	<b>-18,380</b>	<b>-15,410</b>	<b>-28,297</b>	<b>-19,139</b>	<b>-30,636</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-98,549	-98,549	0	-98,549	-32,850	-19,710
<b>NET OPERATING RESULTS (NOR)</b>	<b>-77,759</b>	<b>-40,107</b>	<b>-45,928</b>	<b>-49,837</b>	<b>-18,133</b>	<b>-5,493</b>	<b>-132,339</b>	<b>-116,929</b>	<b>-15,410</b>	<b>-126,846</b>	<b>-51,988</b>	<b>-50,346</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-77,759</b>	<b>-40,107</b>	<b>-45,928</b>	<b>-49,837</b>	<b>-18,133</b>	<b>-5,493</b>	<b>-132,339</b>	<b>-116,929</b>	<b>-15,410</b>	<b>-126,846</b>	<b>-51,988</b>	<b>-50,346</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-77,759</b>	<b>-40,107</b>	<b>-45,928</b>	<b>-49,837</b>	<b>-18,133</b>	<b>-5,493</b>	<b>-132,339</b>	<b>-116,929</b>	<b>-15,410</b>	<b>-126,846</b>	<b>-51,988</b>	<b>-50,346</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-77,759</b>	<b>-40,107</b>	<b>-45,928</b>	<b>-49,837</b>	<b>-18,133</b>	<b>-5,493</b>	<b>-132,339</b>	<b>-116,929</b>	<b>-15,410</b>	<b>-126,846</b>	<b>-51,988</b>	<b>-50,346</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-221,685	-190,646	-184,687	-192,740	-143,285	-138,416	-200,383	-183,380	-17,003	-61,968	-160,695	-171,902

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Day Camp (145)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr
<b>REVENUE</b>												
Lessons & Rental	164,703	182,763	197,557	204,726	223,485	255,512	246,499	275,000	-28,501	-9,013	241,832	225,556
Other Revenue	830	600	610	1,005	1,155	1,140	1,100	0	1,100	-40	1,132	1,002
<b>Total Revenue</b>	<b>165,533</b>	<b>183,363</b>	<b>198,167</b>	<b>205,731</b>	<b>224,640</b>	<b>256,652</b>	<b>247,599</b>	<b>275,000</b>	<b>-27,401</b>	<b>-9,053</b>	<b>242,964</b>	<b>226,558</b>
<b>GROSS MARGIN (GM)</b>	<b>165,533</b>	<b>183,363</b>	<b>198,167</b>	<b>205,731</b>	<b>224,640</b>	<b>256,652</b>	<b>247,599</b>	<b>275,000</b>	<b>-27,401</b>	<b>-9,053</b>	<b>242,964</b>	<b>226,558</b>
<b>PAYROLL</b>												
Salaries and Wages	-76,722	-74,013	-87,617	-102,393	-120,305	-142,168	-160,325	-153,500	-6,825	-18,157	-140,933	-122,562
Payroll Taxes & Benefits	-14,448	-16,058	-21,196	-22,645	-29,177	-31,329	-32,219	-34,000	1,781	-890	-30,908	-27,313
<b>Total Payroll</b>	<b>-91,170</b>	<b>-90,071</b>	<b>-108,813</b>	<b>-125,038</b>	<b>-149,483</b>	<b>-173,497</b>	<b>-192,544</b>	<b>-187,500</b>	<b>-5,044</b>	<b>-19,047</b>	<b>-171,841</b>	<b>-149,875</b>
<b>EXPENSE</b>												
Staff Expense	-2,848	-1,497	-1,800	-1,043	-3,571	-2,960	-2,976	-2,990	14	-15	-3,169	-2,470
Utilities Expense	-1,352	-1,139	-862	-3,167	-3,182	-2,846	-2,982	-1,650	-1,332	-136	-3,004	-2,608
Supplies & Maintenance Expense	-28,089	-26,896	-25,640	-28,587	-25,067	-33,948	-29,797	-35,610	5,813	4,151	-29,604	-28,608
Insurance Expense	-1,200	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	0	0	-1,800	-1,800
Administration & Other Expense	-5,260	-4,445	-5,262	-9,357	-6,303	-10,377	-4,804	-8,900	4,096	5,573	-7,161	-7,221
<b>Total Expense</b>	<b>-38,749</b>	<b>-35,777</b>	<b>-35,364</b>	<b>-43,953</b>	<b>-39,923</b>	<b>-51,932</b>	<b>-42,359</b>	<b>-50,950</b>	<b>8,591</b>	<b>9,573</b>	<b>-44,738</b>	<b>-42,706</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-129,919</b>	<b>-125,848</b>	<b>-144,177</b>	<b>-168,992</b>	<b>-189,406</b>	<b>-225,429</b>	<b>-234,902</b>	<b>-238,450</b>	<b>3,548</b>	<b>-9,474</b>	<b>-216,579</b>	<b>-192,581</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>35,614</b>	<b>57,514</b>	<b>53,990</b>	<b>36,739</b>	<b>35,234</b>	<b>31,223</b>	<b>12,697</b>	<b>36,550</b>	<b>-23,853</b>	<b>-18,527</b>	<b>26,385</b>	<b>33,977</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-33,381	-33,381	0	-33,381	-11,127	-6,676
<b>NET OPERATING RESULTS (NOR)</b>	<b>35,614</b>	<b>57,514</b>	<b>53,990</b>	<b>36,739</b>	<b>35,234</b>	<b>31,223</b>	<b>-20,684</b>	<b>3,169</b>	<b>-23,853</b>	<b>-51,908</b>	<b>15,258</b>	<b>27,301</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>35,614</b>	<b>57,514</b>	<b>53,990</b>	<b>36,739</b>	<b>35,234</b>	<b>31,223</b>	<b>-20,684</b>	<b>3,169</b>	<b>-23,853</b>	<b>-51,908</b>	<b>15,258</b>	<b>27,301</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>35,614</b>	<b>57,514</b>	<b>53,990</b>	<b>36,739</b>	<b>35,234</b>	<b>31,223</b>	<b>-20,684</b>	<b>3,169</b>	<b>-23,853</b>	<b>-51,908</b>	<b>15,258</b>	<b>27,301</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>35,614</b>	<b>57,514</b>	<b>53,990</b>	<b>36,739</b>	<b>35,234</b>	<b>31,223</b>	<b>-20,684</b>	<b>3,169</b>	<b>-23,853</b>	<b>-51,908</b>	<b>15,258</b>	<b>27,301</b>
Total Expenses (TE), (COGS+PAYROLL+E	-129,919	-125,848	-144,177	-168,992	-189,406	-225,429	-234,902	-238,450	3,548	-9,474	-216,579	-192,581

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Recreation (140)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years					3-Yr				5-Yr		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual						2018 Actual	2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	57,241	78,544	91,088	164,122	162,351	135,150	163,678	154,200	9,478	28,527	153,726	143,278
Food and Beverage	0	0	0	-104	-37	-1	0	0	0	1	-13	-28
Retail Product	19,653	22,040	4,098	4,225	4,659	2,752	5,189	4,400	789	2,436	4,200	4,184
Lessons & Rental	46,987	32,277	9,199	14,629	15,065	23,425	17,263	15,000	2,263	-6,162	18,584	15,916
Other Revenue	5,067	5,657	990	17	34	19,791	14,695	5,000	9,695	-5,096	11,507	7,105
<b>Total Revenue</b>	<b>128,948</b>	<b>138,517</b>	<b>105,374</b>	<b>182,889</b>	<b>182,071</b>	<b>181,117</b>	<b>200,824</b>	<b>178,600</b>	<b>22,224</b>	<b>19,707</b>	<b>188,004</b>	<b>170,455</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-9,268</b>	<b>-10,943</b>	<b>-1,484</b>	<b>-2,328</b>	<b>-2,746</b>	<b>-1,531</b>	<b>-1,469</b>	<b>-3,570</b>	<b>2,101</b>	<b>62</b>	<b>-1,915</b>	<b>-1,911</b>
<b>GROSS MARGIN (GM)</b>	<b>119,680</b>	<b>127,574</b>	<b>103,890</b>	<b>180,561</b>	<b>179,325</b>	<b>179,586</b>	<b>199,356</b>	<b>175,030</b>	<b>24,326</b>	<b>19,769</b>	<b>186,089</b>	<b>168,544</b>
<b>PAYROLL</b>												
Salaries and Wages	-97,528	-86,048	-45,110	-54,694	-59,248	-56,688	-63,792	-72,040	8,248	-7,104	-59,910	-55,906
Payroll Taxes & Benefits	-20,285	-16,279	-13,202	-14,926	-15,249	-14,862	-14,934	-18,952	4,018	-73	-15,015	-14,635
<b>Total Payroll</b>	<b>-117,813</b>	<b>-102,326</b>	<b>-58,312</b>	<b>-69,620</b>	<b>-74,498</b>	<b>-71,550</b>	<b>-78,727</b>	<b>-90,992</b>	<b>12,265</b>	<b>-7,177</b>	<b>-74,925</b>	<b>-70,541</b>
<b>EXPENSE</b>												
Staff Expense	-2,688	-1,240	-502	-69	-1,488	-1,291	-1,439	-1,650	211	-148	-1,406	-958
Utilities Expense	-596	-300	-180	-270	-300	-86	-180	-180	0	-94	-189	-203
Supplies & Maintenance Expense	-83,213	-61,136	-61,888	-98,918	-93,507	-104,352	-87,186	-104,090	16,904	17,167	-95,015	-89,170
Insurance Expense	-600	-600	-600	-1,600	-600	-600	-600	-600	0	0	-600	-800
Administration & Other Expense	-10,224	-2,693	-2,692	-3,230	-4,205	-6,718	-6,570	-6,870	300	148	-5,831	-4,683
<b>Total Expense</b>	<b>-97,321</b>	<b>-65,969</b>	<b>-65,863</b>	<b>-104,087</b>	<b>-100,101</b>	<b>-113,047</b>	<b>-95,974</b>	<b>-113,390</b>	<b>17,416</b>	<b>17,073</b>	<b>-103,041</b>	<b>-95,814</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-215,134</b>	<b>-168,295</b>	<b>-124,174</b>	<b>-173,706</b>	<b>-174,599</b>	<b>-184,597</b>	<b>-174,701</b>	<b>-204,382</b>	<b>29,681</b>	<b>9,896</b>	<b>-177,965</b>	<b>-166,355</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-95,454</b>	<b>-40,721</b>	<b>-20,284</b>	<b>6,855</b>	<b>4,727</b>	<b>-5,010</b>	<b>24,655</b>	<b>-29,352</b>	<b>54,007</b>	<b>29,665</b>	<b>8,124</b>	<b>2,188</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-66,413	-66,413	0	-66,413	-22,138	-13,283
<b>NET OPERATING RESULTS (NOR)</b>	<b>-95,454</b>	<b>-40,721</b>	<b>-20,284</b>	<b>6,855</b>	<b>4,727</b>	<b>-5,010</b>	<b>-41,758</b>	<b>-95,765</b>	<b>54,007</b>	<b>-36,748</b>	<b>-14,014</b>	<b>-11,094</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-95,454</b>	<b>-40,721</b>	<b>-20,284</b>	<b>6,855</b>	<b>4,727</b>	<b>-5,010</b>	<b>-41,758</b>	<b>-95,765</b>	<b>54,007</b>	<b>-36,748</b>	<b>-14,014</b>	<b>-11,094</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-95,454</b>	<b>-40,721</b>	<b>-20,284</b>	<b>6,855</b>	<b>4,727</b>	<b>-5,010</b>	<b>-41,758</b>	<b>-95,765</b>	<b>54,007</b>	<b>-36,748</b>	<b>-14,014</b>	<b>-11,094</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-95,454</b>	<b>-40,721</b>	<b>-20,284</b>	<b>6,855</b>	<b>4,727</b>	<b>-5,010</b>	<b>-41,758</b>	<b>-95,765</b>	<b>54,007</b>	<b>-36,748</b>	<b>-14,014</b>	<b>-11,094</b>
Total Expenses (TE), (COGS+PAYROLL+E	-224,402	-179,238	-125,659	-176,034	-177,344	-186,128	-176,170	-207,952	31,782	9,958	-179,881	-168,267

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Public Amenities Consolidated  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	917,194	889,578	962,780	1,015,682	900,334	1,008,979	738,471	1,106,300	-367,829	-270,508	882,594	925,249
Food and Beverage	1,469,955	1,682,132	1,785,184	2,074,787	2,204,496	2,378,963	2,183,827	2,484,400	-300,573	-195,136	2,255,762	2,125,452
Retail Product	111,625	98,557	127,280	133,578	155,277	147,340	155,727	154,200	1,527	8,387	152,781	143,840
Lessons & Rental	220,274	203,691	262,165	277,879	271,325	338,117	251,293	309,800	-58,507	-86,824	286,912	280,156
Other Revenue	13,788	11,683	20,352	27,390	46,796	56,140	48,722	48,700	22	-7,418	50,553	39,880
<b>Total Revenue</b>	<b>2,732,836</b>	<b>2,885,642</b>	<b>3,157,762</b>	<b>3,529,317</b>	<b>3,578,228</b>	<b>3,929,539</b>	<b>3,378,040</b>	<b>4,103,400</b>	<b>-725,360</b>	<b>-551,499</b>	<b>3,628,602</b>	<b>3,514,577</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-567,068</b>	<b>-576,641</b>	<b>-639,270</b>	<b>-721,751</b>	<b>-755,401</b>	<b>-750,061</b>	<b>-701,389</b>	<b>-805,000</b>	<b>103,611</b>	<b>48,672</b>	<b>-735,617</b>	<b>-713,574</b>
<b>GROSS MARGIN (GM)</b>	<b>2,165,767</b>	<b>2,309,001</b>	<b>2,518,492</b>	<b>2,807,566</b>	<b>2,822,826</b>	<b>3,179,478</b>	<b>2,676,651</b>	<b>3,298,400</b>	<b>-621,749</b>	<b>-502,827</b>	<b>2,892,985</b>	<b>2,801,003</b>
<b>PAYROLL</b>												
Salaries and Wages	-1,512,074	-1,475,926	-1,619,855	-1,919,558	-2,051,982	-2,107,587	-2,023,289	-2,215,893	192,604	84,298	-2,060,952	-1,944,454
Payroll Taxes & Benefits	-346,371	-391,349	-481,794	-558,263	-550,277	-528,429	-493,915	-588,562	94,647	34,514	-524,207	-522,535
<b>Total Payroll</b>	<b>-1,858,445</b>	<b>-1,867,275</b>	<b>-2,101,648</b>	<b>-2,477,821</b>	<b>-2,602,259</b>	<b>-2,636,015</b>	<b>-2,517,203</b>	<b>-2,804,455</b>	<b>287,252</b>	<b>118,812</b>	<b>-2,585,159</b>	<b>-2,466,989</b>
<b>EXPENSE</b>												
Staff Expense	-43,616	-32,951	-31,470	-58,245	-68,998	-61,665	-56,717	-79,780	23,063	4,948	-62,460	-55,419
Utilities Expense	-222,457	-206,345	-181,030	-233,072	-219,103	-246,609	-248,984	-243,655	-5,329	-2,375	-238,232	-225,760
Supplies & Maintenance Expense	-288,618	-251,393	-253,106	-318,393	-364,929	-360,413	-326,803	-339,470	12,667	33,609	-350,715	-324,729
Insurance Expense	-46,800	-52,200	-54,000	-62,000	-56,400	-65,400	-67,200	-67,200	0	-1,800	-63,000	-61,000
Administration & Other Expense	-181,789	-185,393	-217,204	-195,875	-210,053	-200,082	-187,576	-217,900	30,324	12,506	-199,237	-202,158
<b>Total Expense</b>	<b>-783,280</b>	<b>-728,282</b>	<b>-736,811</b>	<b>-867,585</b>	<b>-919,482</b>	<b>-934,169</b>	<b>-887,281</b>	<b>-948,005</b>	<b>60,724</b>	<b>46,888</b>	<b>-913,644</b>	<b>-869,066</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-2,641,725</b>	<b>-2,595,557</b>	<b>-2,838,459</b>	<b>-3,345,406</b>	<b>-3,521,741</b>	<b>-3,570,185</b>	<b>-3,404,484</b>	<b>-3,752,460</b>	<b>347,976</b>	<b>165,700</b>	<b>-3,498,803</b>	<b>-3,336,055</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-475,957</b>	<b>-286,557</b>	<b>-319,967</b>	<b>-537,840</b>	<b>-698,915</b>	<b>-390,707</b>	<b>-727,833</b>	<b>-454,060</b>	<b>-273,773</b>	<b>-337,126</b>	<b>-605,818</b>	<b>-535,052</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-928,989	-928,989	0	-928,989	-309,663	-185,798
<b>NET OPERATING RESULTS (NOR)</b>	<b>-475,957</b>	<b>-286,557</b>	<b>-319,967</b>	<b>-537,840</b>	<b>-698,915</b>	<b>-390,707</b>	<b>-1,656,822</b>	<b>-1,383,049</b>	<b>-273,773</b>	<b>-1,266,115</b>	<b>-915,481</b>	<b>-720,850</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-475,957</b>	<b>-286,557</b>	<b>-319,967</b>	<b>-537,840</b>	<b>-698,915</b>	<b>-390,707</b>	<b>-1,656,822</b>	<b>-1,383,049</b>	<b>-273,773</b>	<b>-1,266,115</b>	<b>-915,481</b>	<b>-720,850</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-475,957</b>	<b>-286,557</b>	<b>-319,967</b>	<b>-537,840</b>	<b>-698,915</b>	<b>-390,707</b>	<b>-1,656,822</b>	<b>-1,383,049</b>	<b>-273,773</b>	<b>-1,266,115</b>	<b>-915,481</b>	<b>-720,850</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-475,957</b>	<b>-286,557</b>	<b>-319,967</b>	<b>-537,840</b>	<b>-698,915</b>	<b>-390,707</b>	<b>-1,656,822</b>	<b>-1,383,049</b>	<b>-273,773</b>	<b>-1,266,115</b>	<b>-915,481</b>	<b>-720,850</b>
Total Expenses (TE), (COGS+PAYROLL+E	-3,208,793	-3,172,198	-3,477,729	-4,067,157	-4,277,143	-4,320,246	-4,105,873	-4,557,460	451,587	214,372	-4,234,421	-4,049,630



**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Consolidated Golf**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	798,174	837,910	836,323	841,682	726,648	802,084	536,010	<b>894,000</b>	-357,990	-266,075	688,247	748,549
Retail Product	104,024	98,557	93,166	86,715	87,962	92,285	77,047	<b>90,000</b>	-12,953	-15,238	85,765	87,435
Lessons & Rental	160,536	190,773	181,624	178,887	165,561	202,214	92,547	<b>165,000</b>	-72,453	-109,666	153,441	164,167
Other Revenue	9,662	7,503	3,093	6,707	9,620	536	937	<b>8,000</b>	-7,063	401	3,698	4,179
<b>Total Revenue</b>	<b>1,072,395</b>	<b>1,134,744</b>	<b>1,114,206</b>	<b>1,113,991</b>	<b>989,791</b>	<b>1,097,118</b>	<b>706,541</b>	<b>1,157,000</b>	<b>-450,459</b>	<b>-390,577</b>	<b>931,150</b>	<b>1,004,329</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-78,766</b>	<b>-69,373</b>	<b>-64,420</b>	<b>-57,360</b>	<b>-45,544</b>	<b>-61,461</b>	<b>-48,521</b>	<b>-61,000</b>	<b>12,479</b>	<b>12,940</b>	<b>-51,842</b>	<b>-55,461</b>
<b>GROSS MARGIN (GM)</b>	<b>993,630</b>	<b>1,065,371</b>	<b>1,049,785</b>	<b>1,056,631</b>	<b>944,247</b>	<b>1,035,657</b>	<b>658,020</b>	<b>1,096,000</b>	<b>-437,980</b>	<b>-377,638</b>	<b>879,308</b>	<b>948,868</b>
<b>PAYROLL</b>												
Salaries and Wages	-563,173	-519,964	-514,284	-526,868	-542,188	-543,268	-570,862	<b>-583,537</b>	12,675	-27,594	-552,106	-539,494
Payroll Taxes & Benefits	-111,604	-114,467	-125,147	-131,478	-130,725	-115,314	-114,638	<b>-129,512</b>	14,874	676	-120,225	-123,460
<b>Total Payroll</b>	<b>-674,777</b>	<b>-634,430</b>	<b>-639,430</b>	<b>-658,347</b>	<b>-672,912</b>	<b>-658,581</b>	<b>-685,500</b>	<b>-713,049</b>	<b>27,549</b>	<b>-26,919</b>	<b>-672,331</b>	<b>-662,954</b>
<b>EXPENSE</b>												
Staff Expense	-9,078	-8,175	-6,157	-8,283	-9,399	-6,401	-6,194	<b>-8,500</b>	2,306	207	-7,331	-7,287
Utilities Expense	-118,915	-115,022	-81,331	-106,016	-95,518	-109,448	-106,879	<b>-106,730</b>	-149	2,569	-103,948	-99,838
Supplies & Maintenance Expense	-108,392	-100,209	-84,364	-77,550	-86,725	-84,861	-73,703	<b>-73,695</b>	-8	11,158	-81,763	-81,441
Insurance Expense	-33,000	-35,400	-35,400	-35,400	-36,000	-42,000	-43,200	<b>-43,200</b>	0	-1,200	-40,400	-38,400
Administration & Other Expense	-29,447	-26,203	-29,696	-27,157	-35,697	-37,326	-23,161	<b>-27,190</b>	4,029	14,165	-32,061	-30,607
<b>Total Expense</b>	<b>-298,832</b>	<b>-285,008</b>	<b>-236,949</b>	<b>-254,405</b>	<b>-263,339</b>	<b>-280,036</b>	<b>-253,137</b>	<b>-259,315</b>	<b>6,178</b>	<b>26,900</b>	<b>-265,504</b>	<b>-257,573</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-973,609</b>	<b>-919,438</b>	<b>-876,379</b>	<b>-912,752</b>	<b>-936,251</b>	<b>-938,618</b>	<b>-938,637</b>	<b>-972,364</b>	<b>33,727</b>	<b>-19</b>	<b>-937,835</b>	<b>-920,527</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>20,021</b>	<b>145,933</b>	<b>173,406</b>	<b>143,880</b>	<b>7,995</b>	<b>97,040</b>	<b>-280,617</b>	<b>123,636</b>	<b>-404,253</b>	<b>-377,657</b>	<b>-58,527</b>	<b>28,341</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-111,053	<b>-111,053</b>	0	-111,053	-37,018	-22,211
<b>NET OPERATING RESULTS (NOR)</b>	<b>20,021</b>	<b>145,933</b>	<b>173,406</b>	<b>143,880</b>	<b>7,995</b>	<b>97,040</b>	<b>-391,670</b>	<b>12,583</b>	<b>-404,253</b>	<b>-488,710</b>	<b>-95,545</b>	<b>6,130</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>20,021</b>	<b>145,933</b>	<b>173,406</b>	<b>143,880</b>	<b>7,995</b>	<b>97,040</b>	<b>-391,670</b>	<b>12,583</b>	<b>-404,253</b>	<b>-488,710</b>	<b>-95,545</b>	<b>6,130</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>20,021</b>	<b>145,933</b>	<b>173,406</b>	<b>143,880</b>	<b>7,995</b>	<b>97,040</b>	<b>-391,670</b>	<b>12,583</b>	<b>-404,253</b>	<b>-488,710</b>	<b>-95,545</b>	<b>6,130</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>20,021</b>	<b>145,933</b>	<b>173,406</b>	<b>143,880</b>	<b>7,995</b>	<b>97,040</b>	<b>-391,670</b>	<b>12,583</b>	<b>-404,253</b>	<b>-488,710</b>	<b>-95,545</b>	<b>6,130</b>
Total Expenses (TE), (COGS+PAYROLL+E	-1,052,374	-988,811	-940,799	-970,112	-981,795	-1,000,079	-987,158	<b>-1,033,364</b>	46,206	12,921	-989,677	-975,989

