

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Operating Fund Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var						Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$	
<b>165,000</b>	<b>165,000</b>	<b>155,000</b>	<b>0</b>	<b>0%</b>	<b>10,000</b>	<b>6%</b>	<b>36053</b>	<b>Revenue</b>									
								<b>ALLOCATED RECREATION FEES</b>	<b>792,450</b>	<b>769,000</b>	<b>751,610</b>	<b>23,450</b>	<b>3%</b>	<b>40,840</b>	<b>5%</b>	<b>1,110,000</b>	
18,467	29,300	28,489	-10,833	-37%	-10,022	-35%	(350...	Golf Passes	61,576	94,900	94,340	-33,324	-35%	-32,765	-35%	135,000	
30,939	19,100	20,580	11,839	62%	10,359	50%	3502...	Golf Passes - Packs	30,614	58,600	63,965	-27,986	-48%	-33,351	-52%	85,000	
42,112	62,000	56,468	-19,880	-32%	-14,348	-25%	35035	Golf Green Fees - Member	85,422	182,000	166,470	-96,578	-53%	-81,048	-49%	229,000	
64,117	74,600	48,850	-10,484	-14%	15,267	31%	35025	Golf Green Fees - Guest	107,812	180,600	138,140	-72,788	-40%	-30,328	-22%	238,000	
32,392	43,900	40,149	-11,508	-26%	-7,757	-19%	3503...	Golf Green Fees - Public	60,538	105,000	87,498	-44,462	-42%	-26,960	-31%	154,000	
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800	
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0	
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000	
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	216,626	116,800	160,026	99,826	85%	56,599	35%	156,000	
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	210,735	169,900	201,548	40,835	24%	9,187	5%	224,000	
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000	
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000	
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0	
0	0	0	0	0%	0	0%	35594	Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100	
0	0	0	0	0%	0	0%	35596	Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400	
0	0	0	0	0%	0	0%	35595	Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600	
0	0	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000	
302	300	84	2	1%	218	260%	35615	Public Daily Trail Fee	203,327	200,300	128,297	3,027	2%	75,030	58%	244,000	
13,319	17,300	13,574	-3,981	-23%	-255	-2%	37040	Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000	
16,835	16,500	15,245	335	2%	1,590	10%	37060	P.O. Trail Rides	35,648	44,500	34,856	-8,852	-20%	792	2%	50,000	
2,653	6,000	3,795	-3,347	-56%	-1,142	-30%	37080	Guest Trail Rides	40,937	48,000	44,353	-7,063	-15%	-3,416	-8%	52,000	
16,005	12,000	10,597	4,005	33%	5,407	51%	36012	Public Trail Rides	6,428	15,000	10,770	-8,572	-57%	-4,342	-40%	17,000	
0	0	0	0	0%	0	0%	36013	Special Events Revenue	31,983	34,400	29,379	-2,417	-7%	2,604	9%	63,000	
8,794	9,500	7,216	-706	-7%	1,578	22%	36054	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000	
111,643	103,800	90,990	7,843	8%	20,653	23%	36055	Daily Usage Fee - Member	38,754	41,900	32,210	-3,146	-8%	6,544	20%	53,950	
28,282	25,300	27,035	2,982	12%	1,248	5%	38013	Daily Usage Fee - Guest	421,327	420,300	359,344	1,027	0%	61,983	17%	494,650	