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Golf Course Operations (120)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years											
	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>	3 Year Average Years			2019 <i>Budget</i>	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 <i>Actual</i>	2018 <i>Actual</i>	2019 <i>Actual</i>				3-Yr	5-Yr
<b>REVENUE</b>												
Direct Access & Use Fees	798,174	837,910	836,323	841,682	726,648	802,084	536,010	<b>894,000</b>	-357,990	-266,075	688,247	748,549
Retail Product	104,024	98,557	93,166	86,715	87,962	92,285	77,047	<b>90,000</b>	-12,953	-15,238	85,765	87,435
Lessons & Rental	160,536	190,773	181,624	178,887	165,561	202,214	92,547	<b>165,000</b>	-72,453	-109,666	153,441	164,167
Other Revenue	9,662	7,503	3,093	6,707	9,620	536	937	<b>8,000</b>	-7,063	401	3,698	4,179
<b>Total Revenue</b>	<b>1,072,395</b>	<b>1,134,744</b>	<b>1,114,206</b>	<b>1,113,991</b>	<b>989,791</b>	<b>1,097,118</b>	<b>706,541</b>	<b>1,157,000</b>	<b>-450,459</b>	<b>-390,577</b>	<b>931,150</b>	<b>1,004,329</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-78,766</b>	<b>-69,373</b>	<b>-64,420</b>	<b>-57,360</b>	<b>-45,544</b>	<b>-61,461</b>	<b>-48,521</b>	<b>-61,000</b>	<b>12,479</b>	<b>12,940</b>	<b>-51,842</b>	<b>-55,461</b>
<b>GROSS MARGIN (GM)</b>	<b>993,630</b>	<b>1,065,371</b>	<b>1,049,785</b>	<b>1,056,631</b>	<b>944,247</b>	<b>1,035,657</b>	<b>658,020</b>	<b>1,096,000</b>	<b>-437,980</b>	<b>-377,638</b>	<b>879,308</b>	<b>948,868</b>
<b>PAYROLL</b>												
Salaries and Wages	-180,243	-157,634	-162,249	-138,142	-149,721	-163,259	-146,607	<b>-175,207</b>	28,600	16,652	-153,196	-151,996
Payroll Taxes & Benefits	-37,119	-36,357	-38,514	-37,119	-38,552	-38,333	-34,680	<b>-42,684</b>	8,004	3,653	-37,188	-37,439
<b>Total Payroll</b>	<b>-217,361</b>	<b>-193,991</b>	<b>-200,762</b>	<b>-175,261</b>	<b>-188,273</b>	<b>-201,593</b>	<b>-181,288</b>	<b>-217,891</b>	<b>36,603</b>	<b>20,305</b>	<b>-190,384</b>	<b>-189,435</b>
<b>EXPENSE</b>												
Staff Expense	-3,113	-1,367	-1,584	-2,243	-3,227	-1,439	-1,158	<b>-1,800</b>	642	281	-1,941	-1,930
Utilities Expense	-8,636	-8,792	-8,781	-9,282	-8,919	-10,499	-10,695	<b>-8,660</b>	-2,035	-195	-10,038	-9,635
Supplies & Maintenance Expense	-17,651	-17,182	-20,461	-23,561	-16,512	-19,033	-18,531	<b>-17,440</b>	-1,091	502	-18,025	-19,619
Insurance Expense	-23,400	-25,200	-25,200	-25,200	-25,800	-30,000	-30,600	<b>-30,600</b>	0	-600	-28,800	-27,360
Administration & Other Expense	-26,410	-23,505	-25,405	-22,813	-32,608	-34,256	-19,754	<b>-25,830</b>	6,076	14,502	-28,873	-26,967
<b>Total Expense</b>	<b>-79,210</b>	<b>-76,046</b>	<b>-81,430</b>	<b>-83,099</b>	<b>-87,065</b>	<b>-95,228</b>	<b>-80,737</b>	<b>-84,330</b>	<b>3,593</b>	<b>14,491</b>	<b>-87,677</b>	<b>-85,512</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-296,571</b>	<b>-270,037</b>	<b>-282,192</b>	<b>-258,360</b>	<b>-275,338</b>	<b>-296,820</b>	<b>-262,025</b>	<b>-302,221</b>	<b>40,196</b>	<b>34,796</b>	<b>-278,061</b>	<b>-274,947</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>697,059</b>	<b>795,333</b>	<b>767,593</b>	<b>798,271</b>	<b>668,909</b>	<b>738,837</b>	<b>395,995</b>	<b>793,779</b>	<b>-397,784</b>	<b>-342,842</b>	<b>601,247</b>	<b>673,921</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-69,353	<b>-69,353</b>	0	-69,353	-23,118	-13,871
<b>NET OPERATING RESULTS (NOR)</b>	<b>697,059</b>	<b>795,333</b>	<b>767,593</b>	<b>798,271</b>	<b>668,909</b>	<b>738,837</b>	<b>326,642</b>	<b>724,426</b>	<b>-397,784</b>	<b>-412,195</b>	<b>578,129</b>	<b>660,050</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>697,059</b>	<b>795,333</b>	<b>767,593</b>	<b>798,271</b>	<b>668,909</b>	<b>738,837</b>	<b>326,642</b>	<b>724,426</b>	<b>-397,784</b>	<b>-412,195</b>	<b>578,129</b>	<b>660,050</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>697,059</b>	<b>795,333</b>	<b>767,593</b>	<b>798,271</b>	<b>668,909</b>	<b>738,837</b>	<b>326,642</b>	<b>724,426</b>	<b>-397,784</b>	<b>-412,195</b>	<b>578,129</b>	<b>660,050</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>697,059</b>	<b>795,333</b>	<b>767,593</b>	<b>798,271</b>	<b>668,909</b>	<b>738,837</b>	<b>326,642</b>	<b>724,426</b>	<b>-397,784</b>	<b>-412,195</b>	<b>578,129</b>	<b>660,050</b>
Total Expenses (TE), (COGS+PAYROLL+E	-375,336	-339,411	-346,613	-315,720	-320,882	-358,281	-310,546	<b>-363,221</b>	52,675	47,735	-329,903	-330,408

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Golf Course Maintenance (125)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-382,930	-362,329	-352,035	-388,726	-392,466	-380,009	-424,255	-408,330	-15,925	-44,246	-398,910	-387,498
Payroll Taxes & Benefits	-74,486	-78,109	-86,633	-94,359	-92,173	-76,980	-79,958	-86,828	6,870	-2,977	-83,037	-86,021
<b>Total Payroll</b>	<b>-457,416</b>	<b>-440,439</b>	<b>-438,668</b>	<b>-483,085</b>	<b>-484,640</b>	<b>-456,989</b>	<b>-504,212</b>	<b>-495,158</b>	<b>-9,054</b>	<b>-47,224</b>	<b>-481,947</b>	<b>-473,519</b>
<b>EXPENSE</b>												
Staff Expense	-5,965	-6,807	-4,573	-6,040	-6,173	-4,962	-5,036	-6,700	1,664	-74	-5,390	-5,357
Utilities Expense	-110,279	-106,230	-72,551	-96,734	-86,599	-98,948	-96,184	-98,070	1,886	2,765	-93,910	-90,203
Supplies & Maintenance Expense	-90,741	-83,027	-63,903	-53,989	-70,213	-65,829	-55,173	-56,255	1,082	10,656	-63,738	-61,821
Insurance Expense	-9,600	-10,200	-10,200	-10,200	-10,200	-12,000	-12,600	-12,600	0	-600	-11,600	-11,040
Administration & Other Expense	-3,037	-2,698	-4,291	-4,344	-3,088	-3,070	-3,408	-1,360	-2,048	-337	-3,189	-3,640
<b>Total Expense</b>	<b>-219,622</b>	<b>-208,962</b>	<b>-155,519</b>	<b>-171,306</b>	<b>-176,274</b>	<b>-184,809</b>	<b>-172,400</b>	<b>-174,985</b>	<b>2,585</b>	<b>12,409</b>	<b>-177,827</b>	<b>-172,061</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-676,612</b>	<b>-670,143</b>	<b>-6,469</b>	<b>-34,814</b>	<b>-659,774</b>	<b>-645,580</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-676,612</b>	<b>-670,143</b>	<b>-6,469</b>	<b>-34,814</b>	<b>-659,774</b>	<b>-645,580</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-41,700	-41,700	0	-41,700	-13,900	-8,340
<b>NET OPERATING RESULTS (NOR)</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-718,312</b>	<b>-711,843</b>	<b>-6,469</b>	<b>-76,514</b>	<b>-673,674</b>	<b>-653,920</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-718,312</b>	<b>-711,843</b>	<b>-6,469</b>	<b>-76,514</b>	<b>-673,674</b>	<b>-653,920</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-718,312</b>	<b>-711,843</b>	<b>-6,469</b>	<b>-76,514</b>	<b>-673,674</b>	<b>-653,920</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-677,038</b>	<b>-649,401</b>	<b>-594,187</b>	<b>-654,391</b>	<b>-660,913</b>	<b>-641,797</b>	<b>-718,312</b>	<b>-711,843</b>	<b>-6,469</b>	<b>-76,514</b>	<b>-673,674</b>	<b>-653,920</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-676,612	-670,143	-6,469	-34,814	-659,774	-645,580

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Cross Country Center (110)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	0	0	-244	792	0	22	0	0	-22	7	114	
Lessons & Rental	0	0	0	0	462	799	335	0	335	-464	532	
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>-244</b>	<b>792</b>	<b>462</b>	<b>821</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>-486</b>	<b>539</b>	<b>433</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>199</b>	<b>0</b>	<b>-496</b>	<b>271</b>	<b>281</b>	<b>-47</b>	<b>-6</b>	<b>0</b>	<b>-6</b>	<b>42</b>	<b>76</b>	<b>1</b>
<b>GROSS MARGIN (GM)</b>	<b>199</b>	<b>0</b>	<b>-740</b>	<b>1,063</b>	<b>743</b>	<b>774</b>	<b>329</b>	<b>0</b>	<b>329</b>	<b>-445</b>	<b>615</b>	<b>434</b>
<b>PAYROLL</b>												
Salaries and Wages	-40,794	-43,118	-51,822	-68,819	-60,854	-64,221	-64,879	-62,473	-2,406	-658	-63,318	-62,119
Payroll Taxes & Benefits	-12,197	-14,368	-18,325	-19,928	-15,742	-18,186	-15,666	-15,340	-326	2,520	-16,532	-17,570
<b>Total Payroll</b>	<b>-52,992</b>	<b>-57,486</b>	<b>-70,147</b>	<b>-88,747</b>	<b>-76,596</b>	<b>-82,408</b>	<b>-80,545</b>	<b>-77,813</b>	<b>-2,732</b>	<b>1,862</b>	<b>-79,850</b>	<b>-79,689</b>
<b>EXPENSE</b>												
Staff Expense	-2,395	-21	0	-393	214	-949	-426	-100	-326	522	-387	-311
Utilities Expense	-2,222	-2,175	-2,742	-2,078	-873	-618	-240	-25	-215	378	-577	-1,310
Supplies & Maintenance Expense	-16,417	-10,410	3,376	-170	-50,855	-33,326	-13,854	-38,500	24,646	19,472	-32,678	-18,966
Administration & Other Expense	-7,516	-4,517	-1,455	583	-4,037	-8,426	-6,355	-8,440	2,085	2,071	-6,273	-3,938
<b>Total Expense</b>	<b>-28,551</b>	<b>-17,124</b>	<b>-821</b>	<b>-2,057</b>	<b>-55,551</b>	<b>-43,320</b>	<b>-20,876</b>	<b>-47,065</b>	<b>26,189</b>	<b>22,444</b>	<b>-39,916</b>	<b>-24,525</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-81,543</b>	<b>-74,610</b>	<b>-70,968</b>	<b>-90,804</b>	<b>-132,147</b>	<b>-125,727</b>	<b>-101,421</b>	<b>-124,878</b>	<b>23,457</b>	<b>24,307</b>	<b>-119,765</b>	<b>-104,213</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-81,344</b>	<b>-74,610</b>	<b>-71,708</b>	<b>-89,741</b>	<b>-131,404</b>	<b>-124,954</b>	<b>-101,092</b>	<b>-124,878</b>	<b>23,786</b>	<b>23,862</b>	<b>-119,150</b>	<b>-103,780</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-109,759	-109,759	0	-109,759	-36,586	-21,952
<b>NET OPERATING RESULTS (NOR)</b>	<b>-81,344</b>	<b>-74,610</b>	<b>-71,708</b>	<b>-89,741</b>	<b>-131,404</b>	<b>-124,954</b>	<b>-210,851</b>	<b>-234,637</b>	<b>23,786</b>	<b>-85,897</b>	<b>-155,736</b>	<b>-125,731</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-81,344</b>	<b>-74,610</b>	<b>-71,708</b>	<b>-89,741</b>	<b>-131,404</b>	<b>-124,954</b>	<b>-210,851</b>	<b>-234,637</b>	<b>23,786</b>	<b>-85,897</b>	<b>-155,736</b>	<b>-125,731</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-81,344</b>	<b>-74,610</b>	<b>-71,708</b>	<b>-89,741</b>	<b>-131,404</b>	<b>-124,954</b>	<b>-210,851</b>	<b>-234,637</b>	<b>23,786</b>	<b>-85,897</b>	<b>-155,736</b>	<b>-125,731</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-81,344</b>	<b>-74,610</b>	<b>-71,708</b>	<b>-89,741</b>	<b>-131,404</b>	<b>-124,954</b>	<b>-210,851</b>	<b>-234,637</b>	<b>23,786</b>	<b>-85,897</b>	<b>-155,736</b>	<b>-125,731</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-81,344	-74,610	-71,464	-90,533	-131,866	-125,775	-101,427	-124,878	23,451	24,348	-119,689	-104,213

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Consolidated Downhill Ski  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years										Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA			3-Yr
					2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>													
Direct Access & Use Fees	0	-179	-9,337	1,438	-56	21	0	0	0	-21	-12	-1,587	
Food and Beverage	992	453	496	413	0	0	0	0	0	0	0	182	
Lessons & Rental	-158	0	-339	0	-98	-88	0	0	0	88	-62	-105	
Other Revenue	3,825	3,983	3,118	3,150	3,224	3,550	4,854	0	4,854	1,304	3,876	3,579	
<b>Total Revenue</b>	<b>4,659</b>	<b>4,256</b>	<b>-6,062</b>	<b>5,001</b>	<b>3,069</b>	<b>3,483</b>	<b>4,854</b>	<b>0</b>	<b>4,854</b>	<b>1,371</b>	<b>3,802</b>	<b>2,069</b>	
<b>COST OF GOODS SOLD (COGS)</b>	<b>-307</b>	<b>-107</b>	<b>291</b>	<b>0</b>	<b>1,929</b>	<b>-298</b>	<b>143</b>	<b>0</b>	<b>143</b>	<b>441</b>	<b>591</b>	<b>413</b>	
<b>GROSS MARGIN (GM)</b>	<b>4,353</b>	<b>4,149</b>	<b>-5,771</b>	<b>5,001</b>	<b>4,998</b>	<b>3,185</b>	<b>4,997</b>	<b>0</b>	<b>4,997</b>	<b>1,812</b>	<b>4,393</b>	<b>2,482</b>	
<b>PAYROLL</b>													
Salaries and Wages	-145,534	-146,947	-120,091	-193,976	-188,344	-198,931	-192,055	-210,395	18,340	6,876	-193,110	-178,680	
Payroll Taxes & Benefits	-59,802	-65,238	-64,301	-88,597	-72,066	-66,533	-68,551	-70,638	2,087	-2,018	-69,050	-72,010	
<b>Total Payroll</b>	<b>-205,336</b>	<b>-212,185</b>	<b>-184,392</b>	<b>-282,573</b>	<b>-260,411</b>	<b>-265,464</b>	<b>-260,606</b>	<b>-281,033</b>	<b>20,427</b>	<b>4,858</b>	<b>-262,160</b>	<b>-250,689</b>	
<b>EXPENSE</b>													
Staff Expense	-7,456	-4,511	-4,317	-22,502	-4,515	340	-9,276	-8,040	-1,236	-9,617	-4,484	-8,054	
Utilities Expense	-26,170	-22,850	-23,136	-29,310	-30,154	-33,245	-36,273	-32,240	-4,033	-3,028	-33,224	-30,424	
Supplies & Maintenance Expense	-4,060	-15,061	-18,907	-44,595	-29,178	-28,127	-30,316	-35,220	4,904	-2,189	-29,207	-30,225	
Administration & Other Expense	-49,642	-67,376	-80,851	-51,101	-22,033	-18,126	-22,346	-29,070	6,724	-4,220	-20,835	-38,891	
<b>Total Expense</b>	<b>-87,328</b>	<b>-109,799</b>	<b>-127,211</b>	<b>-147,508</b>	<b>-85,881</b>	<b>-79,157</b>	<b>-98,211</b>	<b>-104,570</b>	<b>6,359</b>	<b>-19,054</b>	<b>-87,750</b>	<b>-107,594</b>	
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-292,663</b>	<b>-321,984</b>	<b>-311,604</b>	<b>-430,081</b>	<b>-346,291</b>	<b>-344,621</b>	<b>-358,817</b>	<b>-385,603</b>	<b>26,786</b>	<b>-14,196</b>	<b>-349,910</b>	<b>-358,283</b>	
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-288,310</b>	<b>-317,834</b>	<b>-317,375</b>	<b>-425,080</b>	<b>-341,293</b>	<b>-341,436</b>	<b>-353,820</b>	<b>-385,603</b>	<b>31,783</b>	<b>-12,385</b>	<b>-345,516</b>	<b>-355,801</b>	
Allocated Overhead (OH)	0	0	0	0	0	0	-240,593	-240,593	0	-240,593	-80,198	-48,119	
<b>NET OPERATING RESULTS (NOR)</b>	<b>-288,310</b>	<b>-317,834</b>	<b>-317,375</b>	<b>-425,080</b>	<b>-341,293</b>	<b>-341,436</b>	<b>-594,413</b>	<b>-626,196</b>	<b>31,783</b>	<b>-252,978</b>	<b>-425,714</b>	<b>-403,919</b>	
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-288,310</b>	<b>-317,834</b>	<b>-317,375</b>	<b>-425,080</b>	<b>-341,293</b>	<b>-341,436</b>	<b>-594,413</b>	<b>-626,196</b>	<b>31,783</b>	<b>-252,978</b>	<b>-425,714</b>	<b>-403,919</b>	
<b>ASSESSMENT REVENUE</b>													
<b>NET RESULTS (NR)</b>	<b>-288,310</b>	<b>-317,834</b>	<b>-317,375</b>	<b>-425,080</b>	<b>-341,293</b>	<b>-341,436</b>	<b>-594,413</b>	<b>-626,196</b>	<b>31,783</b>	<b>-252,978</b>	<b>-425,714</b>	<b>-403,919</b>	
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-288,310</b>	<b>-317,834</b>	<b>-317,375</b>	<b>-425,080</b>	<b>-341,293</b>	<b>-341,436</b>	<b>-594,413</b>	<b>-626,196</b>	<b>31,783</b>	<b>-252,978</b>	<b>-425,714</b>	<b>-403,919</b>	
Total Expenses (TE), (COGS+PAYROLL+E)	-292,970	-322,090	-311,312	-430,081	-344,362	-344,919	-358,674	-385,603	26,929	-13,755	-349,318	-357,870	

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Winter F & B (180)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Food and Beverage	992	453	496	413	0	0	0	0	0	0	182	
<b>Total Revenue</b>	<b>992</b>	<b>453</b>	<b>496</b>	<b>413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>182</b>	
<b>COST OF GOODS SOLD (COGS)</b>	<b>-308</b>	<b>-107</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-342</b>	<b>143</b>	<b>0</b>	<b>143</b>	<b>485</b>	<b>-66</b>	<b>-40</b>
<b>GROSS MARGIN (GM)</b>	<b>685</b>	<b>346</b>	<b>496</b>	<b>413</b>	<b>0</b>	<b>-342</b>	<b>143</b>	<b>0</b>	<b>143</b>	<b>485</b>	<b>-66</b>	<b>142</b>
<b>PAYROLL</b>												
Salaries and Wages	-3,888	-4,355	-4,626	-4,556	-10,687	-10,630	-7,577	-11,776	4,199	3,052	-9,631	-7,615
Payroll Taxes & Benefits	-1,132	-1,304	-1,981	-1,606	-3,113	-4,962	-4,409	-6,184	1,775	552	-4,161	-3,214
<b>Total Payroll</b>	<b>-5,019</b>	<b>-5,658</b>	<b>-6,607</b>	<b>-6,162</b>	<b>-13,800</b>	<b>-15,591</b>	<b>-11,986</b>	<b>-17,960</b>	<b>5,974</b>	<b>3,605</b>	<b>-13,792</b>	<b>-10,829</b>
<b>EXPENSE</b>												
Utilities Expense	0	0	0	-26	0	0	0	0	0	0	0	-5
Supplies & Maintenance Expense	-465	-278	-1,183	-369	-492	-1,192	-348	-900	552	844	-677	-717
Administration & Other Expense	-1,067	-904	-1,550	-1,229	-1,984	-1,832	-2,018	-1,040	-978	-186	-1,945	-1,723
<b>Total Expense</b>	<b>-1,532</b>	<b>-1,182</b>	<b>-2,733</b>	<b>-1,624</b>	<b>-2,476</b>	<b>-3,024</b>	<b>-2,366</b>	<b>-1,940</b>	<b>-426</b>	<b>658</b>	<b>-2,622</b>	<b>-2,444</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-6,552</b>	<b>-6,841</b>	<b>-9,340</b>	<b>-7,786</b>	<b>-16,276</b>	<b>-18,615</b>	<b>-14,352</b>	<b>-19,900</b>	<b>5,548</b>	<b>4,263</b>	<b>-16,414</b>	<b>-13,274</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-5,867</b>	<b>-6,495</b>	<b>-8,844</b>	<b>-7,373</b>	<b>-16,276</b>	<b>-18,957</b>	<b>-14,209</b>	<b>-19,900</b>	<b>5,691</b>	<b>4,747</b>	<b>-16,481</b>	<b>-13,132</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-5,867</b>	<b>-6,495</b>	<b>-8,844</b>	<b>-7,373</b>	<b>-16,276</b>	<b>-18,957</b>	<b>-14,209</b>	<b>-19,900</b>	<b>5,691</b>	<b>4,747</b>	<b>-16,481</b>	<b>-13,132</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-5,867</b>	<b>-6,495</b>	<b>-8,844</b>	<b>-7,373</b>	<b>-16,276</b>	<b>-18,957</b>	<b>-14,209</b>	<b>-19,900</b>	<b>5,691</b>	<b>4,747</b>	<b>-16,481</b>	<b>-13,132</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-5,867</b>	<b>-6,495</b>	<b>-8,844</b>	<b>-7,373</b>	<b>-16,276</b>	<b>-18,957</b>	<b>-14,209</b>	<b>-19,900</b>	<b>5,691</b>	<b>4,747</b>	<b>-16,481</b>	<b>-13,132</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-5,867</b>	<b>-6,495</b>	<b>-8,844</b>	<b>-7,373</b>	<b>-16,276</b>	<b>-18,957</b>	<b>-14,209</b>	<b>-19,900</b>	<b>5,691</b>	<b>4,747</b>	<b>-16,481</b>	<b>-13,132</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-6,859	-6,948	-9,340	-7,786	-16,276	-18,957	-14,209	-19,900	5,691	4,747	-16,481	-13,314

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Marketing (200)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
<b>PAYROLL</b>												
<b>EXPENSE</b>												
Staff Expense	-49	0	-19	0	0	-15	0	0	0	15	-5	-7
Utilities Expense	-329	-347	0	0	0	0	0	-350	350	0	0	0
Supplies & Maintenance Expense	-340	0	0	-88	-213	0	0	0	0	0	-71	-60
Administration & Other Expense	-37,978	-56,495	-67,710	-32,809	-9,760	-3,337	-2,218	-11,800	9,582	1,119	-5,105	-23,167
<b>Total Expense</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-38,695</b>	<b>-56,841</b>	<b>-67,729</b>	<b>-32,896</b>	<b>-9,973</b>	<b>-3,352</b>	<b>-2,218</b>	<b>-12,150</b>	<b>9,932</b>	<b>1,134</b>	<b>-5,181</b>	<b>-23,234</b>
Total Expenses (TE), (COGS+PAYROLL+E	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-2,218	-12,150	9,932	1,134	-5,181	-23,234

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Mountain Operations (210)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Other Revenue	0	0	0	0	299	0	1,929	0	1,929	1,929	743	446
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299</b>	<b>0</b>	<b>1,929</b>	<b>0</b>	<b>1,929</b>	<b>1,929</b>	<b>743</b>	<b>446</b>
<b>GROSS MARGIN (GM)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299</b>	<b>0</b>	<b>1,929</b>	<b>0</b>	<b>1,929</b>	<b>1,929</b>	<b>743</b>	<b>446</b>
<b>PAYROLL</b>												
Salaries and Wages	-53,471	-55,535	-36,050	-64,312	-69,201	-69,225	-67,196	-72,345	5,149	2,029	-68,541	-61,197
Payroll Taxes & Benefits	-24,730	-25,594	-21,387	-30,911	-25,947	-24,435	-24,840	-23,592	-1,248	-405	-25,074	-25,504
<b>Total Payroll</b>	<b>-78,201</b>	<b>-81,129</b>	<b>-57,437</b>	<b>-95,223</b>	<b>-95,148</b>	<b>-93,659</b>	<b>-92,036</b>	<b>-95,937</b>	<b>3,901</b>	<b>1,624</b>	<b>-93,614</b>	<b>-86,701</b>
<b>EXPENSE</b>												
Staff Expense	-5,126	-1,378	-1,209	-18,135	-3,816	1,424	-6,688	-4,550	-2,138	-8,112	-3,027	-5,685
Utilities Expense	-23,649	-20,848	-21,461	-24,473	-25,634	-28,821	-31,087	-29,130	-1,957	-2,266	-28,514	-26,295
Supplies & Maintenance Expense	-4,660	-12,742	-15,483	-33,537	-30,175	-30,867	-25,488	-33,640	8,152	5,379	-28,844	-27,110
Administration & Other Expense	-7,908	-6,948	-10,979	-15,449	-8,530	-11,608	-17,169	-15,330	-1,839	-5,562	-12,436	-12,747
<b>Total Expense</b>	<b>-41,343</b>	<b>-41,917</b>	<b>-49,133</b>	<b>-91,594</b>	<b>-68,155</b>	<b>-69,872</b>	<b>-80,433</b>	<b>-82,650</b>	<b>2,217</b>	<b>-10,561</b>	<b>-72,820</b>	<b>-71,837</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,303</b>	<b>-163,531</b>	<b>-172,469</b>	<b>-178,587</b>	<b>6,118</b>	<b>-8,937</b>	<b>-166,434</b>	<b>-158,538</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,004</b>	<b>-163,531</b>	<b>-170,540</b>	<b>-178,587</b>	<b>8,047</b>	<b>-7,008</b>	<b>-165,692</b>	<b>-158,092</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-240,593	-240,593	0	-240,593	-80,198	-48,119
<b>NET OPERATING RESULTS (NOR)</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,004</b>	<b>-163,531</b>	<b>-411,133</b>	<b>-419,180</b>	<b>8,047</b>	<b>-247,601</b>	<b>-245,889</b>	<b>-206,211</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,004</b>	<b>-163,531</b>	<b>-411,133</b>	<b>-419,180</b>	<b>8,047</b>	<b>-247,601</b>	<b>-245,889</b>	<b>-206,211</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,004</b>	<b>-163,531</b>	<b>-411,133</b>	<b>-419,180</b>	<b>8,047</b>	<b>-247,601</b>	<b>-245,889</b>	<b>-206,211</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-119,544</b>	<b>-123,046</b>	<b>-106,570</b>	<b>-186,817</b>	<b>-163,004</b>	<b>-163,531</b>	<b>-411,133</b>	<b>-419,180</b>	<b>8,047</b>	<b>-247,601</b>	<b>-245,889</b>	<b>-206,211</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-119,544	-123,046	-106,570	-186,817	-163,303	-163,531	-172,469	-178,587	6,118	-8,937	-166,434	-158,538



**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Lift Maintenance (211)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-59,329	-59,105	-48,684	-90,762	-69,183	-82,472	-77,287	-85,653	8,366	5,185	-76,314	-73,678
Payroll Taxes & Benefits	-25,641	-25,890	-25,359	-39,527	-30,225	-25,164	-28,255	-28,808	553	-3,090	-27,881	-29,706
<b>Total Payroll</b>	<b>-84,970</b>	<b>-84,995</b>	<b>-74,044</b>	<b>-130,288</b>	<b>-99,408</b>	<b>-107,637</b>	<b>-105,542</b>	<b>-114,461</b>	<b>8,919</b>	<b>2,095</b>	<b>-104,195</b>	<b>-103,384</b>
<b>EXPENSE</b>												
Staff Expense	-2,240	-2,703	-2,444	-4,237	-349	-969	-2,359	-3,190	831	-1,391	-1,226	-2,072
Utilities Expense	-1,919	-1,309	-1,168	-2,131	-1,598	-1,398	-1,617	-1,560	-57	-219	-1,538	-1,582
Supplies & Maintenance Expense	1,123	-2,080	-2,241	-9,785	2,599	6,833	-1,111	3,720	-4,831	-7,944	2,774	-741
Administration & Other Expense	-2,436	-2,940	-610	0	-1,572	-775	-810	-800	-10	-35	-1,052	-753
<b>Total Expense</b>	<b>-5,474</b>	<b>-9,032</b>	<b>-6,463</b>	<b>-16,152</b>	<b>-920</b>	<b>3,692</b>	<b>-5,898</b>	<b>-1,830</b>	<b>-4,068</b>	<b>-9,589</b>	<b>-1,042</b>	<b>-5,148</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-90,444</b>	<b>-94,027</b>	<b>-80,506</b>	<b>-146,440</b>	<b>-100,328</b>	<b>-103,945</b>	<b>-111,439</b>	<b>-116,291</b>	<b>4,852</b>	<b>-7,494</b>	<b>-105,237</b>	<b>-108,532</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-111,439	-116,291	4,852	-7,494	-105,237	-108,532

Tahoe Donner Association  
**Operating Fund 10-Year Actuals and CY Budget**  
**Snowmaking (212)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
<b>PAYROLL</b>												
<b>EXPENSE</b>												
Utilities Expense	0	0	0	-2,386	-2,368	-3,025	-3,569	-600	-2,969	-543	-2,987	-2,270
Supplies & Maintenance Expense	0	0	0	-1,301	0	-2,767	-2,236	-4,400	2,164	530	-1,668	-1,261
Administration & Other Expense	0	0	0	0	0	-1	0	0	0	1	0	0
<b>Total Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,687</b>	<b>-2,368</b>	<b>-5,793</b>	<b>-5,805</b>	<b>-5,000</b>	<b>-805</b>	<b>-12</b>	<b>-4,655</b>	<b>-3,531</b>
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	-3,687	-2,368	-5,793	-5,805	-5,000	-805	-12	-4,655	-3,531

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Ski Retail (214)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>COST OF GOODS SOLD (COGS)</b>	1	0	291	0	1,929	44	0	0	-44	658	453	
<b>GROSS MARGIN (GM)</b>	1	0	291	0	1,929	44	0	0	-44	658	453	
<b>PAYROLL</b>												
Salaries and Wages	-4,454	-3,029	-4,626	-6,245	-5,808	-4,904	-5,681	-5,543	-138	-777	-5,464	-5,453
Payroll Taxes & Benefits	-1,315	-1,262	-1,794	-2,364	-1,810	-1,524	-1,463	-1,338	-125	62	-1,599	-1,791
<b>Total Payroll</b>	<b>-5,769</b>	<b>-4,291</b>	<b>-6,419</b>	<b>-8,609</b>	<b>-7,619</b>	<b>-6,428</b>	<b>-7,143</b>	<b>-6,881</b>	<b>-262</b>	<b>-715</b>	<b>-7,063</b>	<b>-7,244</b>
<b>EXPENSE</b>												
Utilities Expense	-273	-346	-508	-295	-554	0	0	-600	600	0	-185	-271
Supplies & Maintenance Expense	0	0	0	206	0	-38	0	0	0	38	-13	33
<b>Total Expense</b>	<b>-273</b>	<b>-346</b>	<b>-508</b>	<b>-89</b>	<b>-554</b>	<b>-38</b>	<b>0</b>	<b>-600</b>	<b>600</b>	<b>38</b>	<b>-197</b>	<b>-238</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-6,042</b>	<b>-4,637</b>	<b>-6,927</b>	<b>-8,698</b>	<b>-8,172</b>	<b>-6,467</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-677</b>	<b>-7,261</b>	<b>-7,482</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-6,041</b>	<b>-4,637</b>	<b>-6,636</b>	<b>-8,698</b>	<b>-6,243</b>	<b>-6,422</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-721</b>	<b>-6,603</b>	<b>-7,029</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-6,041</b>	<b>-4,637</b>	<b>-6,636</b>	<b>-8,698</b>	<b>-6,243</b>	<b>-6,422</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-721</b>	<b>-6,603</b>	<b>-7,029</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-6,041</b>	<b>-4,637</b>	<b>-6,636</b>	<b>-8,698</b>	<b>-6,243</b>	<b>-6,422</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-721</b>	<b>-6,603</b>	<b>-7,029</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-6,041</b>	<b>-4,637</b>	<b>-6,636</b>	<b>-8,698</b>	<b>-6,243</b>	<b>-6,422</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-721</b>	<b>-6,603</b>	<b>-7,029</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-6,041</b>	<b>-4,637</b>	<b>-6,636</b>	<b>-8,698</b>	<b>-6,243</b>	<b>-6,422</b>	<b>-7,143</b>	<b>-7,481</b>	<b>338</b>	<b>-721</b>	<b>-6,603</b>	<b>-7,029</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,143	-7,481	338	-721	-6,603	-7,029

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Ski Rental (215)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
Lessons & Rental	0	0	0	0	-83	-88	0	0	0	88	-57	-34
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-83</b>	<b>-88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>-57</b>	<b>-34</b>
<b>GROSS MARGIN (GM)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-83</b>	<b>-88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>-57</b>	<b>-34</b>
<b>PAYROLL</b>												
Salaries and Wages	-5,083	-4,438	-4,862	-5,906	-4,876	-5,723	-5,955	-6,237	282	-232	-5,518	-5,464
Payroll Taxes & Benefits	-1,244	-1,329	-1,954	-2,317	-1,853	-1,694	-1,523	-1,388	-135	171	-1,690	-1,868
<b>Total Payroll</b>	<b>-6,327</b>	<b>-5,767</b>	<b>-6,817</b>	<b>-8,223</b>	<b>-6,730</b>	<b>-7,417</b>	<b>-7,478</b>	<b>-7,625</b>	<b>147</b>	<b>-61</b>	<b>-7,208</b>	<b>-7,333</b>
<b>EXPENSE</b>												
Staff Expense	-40	-430	-645	-130	0	-100	-229	-300	71	-129	-110	-221
Supplies & Maintenance Expense	346	39	0	225	-216	0	-443	0	-443	-443	-220	-87
Administration & Other Expense	0	0	0	-1	-1	-8	0	-100	100	8	-3	-2
<b>Total Expense</b>	<b>306</b>	<b>-391</b>	<b>-645</b>	<b>94</b>	<b>-217</b>	<b>-108</b>	<b>-672</b>	<b>-400</b>	<b>-272</b>	<b>-564</b>	<b>-332</b>	<b>-310</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-6,947</b>	<b>-7,525</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-624</b>	<b>-7,540</b>	<b>-7,642</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-7,030</b>	<b>-7,613</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-536</b>	<b>-7,597</b>	<b>-7,676</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-7,030</b>	<b>-7,613</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-536</b>	<b>-7,597</b>	<b>-7,676</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-7,030</b>	<b>-7,613</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-536</b>	<b>-7,597</b>	<b>-7,676</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-7,030</b>	<b>-7,613</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-536</b>	<b>-7,597</b>	<b>-7,676</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-6,021</b>	<b>-6,158</b>	<b>-7,462</b>	<b>-8,128</b>	<b>-7,030</b>	<b>-7,613</b>	<b>-8,150</b>	<b>-8,025</b>	<b>-125</b>	<b>-536</b>	<b>-7,597</b>	<b>-7,676</b>
Total Expenses (TE), (COGS+PAYROLL+E	-6,021	-6,158	-7,462	-8,128	-6,947	-7,525	-8,150	-8,025	-125	-624	-7,540	-7,642

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Ski School (220)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Lessons & Rental	-79	0	-339	-170	-15	0	0	0	0	0	-5	-105
<b>Total Revenue</b>	<b>-79</b>	<b>0</b>	<b>-339</b>	<b>-170</b>	<b>-15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5</b>	<b>-105</b>
<b>GROSS MARGIN (GM)</b>	<b>-79</b>	<b>0</b>	<b>-339</b>	<b>-170</b>	<b>-15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5</b>	<b>-105</b>
<b>PAYROLL</b>												
Salaries and Wages	-10,266	-12,039	-16,617	-17,377	-23,833	-20,936	-22,541	-23,298	757	-1,605	-22,437	-20,261
Payroll Taxes & Benefits	-2,413	-7,229	-9,602	-9,517	-7,651	-7,193	-6,567	-7,630	1,063	626	-7,137	-8,106
<b>Total Payroll</b>	<b>-12,679</b>	<b>-19,268</b>	<b>-26,219</b>	<b>-26,895</b>	<b>-31,485</b>	<b>-28,129</b>	<b>-29,108</b>	<b>-30,928</b>	<b>1,820</b>	<b>-979</b>	<b>-29,574</b>	<b>-28,367</b>
<b>EXPENSE</b>												
Staff Expense	0	0	0	0	-350	0	0	0	0	0	-117	-70
Supplies & Maintenance Expense	0	0	0	117	-681	-96	-619	0	-619	-524	-465	-256
Administration & Other Expense	0	0	-1	-886	-113	-472	-114	0	-114	358	-233	-317
<b>Total Expense</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-769</b>	<b>-1,145</b>	<b>-567</b>	<b>-733</b>	<b>0</b>	<b>-733</b>	<b>-166</b>	<b>-815</b>	<b>-643</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-12,679</b>	<b>-19,268</b>	<b>-26,220</b>	<b>-27,663</b>	<b>-32,629</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,389</b>	<b>-29,010</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-12,758</b>	<b>-19,268</b>	<b>-26,559</b>	<b>-27,833</b>	<b>-32,645</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,394</b>	<b>-29,115</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-12,758</b>	<b>-19,268</b>	<b>-26,559</b>	<b>-27,833</b>	<b>-32,645</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,394</b>	<b>-29,115</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-12,758</b>	<b>-19,268</b>	<b>-26,559</b>	<b>-27,833</b>	<b>-32,645</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,394</b>	<b>-29,115</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-12,758</b>	<b>-19,268</b>	<b>-26,559</b>	<b>-27,833</b>	<b>-32,645</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,394</b>	<b>-29,115</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-12,758</b>	<b>-19,268</b>	<b>-26,559</b>	<b>-27,833</b>	<b>-32,645</b>	<b>-28,697</b>	<b>-29,842</b>	<b>-30,928</b>	<b>1,086</b>	<b>-1,145</b>	<b>-30,394</b>	<b>-29,115</b>
Total Expenses (TE), (COGS+PAYROLL+E	-12,679	-19,268	-26,220	-27,663	-32,629	-28,697	-29,842	-30,928	1,086	-1,145	-30,389	-29,010

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Snowflakes (230)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Lessons & Rental	-79	0	0	170	0	0	0	0	0	0	34	
<b>Total Revenue</b>	<b>-79</b>	<b>0</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>GROSS MARGIN (GM)</b>	<b>-79</b>	<b>0</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>PAYROLL</b>												
Salaries and Wages	-4,454	-4,223	0	0	0	0	0	0	0	0	0	
Payroll Taxes & Benefits	-1,789	-1,315	0	0	0	0	0	0	0	0	0	
<b>Total Payroll</b>	<b>-6,242</b>	<b>-5,538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>EXPENSE</b>												
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-6,242</b>	<b>-5,538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-6,321</b>	<b>-5,538</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>NET OPERATING RESULTS (NOR)</b>	<b>-6,321</b>	<b>-5,538</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-6,321</b>	<b>-5,538</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-6,321</b>	<b>-5,538</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-6,321</b>	<b>-5,538</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	
Total Expenses (TE), (COGS+PAYROLL+E)	-6,242	-5,538	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 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	0	-179	-9,337	1,438	-56	21	0	0	0	-21	-12	-1,587
Other Revenue	3,825	3,983	3,118	3,150	2,925	3,550	2,925	0	2,925	-625	3,133	3,134
<b>Total Revenue</b>	<b>3,825</b>	<b>3,804</b>	<b>-6,219</b>	<b>4,588</b>	<b>2,869</b>	<b>3,571</b>	<b>2,925</b>	<b>0</b>	<b>2,925</b>	<b>-646</b>	<b>3,122</b>	<b>1,547</b>
<b>GROSS MARGIN (GM)</b>	<b>3,825</b>	<b>3,804</b>	<b>-6,219</b>	<b>4,588</b>	<b>2,869</b>	<b>3,571</b>	<b>2,925</b>	<b>0</b>	<b>2,925</b>	<b>-646</b>	<b>3,122</b>	<b>1,547</b>
<b>PAYROLL</b>												
Salaries and Wages	-4,590	-4,223	-4,626	-4,817	-4,756	-5,041	-5,818	-5,543	-275	-777	-5,205	-5,012
Payroll Taxes & Benefits	-1,537	-1,315	-2,224	-2,356	-1,466	-1,562	-1,494	-1,698	204	67	-1,507	-1,820
<b>Total Payroll</b>	<b>-6,128</b>	<b>-5,538</b>	<b>-6,850</b>	<b>-7,173</b>	<b>-6,222</b>	<b>-6,603</b>	<b>-7,312</b>	<b>-7,241</b>	<b>-71</b>	<b>-710</b>	<b>-6,712</b>	<b>-6,832</b>
<b>EXPENSE</b>												
Supplies & Maintenance Expense	-64	0	0	-65	0	0	-70	0	-70	-70	-23	-27
Administration & Other Expense	-253	-89	0	-726	-73	-94	-16	0	-16	78	-61	-182
<b>Total Expense</b>	<b>-317</b>	<b>-89</b>	<b>0</b>	<b>-791</b>	<b>-73</b>	<b>-94</b>	<b>-86</b>	<b>0</b>	<b>-86</b>	<b>7</b>	<b>-84</b>	<b>-209</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-6,444</b>	<b>-5,627</b>	<b>-6,850</b>	<b>-7,965</b>	<b>-6,296</b>	<b>-6,696</b>	<b>-7,399</b>	<b>-7,241</b>	<b>-158</b>	<b>-703</b>	<b>-6,797</b>	<b>-7,041</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-2,619</b>	<b>-1,823</b>	<b>-13,069</b>	<b>-3,377</b>	<b>-3,427</b>	<b>-3,125</b>	<b>-4,474</b>	<b>-7,241</b>	<b>2,767</b>	<b>-1,349</b>	<b>-3,675</b>	<b>-5,494</b>
<b>NET OPERATING RESULTS (NOR)</b>	<b>-2,619</b>	<b>-1,823</b>	<b>-13,069</b>	<b>-3,377</b>	<b>-3,427</b>	<b>-3,125</b>	<b>-4,474</b>	<b>-7,241</b>	<b>2,767</b>	<b>-1,349</b>	<b>-3,675</b>	<b>-5,494</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-2,619</b>	<b>-1,823</b>	<b>-13,069</b>	<b>-3,377</b>	<b>-3,427</b>	<b>-3,125</b>	<b>-4,474</b>	<b>-7,241</b>	<b>2,767</b>	<b>-1,349</b>	<b>-3,675</b>	<b>-5,494</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-2,619</b>	<b>-1,823</b>	<b>-13,069</b>	<b>-3,377</b>	<b>-3,427</b>	<b>-3,125</b>	<b>-4,474</b>	<b>-7,241</b>	<b>2,767</b>	<b>-1,349</b>	<b>-3,675</b>	<b>-5,494</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-2,619</b>	<b>-1,823</b>	<b>-13,069</b>	<b>-3,377</b>	<b>-3,427</b>	<b>-3,125</b>	<b>-4,474</b>	<b>-7,241</b>	<b>2,767</b>	<b>-1,349</b>	<b>-3,675</b>	<b>-5,494</b>
Total Expenses (TE), (COGS+PAYROLL+E	-6,444	-5,627	-6,850	-7,965	-6,296	-6,696	-7,399	-7,241	-158	-703	-6,797	-7,041

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Snowplay (216)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr
<b>REVENUE</b>												
<b>COST OF GOODS SOLD (COGS)</b>	-194	-183	-310	0	76	130	-325	0	-325	-455	-40	-86
<b>GROSS MARGIN (GM)</b>	-194	-183	-310	0	76	130	-325	0	-325	-455	-40	-86
<b>PAYROLL</b>												
Salaries and Wages	0	0	0	0	-10,418	-10,918	-4,577	-11,556	6,979	6,341	-8,637	-5,182
Payroll Taxes & Benefits	0	0	0	0	-2,267	-2,350	-1,993	-2,610	617	357	-2,203	-1,322
<b>Total Payroll</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-12,684</b>	<b>-13,268</b>	<b>-6,569</b>	<b>-14,166</b>	<b>7,597</b>	<b>6,698</b>	<b>-10,840</b>	<b>-6,504</b>
<b>EXPENSE</b>												
Staff Expense	0	0	0	-53	-30	0	0	0	0	0	-10	-17
Utilities Expense	0	0	0	-248	-300	-22	0	0	0	22	-108	-114
Supplies & Maintenance Expense	-766	0	0	-1,465	-350	-1,765	-3,559	-1,000	-2,559	-1,794	-1,891	-1,428
Administration & Other Expense	-9	0	0	-427	-54	-206	-1,025	0	-1,025	-819	-428	-342
<b>Total Expense</b>	<b>-775</b>	<b>0</b>	<b>0</b>	<b>-2,192</b>	<b>-735</b>	<b>-1,994</b>	<b>-4,584</b>	<b>-1,000</b>	<b>-3,584</b>	<b>-2,590</b>	<b>-2,437</b>	<b>-1,901</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-775</b>	<b>0</b>	<b>0</b>	<b>-2,192</b>	<b>-13,419</b>	<b>-15,261</b>	<b>-11,153</b>	<b>-15,166</b>	<b>4,013</b>	<b>4,108</b>	<b>-13,278</b>	<b>-8,405</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-969</b>	<b>-183</b>	<b>-310</b>	<b>-2,192</b>	<b>-13,343</b>	<b>-15,131</b>	<b>-11,478</b>	<b>-15,166</b>	<b>3,688</b>	<b>3,653</b>	<b>-13,318</b>	<b>-8,491</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-28,250	-28,250	0	-28,250	-9,417	-5,650
<b>NET OPERATING RESULTS (NOR)</b>	<b>-969</b>	<b>-183</b>	<b>-310</b>	<b>-2,192</b>	<b>-13,343</b>	<b>-15,131</b>	<b>-39,728</b>	<b>-43,416</b>	<b>3,688</b>	<b>-24,597</b>	<b>-22,734</b>	<b>-14,141</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-969</b>	<b>-183</b>	<b>-310</b>	<b>-2,192</b>	<b>-13,343</b>	<b>-15,131</b>	<b>-39,728</b>	<b>-43,416</b>	<b>3,688</b>	<b>-24,597</b>	<b>-22,734</b>	<b>-14,141</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-969</b>	<b>-183</b>	<b>-310</b>	<b>-2,192</b>	<b>-13,343</b>	<b>-15,131</b>	<b>-39,728</b>	<b>-43,416</b>	<b>3,688</b>	<b>-24,597</b>	<b>-22,734</b>	<b>-14,141</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-969</b>	<b>-183</b>	<b>-310</b>	<b>-2,192</b>	<b>-13,343</b>	<b>-15,131</b>	<b>-39,728</b>	<b>-43,416</b>	<b>3,688</b>	<b>-24,597</b>	<b>-22,734</b>	<b>-14,141</b>
Total Expenses (TE), (COGS+PAYROLL+E	-969	-183	-310	-2,192	-13,343	-15,131	-11,478	-15,166	3,688	3,653	-13,318	-8,491



**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Campground (100)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years			3 Year Average Years		3-Yr				5-Yr		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual						2018 Actual	2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	45,626	51,847	52,545	58,870	58,515	85,642	95,467	69,300	26,167	9,825	79,874	70,208
Other Revenue	301	197	184	172	208	1,115	346	700	-354	-769	556	405
<b>Total Revenue</b>	<b>45,927</b>	<b>52,044</b>	<b>52,729</b>	<b>59,042</b>	<b>58,723</b>	<b>86,757</b>	<b>95,813</b>	<b>70,000</b>	<b>25,813</b>	<b>9,056</b>	<b>80,431</b>	<b>70,613</b>
<b>GROSS MARGIN (GM)</b>	<b>45,927</b>	<b>52,044</b>	<b>52,729</b>	<b>59,042</b>	<b>58,723</b>	<b>86,757</b>	<b>95,813</b>	<b>70,000</b>	<b>25,813</b>	<b>9,056</b>	<b>80,431</b>	<b>70,613</b>
<b>PAYROLL</b>												
Salaries and Wages	-23,161	-23,273	-24,057	-26,113	-28,078	-28,811	-35,410	-29,474	-5,936	-6,599	-30,766	-28,494
Payroll Taxes & Benefits	-4,847	-4,916	-6,140	-5,420	-5,536	-5,327	-5,628	-6,078	450	-301	-5,497	-5,610
<b>Total Payroll</b>	<b>-28,008</b>	<b>-28,189</b>	<b>-30,197</b>	<b>-31,533</b>	<b>-33,613</b>	<b>-34,138</b>	<b>-41,038</b>	<b>-35,552</b>	<b>-5,486</b>	<b>-6,900</b>	<b>-36,263</b>	<b>-34,104</b>
<b>EXPENSE</b>												
Staff Expense	-604	-464	-389	0	-37	0	0	-90	90	0	-12	-85
Utilities Expense	-16,210	-15,370	-17,866	-18,099	-17,436	-22,286	-21,895	-19,900	-1,995	391	-20,539	-19,516
Supplies & Maintenance Expense	-4,364	-3,677	-2,952	-2,810	-3,659	-6,354	-6,394	-3,400	-2,994	-40	-5,469	-4,434
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	-600	0	0	-600	-600
Administration & Other Expense	-793	-1,344	-1,175	-1,281	-1,158	16	-490	-1,030	540	-506	-544	-818
<b>Total Expense</b>	<b>-22,572</b>	<b>-21,455</b>	<b>-22,982</b>	<b>-22,789</b>	<b>-22,890</b>	<b>-29,224</b>	<b>-29,380</b>	<b>-25,020</b>	<b>-4,360</b>	<b>-156</b>	<b>-27,165</b>	<b>-25,453</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-50,580</b>	<b>-49,644</b>	<b>-53,179</b>	<b>-54,323</b>	<b>-56,503</b>	<b>-63,362</b>	<b>-70,418</b>	<b>-60,572</b>	<b>-9,846</b>	<b>-7,056</b>	<b>-63,428</b>	<b>-59,557</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-4,653</b>	<b>2,400</b>	<b>-450</b>	<b>4,719</b>	<b>2,220</b>	<b>23,395</b>	<b>25,394</b>	<b>9,428</b>	<b>15,966</b>	<b>2,000</b>	<b>17,003</b>	<b>11,056</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-17,985	-17,985	0	-17,985	-5,995	-3,597
<b>NET OPERATING RESULTS (NOR)</b>	<b>-4,653</b>	<b>2,400</b>	<b>-450</b>	<b>4,719</b>	<b>2,220</b>	<b>23,395</b>	<b>7,409</b>	<b>-8,557</b>	<b>15,966</b>	<b>-15,985</b>	<b>11,008</b>	<b>7,459</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-4,653</b>	<b>2,400</b>	<b>-450</b>	<b>4,719</b>	<b>2,220</b>	<b>23,395</b>	<b>7,409</b>	<b>-8,557</b>	<b>15,966</b>	<b>-15,985</b>	<b>11,008</b>	<b>7,459</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-4,653</b>	<b>2,400</b>	<b>-450</b>	<b>4,719</b>	<b>2,220</b>	<b>23,395</b>	<b>7,409</b>	<b>-8,557</b>	<b>15,966</b>	<b>-15,985</b>	<b>11,008</b>	<b>7,459</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-4,653</b>	<b>2,400</b>	<b>-450</b>	<b>4,719</b>	<b>2,220</b>	<b>23,395</b>	<b>7,409</b>	<b>-8,557</b>	<b>15,966</b>	<b>-15,985</b>	<b>11,008</b>	<b>7,459</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-50,580	-49,644	-53,179	-54,323	-56,503	-63,362	-70,418	-60,572	-9,846	-7,056	-63,428	-59,557

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Equestrian (080)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	73,394	0	83,390	112,594	115,028	120,706	106,413	142,000	-35,588	-14,293	114,049	107,626
Retail Product	7,602	0	5,921	9,089	8,428	12,432	14,909	12,200	2,709	2,477	11,923	10,156
Lessons & Rental	59,895	12,918	58,621	64,747	72,496	92,441	114,713	100,800	13,913	22,272	93,217	80,604
Other Revenue	0	0	0	350	0	1,800	2,600	0	2,600	800	1,467	950
<b>Total Revenue</b>	<b>140,891</b>	<b>12,918</b>	<b>147,932</b>	<b>186,780</b>	<b>195,952</b>	<b>227,379</b>	<b>238,635</b>	<b>255,000</b>	<b>-16,365</b>	<b>11,256</b>	<b>220,655</b>	<b>199,335</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-4,730</b>	<b>0</b>	<b>-3,486</b>	<b>-4,694</b>	<b>-6,215</b>	<b>-6,040</b>	<b>-7,710</b>	<b>-6,500</b>	<b>-1,210</b>	<b>-1,670</b>	<b>-6,655</b>	<b>-5,629</b>
<b>GROSS MARGIN (GM)</b>	<b>136,161</b>	<b>12,918</b>	<b>144,446</b>	<b>182,086</b>	<b>189,737</b>	<b>221,339</b>	<b>230,925</b>	<b>248,500</b>	<b>-17,575</b>	<b>9,586</b>	<b>214,000</b>	<b>193,706</b>
<b>PAYROLL</b>												
Salaries and Wages	-108,707	-59,682	-106,064	-120,860	-137,964	-142,633	-158,524	-154,670	-3,854	-15,891	-146,374	-133,209
Payroll Taxes & Benefits	-31,089	-18,310	-32,566	-39,602	-43,625	-41,879	-39,175	-46,280	7,105	2,704	-41,560	-39,370
<b>Total Payroll</b>	<b>-139,796</b>	<b>-77,992</b>	<b>-138,630</b>	<b>-160,462</b>	<b>-181,589</b>	<b>-184,512</b>	<b>-197,699</b>	<b>-200,950</b>	<b>3,251</b>	<b>-13,188</b>	<b>-187,933</b>	<b>-172,578</b>
<b>EXPENSE</b>												
Staff Expense	-1,959	-239	-1,239	-840	-1,395	-1,227	-1,205	-1,450	245	22	-1,276	-1,181
Utilities Expense	-16,127	-9,218	-10,841	-15,603	-15,791	-19,798	-18,507	-18,980	473	1,291	-18,032	-16,108
Supplies & Maintenance Expense	-41,923	-23,323	-35,029	-39,920	-44,507	-46,765	-51,688	-41,620	-10,068	-4,923	-47,653	-43,582
Insurance Expense	-4,800	-5,400	-5,400	-6,400	-5,400	-6,000	-6,600	-6,600	0	-600	-6,000	-5,960
Administration & Other Expense	-6,615	-348	-4,492	-8,240	-10,226	-9,017	-10,915	-9,250	-1,665	-1,898	-10,053	-8,578
<b>Total Expense</b>	<b>-71,424</b>	<b>-38,527</b>	<b>-57,001</b>	<b>-71,002</b>	<b>-77,320</b>	<b>-82,808</b>	<b>-88,916</b>	<b>-77,900</b>	<b>-11,016</b>	<b>-6,108</b>	<b>-83,014</b>	<b>-75,409</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-211,220</b>	<b>-116,520</b>	<b>-195,630</b>	<b>-231,464</b>	<b>-258,909</b>	<b>-267,319</b>	<b>-286,615</b>	<b>-278,850</b>	<b>-7,765</b>	<b>-19,296</b>	<b>-270,948</b>	<b>-247,987</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-75,059</b>	<b>-103,602</b>	<b>-51,184</b>	<b>-49,378</b>	<b>-69,172</b>	<b>-45,980</b>	<b>-55,690</b>	<b>-30,350</b>	<b>-25,340</b>	<b>-9,710</b>	<b>-56,948</b>	<b>-54,281</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-37,615	-37,615	0	-37,615	-12,538	-7,523
<b>NET OPERATING RESULTS (NOR)</b>	<b>-75,059</b>	<b>-103,602</b>	<b>-51,184</b>	<b>-49,378</b>	<b>-69,172</b>	<b>-45,980</b>	<b>-93,305</b>	<b>-67,965</b>	<b>-25,340</b>	<b>-47,325</b>	<b>-69,486</b>	<b>-61,804</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-75,059</b>	<b>-103,602</b>	<b>-51,184</b>	<b>-49,378</b>	<b>-69,172</b>	<b>-45,980</b>	<b>-93,305</b>	<b>-67,965</b>	<b>-25,340</b>	<b>-47,325</b>	<b>-69,486</b>	<b>-61,804</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-75,059</b>	<b>-103,602</b>	<b>-51,184</b>	<b>-49,378</b>	<b>-69,172</b>	<b>-45,980</b>	<b>-93,305</b>	<b>-67,965</b>	<b>-25,340</b>	<b>-47,325</b>	<b>-69,486</b>	<b>-61,804</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-75,059</b>	<b>-103,602</b>	<b>-51,184</b>	<b>-49,378</b>	<b>-69,172</b>	<b>-45,980</b>	<b>-93,305</b>	<b>-67,965</b>	<b>-25,340</b>	<b>-47,325</b>	<b>-69,486</b>	<b>-61,804</b>
Total Expenses (TE), (COGS+PAYROLL+E	-215,950	-116,520	-199,116	-236,158	-265,124	-273,359	-294,325	-285,350	-8,975	-20,966	-277,603	-253,616

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Trails (051)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Direct Access & Use Fees	0	0	103	307	199	504	582	1,000	-418	78	428	339
Other Revenue	0	0	0	0	0	0	2,250	0	2,250	2,250	750	450
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>103</b>	<b>307</b>	<b>199</b>	<b>504</b>	<b>2,832</b>	<b>1,000</b>	<b>1,832</b>	<b>2,328</b>	<b>1,178</b>	<b>789</b>
<b>GROSS MARGIN (GM)</b>	<b>0</b>	<b>0</b>	<b>103</b>	<b>307</b>	<b>199</b>	<b>504</b>	<b>2,832</b>	<b>1,000</b>	<b>1,832</b>	<b>2,328</b>	<b>1,178</b>	<b>789</b>
<b>PAYROLL</b>												
Salaries and Wages	0	-31,894	-33,644	-60,392	-49,038	-92,766	-67,526	-89,587	22,061	25,240	-69,777	-60,673
Payroll Taxes & Benefits	0	-11,873	-11,243	-15,741	-10,983	-18,368	-14,694	-22,002	7,308	3,674	-14,682	-14,206
<b>Total Payroll</b>	<b>0</b>	<b>-43,768</b>	<b>-44,887</b>	<b>-76,133</b>	<b>-60,022</b>	<b>-111,134</b>	<b>-82,220</b>	<b>-111,589</b>	<b>29,369</b>	<b>28,914</b>	<b>-84,459</b>	<b>-74,879</b>
<b>EXPENSE</b>												
Staff Expense	0	-17	-771	-1,005	-895	-973	-585	-700	115	388	-817	-846
Utilities Expense	0	-480	-180	-471	-451	-1,464	-753	-480	-273	711	-889	-664
Supplies & Maintenance Expense	0	6,746	2,965	-3,575	-9,944	-10,122	-8,182	-7,160	-1,022	1,940	-9,416	-5,771
Insurance Expense	0	-1,800	-1,800	-1,800	-1,800	-2,400	-2,400	-2,400	0	0	-2,200	-2,040
Administration & Other Expense	0	-333	0	-1,019	-295	-5,939	-5,293	-3,220	-2,073	646	-3,842	-2,509
<b>Total Expense</b>	<b>0</b>	<b>4,116</b>	<b>214</b>	<b>-7,869</b>	<b>-13,386</b>	<b>-20,897</b>	<b>-17,212</b>	<b>-13,960</b>	<b>-3,252</b>	<b>3,685</b>	<b>-17,165</b>	<b>-11,830</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>0</b>	<b>-39,651</b>	<b>-44,673</b>	<b>-84,001</b>	<b>-73,407</b>	<b>-132,031</b>	<b>-99,432</b>	<b>-125,549</b>	<b>26,117</b>	<b>32,598</b>	<b>-101,623</b>	<b>-86,709</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>0</b>	<b>-39,651</b>	<b>-44,570</b>	<b>-83,694</b>	<b>-73,208</b>	<b>-131,527</b>	<b>-96,600</b>	<b>-124,549</b>	<b>27,949</b>	<b>34,926</b>	<b>-100,445</b>	<b>-85,920</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-30,690	-30,690	0	-30,690	-10,230	-6,138
<b>NET OPERATING RESULTS (NOR)</b>	<b>0</b>	<b>-39,651</b>	<b>-44,570</b>	<b>-83,694</b>	<b>-73,208</b>	<b>-131,527</b>	<b>-127,290</b>	<b>-155,239</b>	<b>27,949</b>	<b>4,236</b>	<b>-110,675</b>	<b>-92,058</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>0</b>	<b>-39,651</b>	<b>-44,570</b>	<b>-83,694</b>	<b>-73,208</b>	<b>-131,527</b>	<b>-127,290</b>	<b>-155,239</b>	<b>27,949</b>	<b>4,236</b>	<b>-110,675</b>	<b>-92,058</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>0</b>	<b>-39,651</b>	<b>-44,570</b>	<b>-83,694</b>	<b>-73,208</b>	<b>-131,527</b>	<b>-127,290</b>	<b>-155,239</b>	<b>27,949</b>	<b>4,236</b>	<b>-110,675</b>	<b>-92,058</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>0</b>	<b>-39,651</b>	<b>-44,570</b>	<b>-83,694</b>	<b>-73,208</b>	<b>-131,527</b>	<b>-127,290</b>	<b>-155,239</b>	<b>27,949</b>	<b>4,236</b>	<b>-110,675</b>	<b>-92,058</b>
Total Expenses (TE), (COGS+PAYROLL+E)	0	-39,651	-44,673	-84,001	-73,407	-132,031	-99,432	-125,549	26,117	32,598	-101,623	-86,709

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Bikeworks (141)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Food and Beverage	0	0	0	-10	0	0	0	0	0	0	-2	
Retail Product	0	0	28,192	35,129	56,924	39,607	59,804	52,000	7,804	20,197	43,931	
Lessons & Rental	0	0	22,259	34,245	32,904	42,751	43,698	44,000	-302	947	35,172	
Other Revenue	0	0	13,958	17,010	18,208	20,648	24,128	21,000	3,128	3,480	18,790	
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>64,409</b>	<b>86,374</b>	<b>108,036</b>	<b>103,006</b>	<b>127,630</b>	<b>117,000</b>	<b>10,630</b>	<b>24,624</b>	<b>112,891</b>	<b>97,891</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>0</b>	<b>0</b>	<b>-20,980</b>	<b>-30,205</b>	<b>-42,288</b>	<b>-29,741</b>	<b>-48,508</b>	<b>-39,000</b>	<b>-9,508</b>	<b>-18,768</b>	<b>-40,179</b>	<b>-34,344</b>
<b>GROSS MARGIN (GM)</b>	<b>0</b>	<b>0</b>	<b>43,429</b>	<b>56,169</b>	<b>65,749</b>	<b>73,265</b>	<b>79,121</b>	<b>78,000</b>	<b>1,121</b>	<b>5,856</b>	<b>72,712</b>	<b>63,547</b>
<b>PAYROLL</b>												
Salaries and Wages	0	0	-31,566	-37,658	-38,787	-46,274	-44,078	-45,800	1,722	2,196	-43,046	-39,673
Payroll Taxes & Benefits	0	0	-9,332	-9,291	-9,670	-10,755	-9,554	-11,700	2,146	1,201	-9,993	-9,720
<b>Total Payroll</b>	<b>0</b>	<b>0</b>	<b>-40,898</b>	<b>-46,949</b>	<b>-48,456</b>	<b>-57,029</b>	<b>-53,632</b>	<b>-57,500</b>	<b>3,868</b>	<b>3,397</b>	<b>-53,039</b>	<b>-49,393</b>
<b>EXPENSE</b>												
Staff Expense	0	0	-101	-1,445	0	-30	-216	-800	584	-186	-82	-358
Utilities Expense	0	0	0	-6,901	-5,806	-5,641	-7,214	-6,580	-634	-1,572	-6,220	-5,112
Supplies & Maintenance Expense	0	0	-1,748	-2,703	-1,946	-3,030	-2,728	-1,500	-1,228	301	-2,568	-2,431
Insurance Expense	0	0	-1,800	-2,800	-1,800	-2,400	-2,400	-2,400	0	0	-2,200	-2,240
Administration & Other Expense	0	0	-1,815	-2,597	-7,562	-3,744	-4,971	-4,920	-51	-1,226	-5,426	-4,138
<b>Total Expense</b>	<b>0</b>	<b>0</b>	<b>-5,464</b>	<b>-16,445</b>	<b>-17,114</b>	<b>-14,846</b>	<b>-17,529</b>	<b>-16,200</b>	<b>-1,329</b>	<b>-2,683</b>	<b>-16,496</b>	<b>-14,280</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>0</b>	<b>0</b>	<b>-46,362</b>	<b>-63,394</b>	<b>-65,571</b>	<b>-71,874</b>	<b>-71,160</b>	<b>-73,700</b>	<b>2,540</b>	<b>714</b>	<b>-69,535</b>	<b>-63,672</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>0</b>	<b>0</b>	<b>-2,933</b>	<b>-7,225</b>	<b>178</b>	<b>1,391</b>	<b>7,961</b>	<b>4,300</b>	<b>3,661</b>	<b>6,570</b>	<b>3,177</b>	<b>-126</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-16,840	-16,840	0	-16,840	-5,613	-3,368
<b>NET OPERATING RESULTS (NOR)</b>	<b>0</b>	<b>0</b>	<b>-2,933</b>	<b>-7,225</b>	<b>178</b>	<b>1,391</b>	<b>-8,879</b>	<b>-12,540</b>	<b>3,661</b>	<b>-10,270</b>	<b>-2,437</b>	<b>-3,494</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>0</b>	<b>0</b>	<b>-2,933</b>	<b>-7,225</b>	<b>178</b>	<b>1,391</b>	<b>-8,879</b>	<b>-12,540</b>	<b>3,661</b>	<b>-10,270</b>	<b>-2,437</b>	<b>-3,494</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>0</b>	<b>0</b>	<b>-2,933</b>	<b>-7,225</b>	<b>178</b>	<b>1,391</b>	<b>-8,879</b>	<b>-12,540</b>	<b>3,661</b>	<b>-10,270</b>	<b>-2,437</b>	<b>-3,494</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>0</b>	<b>0</b>	<b>-2,933</b>	<b>-7,225</b>	<b>178</b>	<b>1,391</b>	<b>-8,879</b>	<b>-12,540</b>	<b>3,661</b>	<b>-10,270</b>	<b>-2,437</b>	<b>-3,494</b>
Total Expenses (TE), (COGS+PAYROLL+E	0	0	-67,343	-93,599	-107,858	-101,615	-119,668	-112,700	-6,968	-18,054	-109,714	-98,017

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Lodge and Summer F&B Combined**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Food and Beverage	1,282,705	1,456,030	1,471,947	1,604,769	1,714,929	1,832,863	1,771,963	1,873,400	-101,437	-60,901	1,773,252	1,679,294
Other Revenue	0	0	0	0	15,537	28,491	13,607	19,000	-5,393	-14,884	19,212	11,527
<b>Total Revenue</b>	<b>1,282,705</b>	<b>1,456,030</b>	<b>1,471,947</b>	<b>1,604,769</b>	<b>1,730,466</b>	<b>1,861,354</b>	<b>1,785,570</b>	<b>1,892,400</b>	<b>-106,830</b>	<b>-75,784</b>	<b>1,792,463</b>	<b>1,690,821</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-411,246</b>	<b>-438,509</b>	<b>-463,686</b>	<b>-478,394</b>	<b>-504,054</b>	<b>-481,816</b>	<b>-468,447</b>	<b>-519,600</b>	<b>51,153</b>	<b>13,369</b>	<b>-484,772</b>	<b>-479,279</b>
<b>GROSS MARGIN (GM)</b>	<b>871,458</b>	<b>1,017,521</b>	<b>1,008,262</b>	<b>1,126,375</b>	<b>1,226,411</b>	<b>1,379,539</b>	<b>1,317,123</b>	<b>1,372,800</b>	<b>-55,677</b>	<b>-62,415</b>	<b>1,307,691</b>	<b>1,211,542</b>
<b>PAYROLL</b>												
Salaries and Wages	-538,553	-553,019	-593,726	-659,148	-733,830	-688,699	-688,494	-725,254	36,760	206	-703,674	-672,779
Payroll Taxes & Benefits	-104,952	-137,987	-171,414	-186,026	-191,639	-177,516	-178,996	-203,844	24,848	-1,479	-182,717	-181,118
<b>Total Payroll</b>	<b>-643,505</b>	<b>-691,006</b>	<b>-765,140</b>	<b>-845,174</b>	<b>-925,468</b>	<b>-866,216</b>	<b>-867,490</b>	<b>-929,098</b>	<b>61,608</b>	<b>-1,274</b>	<b>-886,391</b>	<b>-853,898</b>
<b>EXPENSE</b>												
Staff Expense	-18,991	-16,993	-15,494	-17,452	-44,786	-43,092	-33,148	-51,410	18,262	9,944	-40,342	-30,794
Utilities Expense	-39,776	-38,195	-41,774	-44,114	-42,314	-43,181	-45,359	-46,640	1,281	-2,177	-43,618	-43,349
Supplies & Maintenance Expense	-97,086	-89,110	-88,829	-104,523	-96,590	-103,259	-96,913	-97,270	357	6,347	-98,921	-98,023
Insurance Expense	-7,800	-8,400	-8,400	-10,400	-8,400	-9,600	-9,600	-9,600	0	0	-9,200	-9,280
Administration & Other Expense	-80,400	-78,594	-86,370	-89,117	-109,621	-96,231	-95,772	-111,540	15,768	458	-100,541	-95,422
<b>Total Expense</b>	<b>-244,053</b>	<b>-231,291</b>	<b>-240,867</b>	<b>-265,607</b>	<b>-301,711</b>	<b>-295,363</b>	<b>-280,792</b>	<b>-316,460</b>	<b>35,668</b>	<b>14,571</b>	<b>-292,622</b>	<b>-276,868</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-887,558</b>	<b>-922,297</b>	<b>-1,006,007</b>	<b>-1,110,781</b>	<b>-1,227,180</b>	<b>-1,161,579</b>	<b>-1,148,281</b>	<b>-1,245,558</b>	<b>97,277</b>	<b>13,297</b>	<b>-1,179,013</b>	<b>-1,130,766</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-16,099</b>	<b>95,223</b>	<b>2,255</b>	<b>15,594</b>	<b>-768</b>	<b>217,960</b>	<b>168,842</b>	<b>127,242</b>	<b>41,600</b>	<b>-49,118</b>	<b>128,678</b>	<b>80,777</b>
Allocated Overhead (OH)	0	0	0	0	0	0	0	-233,270	0	-233,270	-77,757	-46,654
<b>NET OPERATING RESULTS (NOR)</b>	<b>-16,099</b>	<b>95,223</b>	<b>2,255</b>	<b>15,594</b>	<b>-768</b>	<b>217,960</b>	<b>-64,428</b>	<b>-106,028</b>	<b>41,600</b>	<b>-282,388</b>	<b>50,921</b>	<b>34,123</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-16,099</b>	<b>95,223</b>	<b>2,255</b>	<b>15,594</b>	<b>-768</b>	<b>217,960</b>	<b>-64,428</b>	<b>-106,028</b>	<b>41,600</b>	<b>-282,388</b>	<b>50,921</b>	<b>34,123</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-16,099</b>	<b>95,223</b>	<b>2,255</b>	<b>15,594</b>	<b>-768</b>	<b>217,960</b>	<b>-64,428</b>	<b>-106,028</b>	<b>41,600</b>	<b>-282,388</b>	<b>50,921</b>	<b>34,123</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-16,099</b>	<b>95,223</b>	<b>2,255</b>	<b>15,594</b>	<b>-768</b>	<b>217,960</b>	<b>-64,428</b>	<b>-106,028</b>	<b>41,600</b>	<b>-282,388</b>	<b>50,921</b>	<b>34,123</b>
Total Expenses (TE), (COGS+PAYROLL+E	-1,298,804	-1,360,806	-1,469,693	-1,589,175	-1,731,234	-1,643,395	-1,616,728	-1,765,158	148,430	26,666	-1,663,786	-1,610,045

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
The Lodge (128)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
				2017 Actual	2018 Actual	2019 Actual						
<b>REVENUE</b>												
Food and Beverage	1,115,045	1,272,184	1,271,248	1,376,777	1,492,572	1,603,638	1,584,544	1,622,400	-37,856	-19,094	1,560,251	1,465,756
<b>Total Revenue</b>	<b>1,115,045</b>	<b>1,272,184</b>	<b>1,271,248</b>	<b>1,376,777</b>	<b>1,492,572</b>	<b>1,603,638</b>	<b>1,584,544</b>	<b>1,622,400</b>	<b>-37,856</b>	<b>-19,094</b>	<b>1,560,251</b>	<b>1,465,756</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-345,849</b>	<b>-378,444</b>	<b>-392,143</b>	<b>-403,290</b>	<b>-428,406</b>	<b>-411,228</b>	<b>-403,492</b>	<b>-449,600</b>	<b>46,108</b>	<b>7,737</b>	<b>-414,375</b>	<b>-407,712</b>
<b>GROSS MARGIN (GM)</b>	<b>769,196</b>	<b>893,740</b>	<b>879,105</b>	<b>973,487</b>	<b>1,064,167</b>	<b>1,192,409</b>	<b>1,181,052</b>	<b>1,172,800</b>	<b>8,252</b>	<b>-11,357</b>	<b>1,145,876</b>	<b>1,058,044</b>
<b>PAYROLL</b>												
Salaries and Wages	-363,588	-415,333	-445,616	-505,702	-569,932	-559,019	-560,901	-574,699	13,798	-1,883	-563,284	-528,234
Payroll Taxes & Benefits	-83,080	-113,635	-142,050	-155,258	-157,547	-148,686	-151,479	-165,920	14,441	-2,793	-152,571	-151,004
<b>Total Payroll</b>	<b>-446,668</b>	<b>-528,968</b>	<b>-587,666</b>	<b>-660,960</b>	<b>-727,479</b>	<b>-707,705</b>	<b>-712,381</b>	<b>-740,619</b>	<b>28,238</b>	<b>-4,676</b>	<b>-715,855</b>	<b>-679,238</b>
<b>EXPENSE</b>												
Staff Expense	-11,821	-10,816	-9,524	-12,053	-9,706	-10,258	-10,964	-12,360	1,396	-706	-10,309	-10,501
Utilities Expense	-39,776	-38,195	-41,774	-44,044	-42,314	-43,164	-45,359	-46,640	1,281	-2,195	-43,612	-43,331
Supplies & Maintenance Expense	-58,532	-55,391	-55,191	-71,168	-61,752	-69,911	-65,088	-64,110	-978	4,824	-65,584	-64,622
Insurance Expense	-7,200	-7,800	-7,800	-9,800	-7,800	-9,000	-9,000	-9,000	0	0	-8,600	-8,680
Administration & Other Expense	-69,523	-68,480	-70,188	-74,213	-91,958	-81,792	-82,575	-93,950	11,375	-783	-85,442	-80,145
<b>Total Expense</b>	<b>-186,852</b>	<b>-180,682</b>	<b>-184,478</b>	<b>-211,278</b>	<b>-213,530</b>	<b>-214,125</b>	<b>-212,986</b>	<b>-226,060</b>	<b>13,074</b>	<b>1,139</b>	<b>-213,547</b>	<b>-207,279</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-633,520</b>	<b>-709,650</b>	<b>-772,144</b>	<b>-872,237</b>	<b>-941,009</b>	<b>-921,829</b>	<b>-925,366</b>	<b>-966,679</b>	<b>41,313</b>	<b>-3,537</b>	<b>-929,402</b>	<b>-886,517</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>135,676</b>	<b>184,090</b>	<b>106,961</b>	<b>101,250</b>	<b>123,158</b>	<b>270,580</b>	<b>255,686</b>	<b>206,121</b>	<b>49,565</b>	<b>-14,894</b>	<b>216,475</b>	<b>171,527</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-207,760	-207,760	0	-207,760	-69,253	-41,552
<b>NET OPERATING RESULTS (NOR)</b>	<b>135,676</b>	<b>184,090</b>	<b>106,961</b>	<b>101,250</b>	<b>123,158</b>	<b>270,580</b>	<b>47,926</b>	<b>-1,639</b>	<b>49,565</b>	<b>-222,654</b>	<b>147,221</b>	<b>129,975</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>135,676</b>	<b>184,090</b>	<b>106,961</b>	<b>101,250</b>	<b>123,158</b>	<b>270,580</b>	<b>47,926</b>	<b>-1,639</b>	<b>49,565</b>	<b>-222,654</b>	<b>147,221</b>	<b>129,975</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>135,676</b>	<b>184,090</b>	<b>106,961</b>	<b>101,250</b>	<b>123,158</b>	<b>270,580</b>	<b>47,926</b>	<b>-1,639</b>	<b>49,565</b>	<b>-222,654</b>	<b>147,221</b>	<b>129,975</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>135,676</b>	<b>184,090</b>	<b>106,961</b>	<b>101,250</b>	<b>123,158</b>	<b>270,580</b>	<b>47,926</b>	<b>-1,639</b>	<b>49,565</b>	<b>-222,654</b>	<b>147,221</b>	<b>129,975</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-979,369	-1,088,094	-1,164,287	-1,275,527	-1,369,415	-1,333,057	-1,328,858	-1,416,279	87,421	4,200	-1,343,777	-1,294,229

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Summer Food and Beverage (170)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Food and Beverage	167,660	183,846	200,699	227,992	222,356	229,226	187,419	<b>251,000</b>	-63,581	-41,807	213,000	213,538
Other Revenue	0	0	0	0	15,537	28,491	13,607	<b>19,000</b>	-5,393	-14,884	19,212	11,527
<b>Total Revenue</b>	<b>167,660</b>	<b>183,846</b>	<b>200,699</b>	<b>227,992</b>	<b>237,893</b>	<b>257,717</b>	<b>201,026</b>	<b>270,000</b>	<b>-68,974</b>	<b>-56,690</b>	<b>232,212</b>	<b>225,065</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-65,397</b>	<b>-60,065</b>	<b>-71,542</b>	<b>-75,103</b>	<b>-75,649</b>	<b>-70,588</b>	<b>-64,955</b>	<b>-70,000</b>	<b>5,045</b>	<b>5,632</b>	<b>-70,397</b>	<b>-71,567</b>
<b>GROSS MARGIN (GM)</b>	<b>102,263</b>	<b>123,780</b>	<b>129,157</b>	<b>152,888</b>	<b>162,244</b>	<b>187,129</b>	<b>136,071</b>	<b>200,000</b>	<b>-63,929</b>	<b>-51,058</b>	<b>161,815</b>	<b>153,498</b>
<b>PAYROLL</b>												
Salaries and Wages	-174,965	-137,685	-148,110	-153,446	-163,898	-129,681	-127,593	<b>-150,555</b>	22,962	2,088	-140,390	-144,546
Payroll Taxes & Benefits	-21,872	-24,352	-29,363	-30,768	-34,092	-28,830	-27,516	<b>-37,924</b>	10,408	1,314	-30,146	-30,114
<b>Total Payroll</b>	<b>-196,837</b>	<b>-162,037</b>	<b>-177,474</b>	<b>-184,215</b>	<b>-197,989</b>	<b>-158,511</b>	<b>-155,109</b>	<b>-188,479</b>	<b>33,370</b>	<b>3,402</b>	<b>-170,536</b>	<b>-174,660</b>
<b>EXPENSE</b>												
Staff Expense	-7,169	-6,177	-5,970	-5,399	-35,079	-32,834	-22,184	<b>-39,050</b>	16,866	10,650	-30,032	-20,293
Utilities Expense	0	0	0	-70	0	-18	0	<b>0</b>	0	18	-6	-18
Supplies & Maintenance Expense	-38,554	-33,718	-33,637	-33,355	-34,838	-33,348	-31,825	<b>-33,160</b>	1,335	1,523	-33,337	-33,401
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	<b>-600</b>	0	0	-600	-600
Administration & Other Expense	-10,877	-10,114	-16,182	-14,905	-17,664	-14,439	-13,197	<b>-17,590</b>	4,393	1,242	-15,100	-15,277
<b>Total Expense</b>	<b>-57,201</b>	<b>-50,609</b>	<b>-56,390</b>	<b>-54,329</b>	<b>-88,181</b>	<b>-81,239</b>	<b>-67,806</b>	<b>-90,400</b>	<b>22,594</b>	<b>13,432</b>	<b>-79,075</b>	<b>-69,589</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-254,038</b>	<b>-212,647</b>	<b>-233,863</b>	<b>-238,544</b>	<b>-286,170</b>	<b>-239,750</b>	<b>-222,915</b>	<b>-278,879</b>	<b>55,964</b>	<b>16,834</b>	<b>-249,612</b>	<b>-244,248</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-151,775</b>	<b>-88,867</b>	<b>-104,706</b>	<b>-85,656</b>	<b>-123,926</b>	<b>-52,620</b>	<b>-86,844</b>	<b>-78,879</b>	<b>-7,965</b>	<b>-34,224</b>	<b>-87,797</b>	<b>-90,751</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-25,510	<b>-25,510</b>	0	-25,510	-8,503	-5,102
<b>NET OPERATING RESULTS (NOR)</b>	<b>-151,775</b>	<b>-88,867</b>	<b>-104,706</b>	<b>-85,656</b>	<b>-123,926</b>	<b>-52,620</b>	<b>-112,354</b>	<b>-104,389</b>	<b>-7,965</b>	<b>-59,734</b>	<b>-96,300</b>	<b>-95,853</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-151,775</b>	<b>-88,867</b>	<b>-104,706</b>	<b>-85,656</b>	<b>-123,926</b>	<b>-52,620</b>	<b>-112,354</b>	<b>-104,389</b>	<b>-7,965</b>	<b>-59,734</b>	<b>-96,300</b>	<b>-95,853</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-151,775</b>	<b>-88,867</b>	<b>-104,706</b>	<b>-85,656</b>	<b>-123,926</b>	<b>-52,620</b>	<b>-112,354</b>	<b>-104,389</b>	<b>-7,965</b>	<b>-59,734</b>	<b>-96,300</b>	<b>-95,853</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-151,775</b>	<b>-88,867</b>	<b>-104,706</b>	<b>-85,656</b>	<b>-123,926</b>	<b>-52,620</b>	<b>-112,354</b>	<b>-104,389</b>	<b>-7,965</b>	<b>-59,734</b>	<b>-96,300</b>	<b>-95,853</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-319,435	-272,712	-305,406	-313,647	-361,819	-310,337	-287,870	<b>-348,879</b>	61,009	22,467	-320,009	-315,816

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Pizza on the Hill (150)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Food and Beverage	186,258	225,650	312,741	328,689	321,131	379,626	204,170	381,000	-176,830	-175,455	301,642	309,271
<b>Total Revenue</b>	<b>186,258</b>	<b>225,650</b>	<b>312,741</b>	<b>328,689</b>	<b>321,131</b>	<b>379,626</b>	<b>204,170</b>	<b>381,000</b>	<b>-176,830</b>	<b>-175,455</b>	<b>301,642</b>	<b>309,271</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>-72,025</b>	<b>-68,468</b>	<b>-86,183</b>	<b>-97,400</b>	<b>-99,254</b>	<b>-108,142</b>	<b>-62,824</b>	<b>-104,600</b>	<b>41,776</b>	<b>45,319</b>	<b>-90,073</b>	<b>-90,761</b>
<b>GROSS MARGIN (GM)</b>	<b>114,233</b>	<b>157,182</b>	<b>226,558</b>	<b>231,289</b>	<b>221,877</b>	<b>271,483</b>	<b>141,347</b>	<b>276,400</b>	<b>-135,053</b>	<b>-130,137</b>	<b>211,569</b>	<b>218,511</b>
<b>PAYROLL</b>												
Salaries and Wages	-92,152	-98,029	-144,602	-144,326	-159,317	-188,384	-89,907	-182,985	93,078	98,477	-145,869	-145,307
Payroll Taxes & Benefits	-21,880	-24,189	-43,326	-42,991	-42,552	-46,028	-23,195	-48,536	25,341	22,833	-37,258	-39,618
<b>Total Payroll</b>	<b>-114,032</b>	<b>-122,219</b>	<b>-187,929</b>	<b>-187,316</b>	<b>-201,869</b>	<b>-234,412</b>	<b>-113,102</b>	<b>-231,521</b>	<b>118,419</b>	<b>121,310</b>	<b>-183,128</b>	<b>-184,926</b>
<b>EXPENSE</b>												
Staff Expense	-3,134	-2,531	-3,002	-3,335	-4,231	-4,385	-1,823	-4,130	2,307	2,562	-3,480	-3,355
Utilities Expense	-3,036	-3,036	-3,159	-2,463	-2,447	-3,150	-3,190	-3,410	220	-40	-2,929	-2,882
Supplies & Maintenance Expense	-15,609	-16,349	-27,618	-25,218	-22,679	-27,111	-20,613	-21,720	1,107	6,498	-23,467	-24,648
Insurance Expense	-600	-600	-600	-2,600	-1,200	-1,200	-1,200	-1,200	0	0	-1,200	-1,360
Administration & Other Expense	-7,367	-6,678	-11,350	-11,683	-14,856	-15,195	-10,401	-17,250	6,849	4,794	-13,484	-12,697
<b>Total Expense</b>	<b>-29,746</b>	<b>-29,194</b>	<b>-45,729</b>	<b>-45,300</b>	<b>-45,412</b>	<b>-51,041</b>	<b>-37,227</b>	<b>-47,710</b>	<b>10,483</b>	<b>13,814</b>	<b>-44,560</b>	<b>-44,942</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-143,778</b>	<b>-151,413</b>	<b>-233,657</b>	<b>-232,616</b>	<b>-247,281</b>	<b>-285,453</b>	<b>-150,329</b>	<b>-279,231</b>	<b>128,902</b>	<b>135,124</b>	<b>-227,688</b>	<b>-229,867</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-29,545</b>	<b>5,769</b>	<b>-7,099</b>	<b>-1,327</b>	<b>-25,405</b>	<b>-13,970</b>	<b>-8,982</b>	<b>-2,831</b>	<b>-6,151</b>	<b>4,988</b>	<b>-16,119</b>	<b>-11,356</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-59,040	-59,040	0	-59,040	-19,680	-11,808
<b>NET OPERATING RESULTS (NOR)</b>	<b>-29,545</b>	<b>5,769</b>	<b>-7,099</b>	<b>-1,327</b>	<b>-25,405</b>	<b>-13,970</b>	<b>-68,022</b>	<b>-61,871</b>	<b>-6,151</b>	<b>-54,052</b>	<b>-35,799</b>	<b>-23,164</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-29,545</b>	<b>5,769</b>	<b>-7,099</b>	<b>-1,327</b>	<b>-25,405</b>	<b>-13,970</b>	<b>-68,022</b>	<b>-61,871</b>	<b>-6,151</b>	<b>-54,052</b>	<b>-35,799</b>	<b>-23,164</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-29,545</b>	<b>5,769</b>	<b>-7,099</b>	<b>-1,327</b>	<b>-25,405</b>	<b>-13,970</b>	<b>-68,022</b>	<b>-61,871</b>	<b>-6,151</b>	<b>-54,052</b>	<b>-35,799</b>	<b>-23,164</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-29,545</b>	<b>5,769</b>	<b>-7,099</b>	<b>-1,327</b>	<b>-25,405</b>	<b>-13,970</b>	<b>-68,022</b>	<b>-61,871</b>	<b>-6,151</b>	<b>-54,052</b>	<b>-35,799</b>	<b>-23,164</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-215,803	-219,881	-319,840	-330,016	-346,535	-393,595	-213,152	-383,831	170,679	180,443	-317,761	-320,628



**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Alder Creek Cafe (155)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years											
	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>	3 Year Average Years			2019 <i>Budget</i>	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 <i>Actual</i>	2018 <i>Actual</i>	2019 <i>Actual</i>				3-Yr	5-Yr
<b>REVENUE</b>												
Food and Beverage	0	0	0	140,926	168,436	166,474	207,694	230,000	-22,306	41,220	180,868	136,706
Retail Product	0	0	0	2,645	1,963	3,017	3,967	0	3,967	950	2,982	2,319
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>143,571</b>	<b>170,400</b>	<b>169,491</b>	<b>211,661</b>	<b>230,000</b>	<b>-18,339</b>	<b>42,170</b>	<b>183,851</b>	<b>139,025</b>
<b>COST OF GOODS SOLD (COGS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-53,970</b>	<b>-60,332</b>	<b>-62,646</b>	<b>-65,191</b>	<b>-74,300</b>	<b>9,109</b>	<b>-2,545</b>	<b>-62,723</b>	<b>-48,428</b>
<b>GROSS MARGIN (GM)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,602</b>	<b>110,067</b>	<b>106,845</b>	<b>146,470</b>	<b>155,700</b>	<b>-9,230</b>	<b>39,626</b>	<b>121,128</b>	<b>90,597</b>
<b>PAYROLL</b>												
Salaries and Wages	0	0	0	-81,398	-103,164	-102,683	-106,976	-120,162	13,186	-4,293	-104,274	-78,844
Payroll Taxes & Benefits	0	0	0	-19,189	-25,473	-26,172	-21,825	-32,022	10,197	4,346	-24,490	-18,532
<b>Total Payroll</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100,587</b>	<b>-128,637</b>	<b>-128,855</b>	<b>-128,802</b>	<b>-152,184</b>	<b>23,382</b>	<b>53</b>	<b>-128,765</b>	<b>-97,376</b>
<b>EXPENSE</b>												
Staff Expense	0	0	0	-2,938	-3,924	-4,949	-3,844	-4,560	716	1,104	-4,239	-3,131
Utilities Expense	0	0	0	-7,770	-8,012	-7,756	-8,676	-8,670	-6	-919	-8,148	-6,443
Supplies & Maintenance Expense	0	0	0	-15,866	-18,496	-15,692	-18,853	-18,385	-468	-3,161	-17,680	-13,781
Insurance Expense	0	0	0	-2,000	-1,200	-1,200	-1,200	-1,200	0	0	-1,200	-1,120
Administration & Other Expense	0	0	0	-3,837	-4,513	-5,888	-6,847	-5,990	-857	-958	-5,749	-4,217
<b>Total Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-32,412</b>	<b>-36,145</b>	<b>-35,485</b>	<b>-39,419</b>	<b>-38,805</b>	<b>-614</b>	<b>-3,934</b>	<b>-37,016</b>	<b>-28,692</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-132,999</b>	<b>-164,782</b>	<b>-164,340</b>	<b>-168,221</b>	<b>-190,989</b>	<b>22,768</b>	<b>-3,881</b>	<b>-165,781</b>	<b>-126,068</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,397</b>	<b>-54,714</b>	<b>-57,495</b>	<b>-21,751</b>	<b>-35,289</b>	<b>13,538</b>	<b>35,745</b>	<b>-44,653</b>	<b>-35,471</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-43,894	-43,894	0	-43,894	-14,631	-8,779
<b>NET OPERATING RESULTS (NOR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,397</b>	<b>-54,714</b>	<b>-57,495</b>	<b>-65,645</b>	<b>-79,183</b>	<b>13,538</b>	<b>-8,149</b>	<b>-59,285</b>	<b>-44,250</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,397</b>	<b>-54,714</b>	<b>-57,495</b>	<b>-65,645</b>	<b>-79,183</b>	<b>13,538</b>	<b>-8,149</b>	<b>-59,285</b>	<b>-44,250</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,397</b>	<b>-54,714</b>	<b>-57,495</b>	<b>-65,645</b>	<b>-79,183</b>	<b>13,538</b>	<b>-8,149</b>	<b>-59,285</b>	<b>-44,250</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,397</b>	<b>-54,714</b>	<b>-57,495</b>	<b>-65,645</b>	<b>-79,183</b>	<b>13,538</b>	<b>-8,149</b>	<b>-59,285</b>	<b>-44,250</b>
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	-186,968	-225,114	-226,986	-233,412	-265,289	31,877	-6,426	-228,504	-174,496

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Homeowners Association Consolidated  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years											
	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>	3 Year Average Years			2019 <i>Budget</i>	2019 vs Budget	2019 vs PYA	<i>Actuals</i> Average	
					2017 <i>Actual</i>	2018 <i>Actual</i>	2019 <i>Actual</i>				3-Yr	5-Yr
<b>REVENUE</b>												
Food and Beverage	-1,411	0	-2,100	0	-6,534	-7,985	-9,433	-1,200	-8,233	-1,448	-7,984	-5,210
Retail Product	37,209	19,124	36,842	23,497	33,859	29,102	23,248	14,100	9,148	-5,854	28,736	29,310
Lessons & Rental	0	0	0	0	0	12,275	13,275	12,000	1,275	1,000	8,517	5,110
Other Revenue	320,238	252,058	310,216	372,686	349,184	452,621	410,353	353,500	56,853	-42,268	404,053	379,012
<b>Total Revenue</b>	<b>356,036</b>	<b>271,181</b>	<b>344,958</b>	<b>396,182</b>	<b>376,509</b>	<b>486,014</b>	<b>437,444</b>	<b>378,400</b>	<b>59,044</b>	<b>-48,570</b>	<b>433,322</b>	<b>408,221</b>
<b>GROSS MARGIN (GM)</b>	<b>356,036</b>	<b>271,181</b>	<b>344,958</b>	<b>396,182</b>	<b>376,509</b>	<b>486,014</b>	<b>437,444</b>	<b>378,400</b>	<b>59,044</b>	<b>-48,570</b>	<b>433,322</b>	<b>408,221</b>
<b>PAYROLL</b>												
Salaries and Wages	-1,743,919	-1,583,972	-1,780,560	-1,769,888	-1,888,220	-2,155,663	-2,097,904	-2,171,361	73,457	57,759	-2,047,262	-1,938,447
Payroll Taxes & Benefits	-434,242	-393,067	-462,187	-443,161	-457,841	-497,295	-485,870	-582,134	96,264	11,425	-480,335	-469,271
<b>Total Payroll</b>	<b>-2,178,161</b>	<b>-1,977,039</b>	<b>-2,242,747</b>	<b>-2,213,049</b>	<b>-2,346,061</b>	<b>-2,652,958</b>	<b>-2,583,774</b>	<b>-2,753,495</b>	<b>169,721</b>	<b>69,184</b>	<b>-2,527,598</b>	<b>-2,407,718</b>
<b>EXPENSE</b>												
Contract Labor Expense	0	0	0	0	-40,110	-3,514	0	0	0	3,514	-14,541	-8,725
Staff Expense	-51,814	-33,319	-42,586	-52,681	-85,391	-82,460	-71,826	-103,935	32,109	10,635	-79,892	-66,989
Utilities Expense	-107,257	-119,734	-139,093	-120,645	-128,329	-100,253	-107,424	-113,730	6,306	-7,171	-112,002	-119,149
Supplies & Maintenance Expense	-416,140	-170,853	-347,874	-425,240	-351,317	-478,338	-512,053	-478,588	-33,465	-33,715	-447,236	-422,964
Insurance Expense	-69,000	-81,000	-81,000	-75,400	-73,800	-87,000	-134,400	-134,400	0	-47,400	-98,400	-90,320
Administration & Other Expense	-352,714	-356,140	-327,104	-378,808	-452,128	-524,341	-479,047	-500,765	21,718	45,294	-485,172	-432,285
<b>Total Expense</b>	<b>-996,925</b>	<b>-761,046</b>	<b>-937,657</b>	<b>-1,052,773</b>	<b>-1,131,074</b>	<b>-1,275,906</b>	<b>-1,304,749</b>	<b>-1,331,418</b>	<b>26,669</b>	<b>-28,843</b>	<b>-1,237,243</b>	<b>-1,140,432</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-3,175,085</b>	<b>-2,738,085</b>	<b>-3,180,404</b>	<b>-3,265,823</b>	<b>-3,477,135</b>	<b>-3,928,864</b>	<b>-3,888,523</b>	<b>-4,084,913</b>	<b>196,390</b>	<b>40,341</b>	<b>-3,764,841</b>	<b>-3,548,150</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-2,819,049</b>	<b>-2,466,904</b>	<b>-2,835,446</b>	<b>-2,869,640</b>	<b>-3,100,626</b>	<b>-3,442,850</b>	<b>-3,451,080</b>	<b>-3,706,513</b>	<b>255,433</b>	<b>-8,229</b>	<b>-3,331,519</b>	<b>-3,139,928</b>
Allocated Overhead (OH)	0	0	0	0	0	0	1,477,735	1,477,735	0	1,477,735	492,578	295,547
<b>NET OPERATING RESULTS (NOR)</b>	<b>-2,819,049</b>	<b>-2,466,904</b>	<b>-2,835,446</b>	<b>-2,869,640</b>	<b>-3,100,626</b>	<b>-3,442,850</b>	<b>-1,973,345</b>	<b>-2,228,778</b>	<b>255,433</b>	<b>1,469,506</b>	<b>-2,838,940</b>	<b>-2,844,381</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-2,819,049</b>	<b>-2,466,904</b>	<b>-2,835,446</b>	<b>-2,869,640</b>	<b>-3,100,626</b>	<b>-3,442,850</b>	<b>-1,973,345</b>	<b>-2,228,778</b>	<b>255,433</b>	<b>1,469,506</b>	<b>-2,838,940</b>	<b>-2,844,381</b>
<b>ASSESSMENT REVENUE</b>												
Operating Fund Assessment Contribution	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,601,000	0	62,000	3,473,667	3,428,400
<b>TOTAL ASSESSMENT REVENUE (AREV)</b>	<b>3,160,517</b>	<b>3,278,597</b>	<b>3,387,000</b>	<b>3,334,000</b>	<b>3,281,000</b>	<b>3,539,000</b>	<b>3,601,000</b>	<b>3,601,000</b>	<b>0</b>	<b>62,000</b>	<b>3,473,667</b>	<b>3,428,400</b>
<b>NET RESULTS (NR)</b>	<b>341,468</b>	<b>811,693</b>	<b>551,554</b>	<b>464,360</b>	<b>180,374</b>	<b>96,150</b>	<b>1,627,655</b>	<b>1,372,222</b>	<b>255,433</b>	<b>1,531,506</b>	<b>634,726</b>	<b>584,019</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>341,468</b>	<b>811,693</b>	<b>551,554</b>	<b>464,360</b>	<b>180,374</b>	<b>96,150</b>	<b>1,627,655</b>	<b>1,372,222</b>	<b>255,433</b>	<b>1,531,506</b>	<b>634,726</b>	<b>584,019</b>
Total Expenses (TE), (COGS+PAYROLL+E	-3,175,085	-2,738,085	-3,180,404	-3,265,823	-3,477,135	-3,928,864	-3,888,523	-4,084,913	196,390	40,341	-3,764,841	-3,548,150

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**General (005)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					3-Yr	5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-15,931	-16,003	-15,840	-18,082	-22,827	-18,792	-20,909	-31,523	10,614	-2,117	-20,842	-19,290
Payroll Taxes & Benefits	-3,641	-3,121	-5,451	-3,907	-1,878	-1,427	-1,451	-3,850	2,399	-24	-1,585	-2,823
<b>Total Payroll</b>	<b>-19,572</b>	<b>-19,124</b>	<b>-21,292</b>	<b>-21,989</b>	<b>-24,705</b>	<b>-20,219</b>	<b>-22,360</b>	<b>-35,373</b>	<b>13,013</b>	<b>-2,141</b>	<b>-22,428</b>	<b>-22,113</b>
<b>EXPENSE</b>												
Staff Expense	0	0	0	0	-80	0	-488	0	-488	-488	-189	-114
Utilities Expense	-30,928	-30,154	-31,144	-31,686	-32,541	-34,972	-47,033	-37,740	-9,293	-12,060	-38,182	-35,475
Supplies & Maintenance Expense	-16,119	-17,517	-18,884	-16,200	-17,456	-20,878	-19,224	-19,800	576	1,654	-19,186	-18,529
Insurance Expense	-48,600	-60,600	-60,600	-54,000	-53,400	-63,600	-111,000	-111,000	0	-47,400	-76,000	-68,520
Administration & Other Expense	-196,828	-205,023	-180,829	-217,234	-278,555	-354,349	-302,526	-335,608	33,082	51,823	-311,810	-266,699
<b>Total Expense</b>	<b>-292,476</b>	<b>-313,294</b>	<b>-291,457</b>	<b>-319,120</b>	<b>-382,033</b>	<b>-473,800</b>	<b>-480,270</b>	<b>-504,148</b>	<b>23,878</b>	<b>-6,471</b>	<b>-445,368</b>	<b>-389,336</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-312,048</b>	<b>-332,418</b>	<b>-312,749</b>	<b>-341,109</b>	<b>-406,738</b>	<b>-494,018</b>	<b>-502,630</b>	<b>-539,521</b>	<b>36,891</b>	<b>-8,612</b>	<b>-467,795</b>	<b>-411,449</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-312,048</b>	<b>-332,418</b>	<b>-312,749</b>	<b>-341,109</b>	<b>-406,738</b>	<b>-494,018</b>	<b>-502,630</b>	<b>-539,521</b>	<b>36,891</b>	<b>-8,612</b>	<b>-467,795</b>	<b>-411,449</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-600,611	-600,611	0	-600,611	-200,204	-120,122
<b>NET OPERATING RESULTS (NOR)</b>	<b>-312,048</b>	<b>-332,418</b>	<b>-312,749</b>	<b>-341,109</b>	<b>-406,738</b>	<b>-494,018</b>	<b>-1,103,241</b>	<b>-1,140,132</b>	<b>36,891</b>	<b>-609,223</b>	<b>-667,999</b>	<b>-531,571</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-312,048</b>	<b>-332,418</b>	<b>-312,749</b>	<b>-341,109</b>	<b>-406,738</b>	<b>-494,018</b>	<b>-1,103,241</b>	<b>-1,140,132</b>	<b>36,891</b>	<b>-609,223</b>	<b>-667,999</b>	<b>-531,571</b>
<b>ASSESSMENT REVENUE</b>												
Operating Fund Assessment Contribution	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,601,000	0	62,000	3,473,667	3,428,400
<b>TOTAL ASSESSMENT REVENUE (AREV)</b>	<b>3,160,517</b>	<b>3,278,597</b>	<b>3,387,000</b>	<b>3,334,000</b>	<b>3,281,000</b>	<b>3,539,000</b>	<b>3,601,000</b>	<b>3,601,000</b>	<b>0</b>	<b>62,000</b>	<b>3,473,667</b>	<b>3,428,400</b>
<b>NET RESULTS (NR)</b>	<b>2,848,469</b>	<b>2,946,179</b>	<b>3,074,251</b>	<b>2,992,891</b>	<b>2,874,262</b>	<b>3,044,982</b>	<b>2,497,759</b>	<b>2,460,868</b>	<b>36,891</b>	<b>-547,223</b>	<b>2,805,668</b>	<b>2,896,829</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>2,848,469</b>	<b>2,946,179</b>	<b>3,074,251</b>	<b>2,992,891</b>	<b>2,874,262</b>	<b>3,044,982</b>	<b>2,497,759</b>	<b>2,460,868</b>	<b>36,891</b>	<b>-547,223</b>	<b>2,805,668</b>	<b>2,896,829</b>
Total Expenses (TE), (COGS+PAYROLL+E	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-502,630	-539,521	36,891	-8,612	-467,795	-411,449

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Administration (010)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr
<b>REVENUE</b>												
Food and Beverage	-1,411	0	-2,100	0	-6,534	-7,985	-9,433	-1,200	-8,233	-1,448	-7,984	-5,210
Other Revenue	83,721	92,545	108,548	136,307	105,513	126,364	130,859	73,900	56,959	4,494	120,912	121,518
<b>Total Revenue</b>	<b>82,310</b>	<b>92,545</b>	<b>106,448</b>	<b>136,307</b>	<b>98,979</b>	<b>118,380</b>	<b>121,426</b>	<b>72,700</b>	<b>48,726</b>	<b>3,046</b>	<b>112,928</b>	<b>116,308</b>
<b>GROSS MARGIN (GM)</b>	<b>82,310</b>	<b>92,545</b>	<b>106,448</b>	<b>136,307</b>	<b>98,979</b>	<b>118,380</b>	<b>121,426</b>	<b>72,700</b>	<b>48,726</b>	<b>3,046</b>	<b>112,928</b>	<b>116,308</b>
<b>PAYROLL</b>												
Salaries and Wages	-334,554	-239,395	-377,587	-323,898	-377,653	-375,734	-339,463	-266,501	-72,962	36,271	-364,283	-358,867
Payroll Taxes & Benefits	-66,751	-52,976	-77,859	-61,390	-83,071	-75,079	-66,387	-66,208	-179	8,692	-74,846	-72,757
<b>Total Payroll</b>	<b>-401,305</b>	<b>-292,371</b>	<b>-455,446</b>	<b>-385,288</b>	<b>-460,725</b>	<b>-450,813</b>	<b>-405,850</b>	<b>-332,709</b>	<b>-73,141</b>	<b>44,963</b>	<b>-439,129</b>	<b>-431,624</b>
<b>EXPENSE</b>												
Contract Labor Expense	0	0	0	0	0	-1,474	0	0	0	1,474	-491	-295
Staff Expense	-5,124	-3,964	-5,520	-12,095	-6,836	-24,710	-11,666	-29,600	17,934	13,045	-14,404	-12,165
Utilities Expense	-5,582	-6,413	-7,502	-3,824	-6,626	-2,745	-3,965	-4,000	35	-1,220	-4,445	-4,932
Supplies & Maintenance Expense	-25,439	-20,764	-19,425	-25,031	-24,337	-25,208	-19,210	-22,770	3,560	5,998	-22,919	-22,642
Insurance Expense	-1,800	-2,400	-2,400	-2,400	-2,400	-2,400	-2,400	-2,400	0	0	-2,400	-2,400
Administration & Other Expense	-9,681	-8,349	-6,231	-15,938	-13,217	-37,619	-34,416	-30,950	-3,466	3,203	-28,417	-21,484
<b>Total Expense</b>	<b>-47,625</b>	<b>-41,890</b>	<b>-41,079</b>	<b>-59,288</b>	<b>-53,417</b>	<b>-94,156</b>	<b>-71,657</b>	<b>-89,720</b>	<b>18,063</b>	<b>22,499</b>	<b>-73,077</b>	<b>-63,919</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-448,930</b>	<b>-334,261</b>	<b>-496,525</b>	<b>-444,575</b>	<b>-514,142</b>	<b>-544,969</b>	<b>-477,507</b>	<b>-422,429</b>	<b>-55,078</b>	<b>67,461</b>	<b>-512,206</b>	<b>-495,544</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-366,620</b>	<b>-241,716</b>	<b>-390,077</b>	<b>-308,269</b>	<b>-415,163</b>	<b>-426,589</b>	<b>-356,081</b>	<b>-349,729</b>	<b>-6,352</b>	<b>70,507</b>	<b>-399,278</b>	<b>-379,236</b>
Allocated Overhead (OH)	0	0	0	0	0	0	349,729	349,729	0	349,729	116,576	69,946
<b>NET OPERATING RESULTS (NOR)</b>	<b>-366,620</b>	<b>-241,716</b>	<b>-390,077</b>	<b>-308,269</b>	<b>-415,163</b>	<b>-426,589</b>	<b>-6,352</b>	<b>0</b>	<b>-6,352</b>	<b>420,236</b>	<b>-282,701</b>	<b>-309,290</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-366,620</b>	<b>-241,716</b>	<b>-390,077</b>	<b>-308,269</b>	<b>-415,163</b>	<b>-426,589</b>	<b>-6,352</b>	<b>0</b>	<b>-6,352</b>	<b>420,236</b>	<b>-282,701</b>	<b>-309,290</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-366,620</b>	<b>-241,716</b>	<b>-390,077</b>	<b>-308,269</b>	<b>-415,163</b>	<b>-426,589</b>	<b>-6,352</b>	<b>0</b>	<b>-6,352</b>	<b>420,236</b>	<b>-282,701</b>	<b>-309,290</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-366,620</b>	<b>-241,716</b>	<b>-390,077</b>	<b>-308,269</b>	<b>-415,163</b>	<b>-426,589</b>	<b>-6,352</b>	<b>0</b>	<b>-6,352</b>	<b>420,236</b>	<b>-282,701</b>	<b>-309,290</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-448,930	-334,261	-496,525	-444,575	-514,142	-544,969	-477,507	-422,429	-55,078	67,461	-512,206	-495,544

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Communications (015)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>	3 Year Average Years			2019 <i>Budget</i>	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 <i>Actual</i>	2018 <i>Actual</i>	2019 <i>Actual</i>				3-Yr	5-Yr
<b>REVENUE</b>												
Other Revenue	104,833	91,190	115,535	100,272	107,227	127,309	136,990	<b>123,800</b>	13,190	9,681	123,842	117,467
<b>Total Revenue</b>	<b>104,833</b>	<b>91,190</b>	<b>115,535</b>	<b>100,272</b>	<b>107,227</b>	<b>127,309</b>	<b>136,990</b>	<b>123,800</b>	<b>13,190</b>	<b>9,681</b>	<b>123,842</b>	<b>117,467</b>
<b>GROSS MARGIN (GM)</b>	<b>104,833</b>	<b>91,190</b>	<b>115,535</b>	<b>100,272</b>	<b>107,227</b>	<b>127,309</b>	<b>136,990</b>	<b>123,800</b>	<b>13,190</b>	<b>9,681</b>	<b>123,842</b>	<b>117,467</b>
<b>PAYROLL</b>												
Salaries and Wages	-150,131	-153,071	-156,379	-162,946	-151,263	-189,574	-188,197	<b>-198,853</b>	10,656	1,377	-176,345	-169,672
Payroll Taxes & Benefits	-33,225	-32,214	-33,444	-33,414	-29,962	-34,011	-39,977	<b>-43,624</b>	3,647	-5,965	-34,650	-34,161
<b>Total Payroll</b>	<b>-183,356</b>	<b>-185,285</b>	<b>-189,823</b>	<b>-196,359</b>	<b>-181,224</b>	<b>-223,585</b>	<b>-228,173</b>	<b>-242,477</b>	<b>14,304</b>	<b>-4,588</b>	<b>-210,994</b>	<b>-203,833</b>
<b>EXPENSE</b>												
Staff Expense	-3,274	-833	-975	-1,663	-705	-429	-355	<b>-3,870</b>	3,515	74	-496	-825
Utilities Expense	-1,358	-1,472	-1,081	-1,300	-786	-1,080	-672	<b>-1,260</b>	588	408	-846	-984
Supplies & Maintenance Expense	-18,992	-14,077	-14,793	-12,802	-19,893	-46,907	-13,957	<b>-37,906</b>	23,949	32,950	-26,919	-21,671
Administration & Other Expense	-99,066	-97,541	-96,104	-103,508	-110,975	-78,311	-65,622	<b>-83,734</b>	18,112	12,689	-84,969	-90,904
<b>Total Expense</b>	<b>-122,690</b>	<b>-113,923</b>	<b>-112,952</b>	<b>-119,274</b>	<b>-132,359</b>	<b>-126,727</b>	<b>-80,606</b>	<b>-126,770</b>	<b>46,164</b>	<b>46,122</b>	<b>-113,231</b>	<b>-114,384</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-306,046</b>	<b>-299,208</b>	<b>-302,775</b>	<b>-315,633</b>	<b>-313,584</b>	<b>-350,313</b>	<b>-308,779</b>	<b>-369,247</b>	<b>60,468</b>	<b>41,534</b>	<b>-324,225</b>	<b>-318,217</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-201,213</b>	<b>-208,018</b>	<b>-187,240</b>	<b>-215,360</b>	<b>-206,357</b>	<b>-223,004</b>	<b>-171,789</b>	<b>-245,447</b>	<b>73,658</b>	<b>51,215</b>	<b>-200,383</b>	<b>-200,750</b>
Allocated Overhead (OH)	0	0	0	0	0	0	245,447	245,447	0	245,447	81,816	49,089
<b>NET OPERATING RESULTS (NOR)</b>	<b>-201,213</b>	<b>-208,018</b>	<b>-187,240</b>	<b>-215,360</b>	<b>-206,357</b>	<b>-223,004</b>	<b>73,658</b>	<b>0</b>	<b>73,658</b>	<b>296,662</b>	<b>-118,567</b>	<b>-151,660</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-201,213</b>	<b>-208,018</b>	<b>-187,240</b>	<b>-215,360</b>	<b>-206,357</b>	<b>-223,004</b>	<b>73,658</b>	<b>0</b>	<b>73,658</b>	<b>296,662</b>	<b>-118,567</b>	<b>-151,660</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-201,213</b>	<b>-208,018</b>	<b>-187,240</b>	<b>-215,360</b>	<b>-206,357</b>	<b>-223,004</b>	<b>73,658</b>	<b>0</b>	<b>73,658</b>	<b>296,662</b>	<b>-118,567</b>	<b>-151,660</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-201,213</b>	<b>-208,018</b>	<b>-187,240</b>	<b>-215,360</b>	<b>-206,357</b>	<b>-223,004</b>	<b>73,658</b>	<b>0</b>	<b>73,658</b>	<b>296,662</b>	<b>-118,567</b>	<b>-151,660</b>
Total Expenses (TE), (COGS+PAYROLL+E	-306,046	-299,208	-302,775	-315,633	-313,584	-350,313	-308,779	<b>-369,247</b>	60,468	41,534	-324,225	-318,217

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Member Services (040)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Retail Product	5,966	7,749	6,422	11,733	10,202	7,226	6,590	9,100	-2,510	-636	8,006	8,435
Lessons & Rental	0	0	0	0	0	12,275	13,275	12,000	1,275	1,000	8,517	5,110
Other Revenue	15,998	16,145	15,772	16,373	16,348	3,875	3,352	3,900	-548	-523	7,858	11,144
<b>Total Revenue</b>	<b>21,963</b>	<b>23,894</b>	<b>22,194</b>	<b>28,106</b>	<b>26,551</b>	<b>23,376</b>	<b>23,217</b>	<b>25,000</b>	<b>-1,783</b>	<b>-158</b>	<b>24,381</b>	<b>24,689</b>
<b>GROSS MARGIN (GM)</b>	<b>21,963</b>	<b>23,894</b>	<b>22,194</b>	<b>28,106</b>	<b>26,551</b>	<b>23,376</b>	<b>23,217</b>	<b>25,000</b>	<b>-1,783</b>	<b>-158</b>	<b>24,381</b>	<b>24,689</b>
<b>PAYROLL</b>												
Salaries and Wages	-79,289	-87,872	-75,715	-72,207	-76,390	-80,030	-82,329	-88,492	6,163	-2,299	-79,583	-77,334
Payroll Taxes & Benefits	-19,079	-21,139	-21,496	-19,478	-19,745	-22,435	-26,911	-33,018	6,107	-4,475	-23,030	-22,013
<b>Total Payroll</b>	<b>-98,368</b>	<b>-109,011</b>	<b>-97,211</b>	<b>-91,685</b>	<b>-96,135</b>	<b>-102,465</b>	<b>-109,240</b>	<b>-121,510</b>	<b>12,270</b>	<b>-6,775</b>	<b>-102,613</b>	<b>-99,347</b>
<b>EXPENSE</b>												
Contract Labor Expense	0	0	0	0	0	-420	0	0	0	420	-140	-84
Staff Expense	-967	-612	-331	-280	-817	-62	-962	-2,390	1,428	-899	-614	-491
Utilities Expense	0	0	-180	-180	-180	-180	-180	-180	0	0	-180	-180
Supplies & Maintenance Expense	-11,763	-9,668	-10,967	-12,661	-14,755	-11,185	-6,155	-14,410	8,255	5,030	-10,699	-11,145
Administration & Other Expense	-10,084	-8,722	-9,762	-7,084	-8,181	-6,861	-7,201	-7,820	619	-340	-7,414	-7,818
<b>Total Expense</b>	<b>-22,814</b>	<b>-19,002</b>	<b>-21,240</b>	<b>-20,205</b>	<b>-23,934</b>	<b>-18,709</b>	<b>-14,498</b>	<b>-24,800</b>	<b>10,302</b>	<b>4,211</b>	<b>-19,047</b>	<b>-19,717</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-121,182</b>	<b>-128,013</b>	<b>-118,451</b>	<b>-111,890</b>	<b>-120,069</b>	<b>-121,174</b>	<b>-123,738</b>	<b>-146,310</b>	<b>22,572</b>	<b>-2,564</b>	<b>-121,660</b>	<b>-119,064</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-99,219</b>	<b>-104,119</b>	<b>-96,257</b>	<b>-83,783</b>	<b>-93,518</b>	<b>-97,798</b>	<b>-100,521</b>	<b>-121,310</b>	<b>20,789</b>	<b>-2,723</b>	<b>-97,279</b>	<b>-94,375</b>
Allocated Overhead (OH)	0	0	0	0	0	0	0	121,310	0	121,310	40,437	24,262
<b>NET OPERATING RESULTS (NOR)</b>	<b>-99,219</b>	<b>-104,119</b>	<b>-96,257</b>	<b>-83,783</b>	<b>-93,518</b>	<b>-97,798</b>	<b>20,789</b>	<b>0</b>	<b>20,789</b>	<b>118,587</b>	<b>-56,842</b>	<b>-70,113</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-99,219</b>	<b>-104,119</b>	<b>-96,257</b>	<b>-83,783</b>	<b>-93,518</b>	<b>-97,798</b>	<b>20,789</b>	<b>0</b>	<b>20,789</b>	<b>118,587</b>	<b>-56,842</b>	<b>-70,113</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-99,219</b>	<b>-104,119</b>	<b>-96,257</b>	<b>-83,783</b>	<b>-93,518</b>	<b>-97,798</b>	<b>20,789</b>	<b>0</b>	<b>20,789</b>	<b>118,587</b>	<b>-56,842</b>	<b>-70,113</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-99,219</b>	<b>-104,119</b>	<b>-96,257</b>	<b>-83,783</b>	<b>-93,518</b>	<b>-97,798</b>	<b>20,789</b>	<b>0</b>	<b>20,789</b>	<b>118,587</b>	<b>-56,842</b>	<b>-70,113</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-121,182	-128,013	-118,451	-111,890	-120,069	-121,174	-123,738	-146,310	22,572	-2,564	-121,660	-119,064

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**ASO (020)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years											
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average	
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr
<b>REVENUE</b>												
Other Revenue	58,664	50,929	68,944	72,909	115,096	126,577	109,100	121,000	-11,900	-17,477	116,924	98,525
<b>Total Revenue</b>	<b>58,664</b>	<b>50,929</b>	<b>68,944</b>	<b>72,909</b>	<b>115,096</b>	<b>126,577</b>	<b>109,100</b>	<b>121,000</b>	<b>-11,900</b>	<b>-17,477</b>	<b>116,924</b>	<b>98,525</b>
<b>GROSS MARGIN (GM)</b>	<b>58,664</b>	<b>50,929</b>	<b>68,944</b>	<b>72,909</b>	<b>115,096</b>	<b>126,577</b>	<b>109,100</b>	<b>121,000</b>	<b>-11,900</b>	<b>-17,477</b>	<b>116,924</b>	<b>98,525</b>
<b>PAYROLL</b>												
Salaries and Wages	-72,443	-79,340	-95,802	-107,142	-113,009	-140,084	-132,469	-166,319	33,850	7,615	-128,521	-117,701
Payroll Taxes & Benefits	-22,897	-21,492	-23,672	-35,504	-31,001	-40,035	-38,638	-50,486	11,848	1,396	-36,558	-33,770
<b>Total Payroll</b>	<b>-95,340</b>	<b>-100,832</b>	<b>-119,474</b>	<b>-142,646</b>	<b>-144,010</b>	<b>-180,119</b>	<b>-171,107</b>	<b>-216,805</b>	<b>45,698</b>	<b>9,011</b>	<b>-165,079</b>	<b>-151,471</b>
<b>EXPENSE</b>												
Staff Expense	0	-1,325	-450	-33	-502	-1,333	-783	-1,680	897	550	-873	-620
Utilities Expense	-606	-619	-402	-325	-2,018	-432	-472	-1,260	788	-40	-974	-729
Supplies & Maintenance Expense	-3,876	-3,558	-4,493	-4,538	-9,062	-6,577	-8,045	-11,880	3,835	-1,468	-7,895	-6,543
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	-600	0	0	-600	-600
Administration & Other Expense	-2,655	-1,325	-3,016	-2,694	-4,304	-6,294	-5,935	-3,940	-1,995	359	-5,511	-4,448
<b>Total Expense</b>	<b>-7,736</b>	<b>-7,427</b>	<b>-8,960</b>	<b>-8,189</b>	<b>-16,486</b>	<b>-15,235</b>	<b>-15,834</b>	<b>-19,360</b>	<b>3,526</b>	<b>-600</b>	<b>-15,852</b>	<b>-12,941</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-103,076</b>	<b>-108,259</b>	<b>-128,434</b>	<b>-150,836</b>	<b>-160,496</b>	<b>-195,354</b>	<b>-186,942</b>	<b>-236,165</b>	<b>49,223</b>	<b>8,412</b>	<b>-180,931</b>	<b>-164,412</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-44,412</b>	<b>-57,331</b>	<b>-59,490</b>	<b>-77,926</b>	<b>-45,400</b>	<b>-68,777</b>	<b>-77,842</b>	<b>-115,165</b>	<b>37,323</b>	<b>-9,065</b>	<b>-64,006</b>	<b>-65,887</b>
Allocated Overhead (OH)	0	0	0	0	0	0	-61,831	-61,831	0	-61,831	-20,610	-12,366
<b>NET OPERATING RESULTS (NOR)</b>	<b>-44,412</b>	<b>-57,331</b>	<b>-59,490</b>	<b>-77,926</b>	<b>-45,400</b>	<b>-68,777</b>	<b>-139,673</b>	<b>-176,996</b>	<b>37,323</b>	<b>-70,896</b>	<b>-84,616</b>	<b>-78,253</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-44,412</b>	<b>-57,331</b>	<b>-59,490</b>	<b>-77,926</b>	<b>-45,400</b>	<b>-68,777</b>	<b>-139,673</b>	<b>-176,996</b>	<b>37,323</b>	<b>-70,896</b>	<b>-84,616</b>	<b>-78,253</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-44,412</b>	<b>-57,331</b>	<b>-59,490</b>	<b>-77,926</b>	<b>-45,400</b>	<b>-68,777</b>	<b>-139,673</b>	<b>-176,996</b>	<b>37,323</b>	<b>-70,896</b>	<b>-84,616</b>	<b>-78,253</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-44,412</b>	<b>-57,331</b>	<b>-59,490</b>	<b>-77,926</b>	<b>-45,400</b>	<b>-68,777</b>	<b>-139,673</b>	<b>-176,996</b>	<b>37,323</b>	<b>-70,896</b>	<b>-84,616</b>	<b>-78,253</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-103,076	-108,259	-128,434	-150,836	-160,496	-195,354	-186,942	-236,165	49,223	8,412	-180,931	-164,412

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**MIS (025)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-130,522	-139,833	-143,497	-164,177	-165,675	-188,191	-191,742	-201,054	9,312	-3,551	-181,869	-170,656
Payroll Taxes & Benefits	-29,708	-31,001	-33,581	-35,221	-33,114	-41,739	-44,015	-49,570	5,555	-2,276	-39,622	-37,534
<b>Total Payroll</b>	<b>-160,231</b>	<b>-170,834</b>	<b>-177,078</b>	<b>-199,398</b>	<b>-198,789</b>	<b>-229,929</b>	<b>-235,757</b>	<b>-250,624</b>	<b>14,867</b>	<b>-5,828</b>	<b>-221,492</b>	<b>-208,190</b>
<b>EXPENSE</b>												
Staff Expense	-381	-27	-764	-698	-3,877	-3,927	-4,905	-3,520	-1,385	-977	-4,237	-2,834
Utilities Expense	-40,621	-59,014	-80,039	-65,671	-67,362	-45,051	-36,554	-48,600	12,046	8,497	-49,656	-58,936
Supplies & Maintenance Expense	-33,008	-27,110	-25,798	-30,851	-37,448	-26,569	-24,728	-34,190	9,462	1,840	-29,581	-29,079
Administration & Other Expense	-2,968	-436	-163	-2,009	-5,397	-3,050	-6,888	-860	-6,028	-3,839	-5,112	-3,501
<b>Total Expense</b>	<b>-76,979</b>	<b>-86,587</b>	<b>-106,764</b>	<b>-99,229</b>	<b>-114,084</b>	<b>-78,597</b>	<b>-73,076</b>	<b>-87,170</b>	<b>14,094</b>	<b>5,522</b>	<b>-88,586</b>	<b>-94,350</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>-308,833</b>	<b>-337,794</b>	<b>28,961</b>	<b>-306</b>	<b>-310,077</b>	<b>-302,540</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>-308,833</b>	<b>-337,794</b>	<b>28,961</b>	<b>-306</b>	<b>-310,077</b>	<b>-302,540</b>
Allocated Overhead (OH)	0	0	0	0	0	0	337,794	337,794	0	337,794	112,598	67,559
<b>NET OPERATING RESULTS (NOR)</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>28,961</b>	<b>0</b>	<b>28,961</b>	<b>337,488</b>	<b>-197,479</b>	<b>-234,981</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>28,961</b>	<b>0</b>	<b>28,961</b>	<b>337,488</b>	<b>-197,479</b>	<b>-234,981</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>28,961</b>	<b>0</b>	<b>28,961</b>	<b>337,488</b>	<b>-197,479</b>	<b>-234,981</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-237,209</b>	<b>-257,421</b>	<b>-283,842</b>	<b>-298,627</b>	<b>-312,873</b>	<b>-308,526</b>	<b>28,961</b>	<b>0</b>	<b>28,961</b>	<b>337,488</b>	<b>-197,479</b>	<b>-234,981</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	-308,833	-337,794	28,961	-306	-310,077	-302,540



**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Accounting (030)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	3 Year Average Years									3-Yr	5-Yr	
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
Other Revenue	1,031	1,248	1,417	2,825	3,355	3,527	2,242	3,400	-1,158	-1,285	3,042	2,673
<b>Total Revenue</b>	<b>1,031</b>	<b>1,248</b>	<b>1,417</b>	<b>2,825</b>	<b>3,355</b>	<b>3,527</b>	<b>2,242</b>	<b>3,400</b>	<b>-1,158</b>	<b>-1,285</b>	<b>3,042</b>	<b>2,673</b>
<b>GROSS MARGIN (GM)</b>	<b>1,031</b>	<b>1,248</b>	<b>1,417</b>	<b>2,825</b>	<b>3,355</b>	<b>3,527</b>	<b>2,242</b>	<b>3,400</b>	<b>-1,158</b>	<b>-1,285</b>	<b>3,042</b>	<b>2,673</b>
<b>PAYROLL</b>												
Salaries and Wages	-223,632	-225,162	-228,516	-254,477	-250,018	-270,389	-294,132	-288,003	-6,129	-23,743	-271,513	-259,506
Payroll Taxes & Benefits	-67,741	-59,831	-73,374	-66,514	-66,870	-71,642	-69,274	-81,574	12,300	2,368	-69,262	-69,535
<b>Total Payroll</b>	<b>-291,373</b>	<b>-284,993</b>	<b>-301,890</b>	<b>-320,991</b>	<b>-316,888</b>	<b>-342,031</b>	<b>-363,406</b>	<b>-369,577</b>	<b>6,171</b>	<b>-21,375</b>	<b>-340,775</b>	<b>-329,041</b>
<b>EXPENSE</b>												
Staff Expense	-3,091	-998	-1,192	-3,111	-1,880	-1,843	-2,136	-5,900	3,764	-293	-1,953	-2,032
Utilities Expense	-2,896	-3,022	-2,737	-2,178	-2,249	-962	-1,342	-3,380	2,038	-381	-1,518	-1,894
Supplies & Maintenance Expense	-7,405	-6,412	-7,604	-4,391	-6,440	-12,503	-11,653	-12,832	1,179	850	-10,199	-8,518
Administration & Other Expense	-17,542	-22,276	-16,260	-19,095	-20,817	-24,871	-35,242	-20,103	-15,139	-10,371	-26,977	-23,257
<b>Total Expense</b>	<b>-30,934</b>	<b>-32,708</b>	<b>-27,793</b>	<b>-28,775</b>	<b>-31,386</b>	<b>-40,179</b>	<b>-50,373</b>	<b>-42,215</b>	<b>-8,158</b>	<b>-10,194</b>	<b>-40,646</b>	<b>-35,701</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-322,307</b>	<b>-317,701</b>	<b>-329,683</b>	<b>-349,766</b>	<b>-348,274</b>	<b>-382,210</b>	<b>-413,779</b>	<b>-411,792</b>	<b>-1,987</b>	<b>-31,569</b>	<b>-381,421</b>	<b>-364,743</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-321,276</b>	<b>-316,453</b>	<b>-328,266</b>	<b>-346,942</b>	<b>-344,919</b>	<b>-378,683</b>	<b>-411,537</b>	<b>-408,392</b>	<b>-3,145</b>	<b>-32,854</b>	<b>-378,380</b>	<b>-362,069</b>
Allocated Overhead (OH)	0	0	0	0	0	0	408,392	408,392	0	408,392	136,131	81,678
<b>NET OPERATING RESULTS (NOR)</b>	<b>-321,276</b>	<b>-316,453</b>	<b>-328,266</b>	<b>-346,942</b>	<b>-344,919</b>	<b>-378,683</b>	<b>-3,145</b>	<b>0</b>	<b>-3,145</b>	<b>375,538</b>	<b>-242,249</b>	<b>-280,391</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-321,276</b>	<b>-316,453</b>	<b>-328,266</b>	<b>-346,942</b>	<b>-344,919</b>	<b>-378,683</b>	<b>-3,145</b>	<b>0</b>	<b>-3,145</b>	<b>375,538</b>	<b>-242,249</b>	<b>-280,391</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-321,276</b>	<b>-316,453</b>	<b>-328,266</b>	<b>-346,942</b>	<b>-344,919</b>	<b>-378,683</b>	<b>-3,145</b>	<b>0</b>	<b>-3,145</b>	<b>375,538</b>	<b>-242,249</b>	<b>-280,391</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-321,276</b>	<b>-316,453</b>	<b>-328,266</b>	<b>-346,942</b>	<b>-344,919</b>	<b>-378,683</b>	<b>-3,145</b>	<b>0</b>	<b>-3,145</b>	<b>375,538</b>	<b>-242,249</b>	<b>-280,391</b>
Total Expenses (TE), (COGS+PAYROLL+E	-322,307	-317,701	-329,683	-349,766	-348,274	-382,210	-413,779	-411,792	-1,987	-31,569	-381,421	-364,743

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Human Resources (035)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-68,056	-64,611	-72,664	-76,471	-68,803	-105,613	-91,929	-110,347	18,418	13,685	-88,782	-83,096
Payroll Taxes & Benefits	-17,930	-14,789	-16,796	-18,254	-18,166	-22,474	-18,096	-31,526	13,430	4,378	-19,579	-18,757
<b>Total Payroll</b>	<b>-85,985</b>	<b>-79,400</b>	<b>-89,459</b>	<b>-94,724</b>	<b>-86,969</b>	<b>-128,087</b>	<b>-110,025</b>	<b>-141,873</b>	<b>31,848</b>	<b>18,062</b>	<b>-108,360</b>	<b>-101,853</b>
<b>EXPENSE</b>												
Contract Labor Expense	0	0	0	0	-40,110	-1,620	0	0	0	1,620	-13,910	-8,346
Staff Expense	-32,290	-18,829	-30,185	-28,617	-66,310	-43,665	-43,328	-46,450	3,122	338	-51,101	-42,421
Utilities Expense	-679	-680	-425	-469	-375	-240	-610	-540	-70	-370	-408	-424
Supplies & Maintenance Expense	-4,919	-3,670	-3,157	-5,786	-5,971	-5,539	-6,438	-6,940	502	-899	-5,983	-5,378
Administration & Other Expense	-2,273	-3,800	-5,317	-3,120	-1,036	-991	-1,614	-1,910	296	-623	-1,214	-2,416
<b>Total Expense</b>	<b>-40,160</b>	<b>-26,979</b>	<b>-39,084</b>	<b>-37,992</b>	<b>-113,802</b>	<b>-52,055</b>	<b>-51,990</b>	<b>-55,840</b>	<b>3,850</b>	<b>66</b>	<b>-72,616</b>	<b>-58,985</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>-162,015</b>	<b>-197,713</b>	<b>35,698</b>	<b>18,128</b>	<b>-180,976</b>	<b>-160,838</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>-162,015</b>	<b>-197,713</b>	<b>35,698</b>	<b>18,128</b>	<b>-180,976</b>	<b>-160,838</b>
Allocated Overhead (OH)	0	0	0	0	0	0	197,713	197,713	0	197,713	65,904	39,543
<b>NET OPERATING RESULTS (NOR)</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>35,698</b>	<b>0</b>	<b>35,698</b>	<b>215,841</b>	<b>-115,072</b>	<b>-121,295</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>35,698</b>	<b>0</b>	<b>35,698</b>	<b>215,841</b>	<b>-115,072</b>	<b>-121,295</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>35,698</b>	<b>0</b>	<b>35,698</b>	<b>215,841</b>	<b>-115,072</b>	<b>-121,295</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-126,145</b>	<b>-106,379</b>	<b>-128,543</b>	<b>-132,716</b>	<b>-200,771</b>	<b>-180,143</b>	<b>35,698</b>	<b>0</b>	<b>35,698</b>	<b>215,841</b>	<b>-115,072</b>	<b>-121,295</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	-162,015	-197,713	35,698	18,128	-180,976	-160,838

**Tahoe Donner Association  
Operating Fund 10-Year Actuals and CY Budget  
Facility Administration (165)  
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-155,942	-164,927	-168,715	-83,413	-105,400	-122,716	-86,701	-119,997	33,296	36,015	-104,939	-113,389
Payroll Taxes & Benefits	-40,029	-38,570	-44,118	-30,353	-29,464	-33,047	-29,427	-36,868	7,441	3,619	-30,646	-33,282
<b>Total Payroll</b>	<b>-195,972</b>	<b>-203,497</b>	<b>-212,833</b>	<b>-113,765</b>	<b>-134,864</b>	<b>-155,763</b>	<b>-116,128</b>	<b>-156,865</b>	<b>40,737</b>	<b>39,634</b>	<b>-135,585</b>	<b>-146,671</b>
<b>EXPENSE</b>												
Staff Expense	-1,725	-2,343	-1,930	-2,813	-2,666	-1,365	-4,168	-3,200	-968	-2,802	-2,733	-2,588
Utilities Expense	-2,958	-1,952	-1,492	-1,874	-1,971	-1,971	-2,067	-2,100	33	-96	-2,003	-1,875
Supplies & Maintenance Expense	99,706	102,700	109,614	-1,446	-728	-4,885	-2,653	-1,610	-1,043	2,232	-2,755	19,980
Administration & Other Expense	-1,246	-1,487	-437	-1,238	-507	-1,220	-8,544	-5,680	-2,864	-7,324	-3,424	-2,389
<b>Total Expense</b>	<b>93,777</b>	<b>96,917</b>	<b>105,756</b>	<b>-7,371</b>	<b>-5,872</b>	<b>-9,442</b>	<b>-17,432</b>	<b>-12,590</b>	<b>-4,842</b>	<b>-7,990</b>	<b>-10,916</b>	<b>13,128</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>-133,561</b>	<b>-169,455</b>	<b>35,894</b>	<b>31,644</b>	<b>-146,500</b>	<b>-133,543</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>-133,561</b>	<b>-169,455</b>	<b>35,894</b>	<b>31,644</b>	<b>-146,500</b>	<b>-133,543</b>
Allocated Overhead (OH)	0	0	0	0	0	0	169,455	169,455	0	169,455	56,485	33,891
<b>NET OPERATING RESULTS (NOR)</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>35,894</b>	<b>0</b>	<b>35,894</b>	<b>201,099</b>	<b>-90,015</b>	<b>-99,652</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>35,894</b>	<b>0</b>	<b>35,894</b>	<b>201,099</b>	<b>-90,015</b>	<b>-99,652</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>35,894</b>	<b>0</b>	<b>35,894</b>	<b>201,099</b>	<b>-90,015</b>	<b>-99,652</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-102,195</b>	<b>-106,580</b>	<b>-107,077</b>	<b>-121,136</b>	<b>-140,736</b>	<b>-165,205</b>	<b>35,894</b>	<b>0</b>	<b>35,894</b>	<b>201,099</b>	<b>-90,015</b>	<b>-99,652</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	-133,561	-169,455	35,894	31,644	-146,500	-133,543

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Forestry (050)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years												
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years			2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
					2017 Actual	2018 Actual	2019 Actual				3-Yr	5-Yr	
<b>REVENUE</b>													
Retail Product	31,243	11,375	30,420	11,764	23,656	21,876	16,658	5,000	11,658	-5,218	20,730	20,875	
Other Revenue	55,992	0	0	44,000	1,645	64,969	27,810	27,500	310	-37,160	31,475	27,685	
<b>Total Revenue</b>	<b>87,235</b>	<b>11,375</b>	<b>30,420</b>	<b>55,764</b>	<b>25,301</b>	<b>86,845</b>	<b>44,468</b>	<b>32,500</b>	<b>11,968</b>	<b>-42,378</b>	<b>52,205</b>	<b>48,560</b>	
<b>GROSS MARGIN (GM)</b>	<b>87,235</b>	<b>11,375</b>	<b>30,420</b>	<b>55,764</b>	<b>25,301</b>	<b>86,845</b>	<b>44,468</b>	<b>32,500</b>	<b>11,968</b>	<b>-42,378</b>	<b>52,205</b>	<b>48,560</b>	
<b>PAYROLL</b>													
Salaries and Wages	-297,066	-214,240	-223,972	-275,402	-297,806	-379,647	-400,489	-420,476	19,987	-20,842	-359,314	-315,463	
Payroll Taxes & Benefits	-60,650	-48,515	-55,590	-64,991	-69,683	-74,545	-75,190	-91,746	16,556	-645	-73,139	-68,000	
<b>Total Payroll</b>	<b>-357,716</b>	<b>-262,755</b>	<b>-279,561</b>	<b>-340,394</b>	<b>-367,489</b>	<b>-454,192</b>	<b>-475,679</b>	<b>-512,222</b>	<b>36,543</b>	<b>-21,487</b>	<b>-432,453</b>	<b>-383,463</b>	
<b>EXPENSE</b>													
Staff Expense	-3,416	-324	-98	-1,553	-42	-1,843	-427	-3,175	2,748	1,416	-771	-793	
Utilities Expense	-4,046	-2,704	-2,507	-2,894	-2,646	-3,228	-3,702	-3,340	-362	-474	-3,192	-2,996	
Supplies & Maintenance Expense	-390,334	-177,446	-361,744	-324,833	-222,617	-332,504	-410,040	-319,430	-90,610	-77,536	-321,720	-330,348	
Insurance Expense	-8,400	-7,200	-7,200	-8,200	-7,200	-8,400	-8,400	-8,400	0	0	-8,000	-7,880	
Administration & Other Expense	-5,926	-3,901	-5,485	-4,062	-4,678	-5,625	-5,160	-5,760	600	465	-5,154	-5,002	
<b>Total Expense</b>	<b>-412,122</b>	<b>-191,574</b>	<b>-377,034</b>	<b>-341,542</b>	<b>-237,183</b>	<b>-351,600</b>	<b>-427,729</b>	<b>-340,105</b>	<b>-87,624</b>	<b>-76,129</b>	<b>-338,837</b>	<b>-347,018</b>	
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-769,838</b>	<b>-454,329</b>	<b>-656,596</b>	<b>-681,935</b>	<b>-604,672</b>	<b>-805,792</b>	<b>-903,408</b>	<b>-852,327</b>	<b>-51,081</b>	<b>-97,616</b>	<b>-771,291</b>	<b>-730,481</b>	
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-682,603</b>	<b>-442,954</b>	<b>-626,175</b>	<b>-626,172</b>	<b>-579,370</b>	<b>-718,947</b>	<b>-858,940</b>	<b>-819,827</b>	<b>-39,113</b>	<b>-139,994</b>	<b>-719,086</b>	<b>-681,921</b>	
Allocated Overhead (OH)	0	0	0	0	0	0	0	-91,823	0	-91,823	-30,608	-18,365	
<b>NET OPERATING RESULTS (NOR)</b>	<b>-682,603</b>	<b>-442,954</b>	<b>-626,175</b>	<b>-626,172</b>	<b>-579,370</b>	<b>-718,947</b>	<b>-950,763</b>	<b>-911,650</b>	<b>-39,113</b>	<b>-231,817</b>	<b>-749,694</b>	<b>-700,286</b>	
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-682,603</b>	<b>-442,954</b>	<b>-626,175</b>	<b>-626,172</b>	<b>-579,370</b>	<b>-718,947</b>	<b>-950,763</b>	<b>-911,650</b>	<b>-39,113</b>	<b>-231,817</b>	<b>-749,694</b>	<b>-700,286</b>	
<b>ASSESSMENT REVENUE</b>													
<b>NET RESULTS (NR)</b>	<b>-682,603</b>	<b>-442,954</b>	<b>-626,175</b>	<b>-626,172</b>	<b>-579,370</b>	<b>-718,947</b>	<b>-950,763</b>	<b>-911,650</b>	<b>-39,113</b>	<b>-231,817</b>	<b>-749,694</b>	<b>-700,286</b>	
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-682,603</b>	<b>-442,954</b>	<b>-626,175</b>	<b>-626,172</b>	<b>-579,370</b>	<b>-718,947</b>	<b>-950,763</b>	<b>-911,650</b>	<b>-39,113</b>	<b>-231,817</b>	<b>-749,694</b>	<b>-700,286</b>	
Total Expenses (TE), (COGS+PAYROLL+E)	-769,838	-454,329	-656,596	-681,935	-604,672	-805,792	-903,408	-852,327	-51,081	-97,616	-771,291	-730,481	

**Tahoe Donner Association**  
**Operating Fund 10-Year Actuals and CY Budget**  
**Maintenance (160)**  
6 SUMMER MONTHS (may-oct)

	5 Year Average Years						2019 Budget	2019 vs Budget	2019 vs PYA	Actuals Average		
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3 Year Average Years					2019 3-Yr	2019 5-Yr	
					2017 Actual	2018 Actual						2019 Actual
<b>REVENUE</b>												
<b>PAYROLL</b>												
Salaries and Wages	-216,353	-199,519	-221,872	-231,675	-259,376	-284,893	-269,545	-279,796	10,251	15,349	-271,271	-253,472
Payroll Taxes & Benefits	-72,590	-69,418	-76,808	-74,135	-74,888	-80,862	-76,504	-93,664	17,160	4,358	-77,418	-76,639
<b>Total Payroll</b>	<b>-288,943</b>	<b>-268,937</b>	<b>-298,680</b>	<b>-305,810</b>	<b>-334,263</b>	<b>-365,756</b>	<b>-346,049</b>	<b>-373,460</b>	<b>27,411</b>	<b>19,707</b>	<b>-348,689</b>	<b>-330,112</b>
<b>EXPENSE</b>												
Staff Expense	-1,548	-4,064	-1,142	-1,818	-1,674	-3,281	-2,609	-4,150	1,541	672	-2,521	-2,105
Utilities Expense	-17,584	-13,703	-11,583	-10,244	-11,573	-9,392	-10,826	-11,330	504	-1,434	-10,597	-10,723
Supplies & Maintenance Expense	-3,990	6,670	9,378	13,299	7,391	14,418	10,050	3,180	6,870	-4,368	10,620	10,907
Insurance Expense	-9,600	-10,200	-10,200	-10,200	-10,200	-12,000	-12,000	-12,000	0	0	-11,400	-10,920
Administration & Other Expense	-4,444	-3,281	-3,502	-2,827	-4,462	-5,151	-5,898	-4,400	-1,498	-747	-5,170	-4,368
<b>Total Expense</b>	<b>-37,165</b>	<b>-24,578</b>	<b>-17,049</b>	<b>-11,790</b>	<b>-20,517</b>	<b>-15,406</b>	<b>-21,283</b>	<b>-28,700</b>	<b>7,417</b>	<b>-5,877</b>	<b>-19,069</b>	<b>-17,209</b>
<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>-367,332</b>	<b>-402,160</b>	<b>34,828</b>	<b>13,829</b>	<b>-367,758</b>	<b>-347,321</b>
<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>-367,332</b>	<b>-402,160</b>	<b>34,828</b>	<b>13,829</b>	<b>-367,758</b>	<b>-347,321</b>
Allocated Overhead (OH)	0	0	0	0	0	0	402,160	402,160	0	402,160	134,053	80,432
<b>NET OPERATING RESULTS (NOR)</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>34,828</b>	<b>0</b>	<b>34,828</b>	<b>415,989</b>	<b>-233,705</b>	<b>-266,889</b>
<b>NET RESULTS BEFORE ASSESSMENT (NR)</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>34,828</b>	<b>0</b>	<b>34,828</b>	<b>415,989</b>	<b>-233,705</b>	<b>-266,889</b>
<b>ASSESSMENT REVENUE</b>												
<b>NET RESULTS (NR)</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>34,828</b>	<b>0</b>	<b>34,828</b>	<b>415,989</b>	<b>-233,705</b>	<b>-266,889</b>
<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>-326,108</b>	<b>-293,515</b>	<b>-315,729</b>	<b>-317,600</b>	<b>-354,781</b>	<b>-381,161</b>	<b>34,828</b>	<b>0</b>	<b>34,828</b>	<b>415,989</b>	<b>-233,705</b>	<b>-266,889</b>
Total Expenses (TE), (COGS+PAYROLL+E)	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	-367,332	-402,160	34,828	13,829	-367,758	-347,321