<b>385,867</b>	<b>419,600</b>	<b>363,072</b>	<b>-33,733</b>	<b>-8%</b>	<b>22,795</b>	<b>6%</b>		<b>Total Direct Access &amp; Use</b>	<b>3,411,285</b>	<b>3,267,900</b>	<b>2,597,926</b>	<b>143,385</b>	<b>4%</b>	<b>813,359</b>	<b>31%</b>	<b>4,135,800</b>	
411,034	460,492	401,439	-49,458	-11%	9,595	2%	3310...	Food	2,190,248	2,451,077	2,126,307	-260,829	-11%	63,941	3%	3,354,400	
-29,588	-36,530	-23,900	6,942	19%	-5,689	-24%		Food Discounts	-170,347	-217,670	-179,719	47,323	22%	9,373	5%	-297,800	
-10,191	-10,830	-9,795	639	6%	-396	-4%	33152	EE Discounts	-68,847	-77,220	-63,473	8,373	11%	-5,374	-8%	-103,600	
-5,240	-5,200	-3,270	-40	-1%	-1,971	-60%	33154	Guest Relations aka Manager	-17,026	-23,700	-19,194	6,674	28%	2,168	11%	-31,800	
-637	-400	-387	-237	-59%	-250	-65%	33156	InterDept Discounts	-5,594	-1,450	-5,948	-4,144	-286%	354	6%	-2,000	
-13,520	-20,100	-10,447	6,580	33%	-3,072	-29%	3316...	Marketing Discounts	-78,880	-115,300	-91,105	36,420	32%	12,225	13%	-160,400	
18,701	21,600	21,283	-2,899	-13%	-2,582	-12%	33180	Food NA Beverage	136,243	160,000	133,119	-23,757	-15%	3,124	2%	201,900	
<b>400,146</b>	<b>445,562</b>	<b>398,822</b>	<b>-45,416</b>	<b>-10%</b>	<b>1,324</b>	<b>0%</b>		<b>Food subtotal</b>	<b>2,156,144</b>	<b>2,393,407</b>	<b>2,079,706</b>	<b>-237,263</b>	<b>-10%</b>	<b>76,438</b>	<b>4%</b>	<b>3,258,500</b>	
50,305	48,532	49,617	1,773	4%	689	1%	3322...	Beer	262,160	277,676	254,759	-15,516	-6%	7,401	3%	376,000	
-1,317	0	-1,052	-1,317	0%	-265	-25%	3322...	Beer Discounts	-5,892	0	-5,419	-5,892	0%	-473	-9%	0	
61,754	38,310	54,059	23,444	61%	7,696	14%	33242	Liquor	283,680	212,300	244,908	71,380	34%	38,772	16%	292,100	
-740	0	-1,613	-740	0%	873	54%	3324...	Liquor Discounts	-5,524	0	-7,762	-5,524	0%	2,238	29%	0	
61,744	69,636	56,224	-7,892	-11%	5,520	10%	33262	Wine	293,016	352,637	281,274	-59,621	-17%	11,742	4%	505,100	
-875	0	-1,302	-875	0%	427	33%	3326...	Wine Discounts	-6,121	0	-9,378	-6,121	0%	3,257	35%	0	
3,997	0	3,989	3,997	0%	8	0%	33268	Corkage Fees	16,451	0	12,607	16,451	0%	3,844	300%	0	
-1,520	0	-720	-1,520	0%	-800	-111%	33269	Corkage Fee Discounts	-9,980	0	-5,043	-9,980	0%	-4,938	-98%	0	
<b>173,348</b>	<b>156,478</b>	<b>159,202</b>	<b>16,870</b>	<b>11%</b>	<b>14,147</b>	<b>9%</b>		<b>Beverage subtotal</b>	<b>827,791</b>	<b>842,613</b>	<b>765,947</b>	<b>-14,822</b>	<b>-2%</b>	<b>61,843</b>	<b>8%</b>	<b>1,173,200</b>	
46,294	34,380	51,382	11,914	35%	-5,088	-10%	3328...	Misc other F&B	140,798	97,160	138,122	43,638	45%	2,676	2%	162,100	
0	-100	0	100	0%	0	0%	33299	InterDept Food Sales	-4,398	400	-3,992	-4,798	-1199%	-405	-10%	0	
<b>46,294</b>	<b>34,280</b>	<b>51,382</b>	<b>12,014</b>	<b>35%</b>	<b>-5,088</b>	<b>-10%</b>		<b>Other F&amp;B subtotal</b>	<b>136,400</b>	<b>97,560</b>	<b>134,129</b>	<b>38,840</b>	<b>40%</b>	<b>2,271</b>	<b>2%</b>	<b>162,100</b>	
<b>619,789</b>	<b>636,320</b>	<b>609,406</b>	<b>-16,531</b>	<b>-3%</b>	<b>10,383</b>	<b>2%</b>		<b>Total Food and Beverage</b>	<b>3,120,335</b>	<b>3,333,580</b>	<b>2,979,783</b>	<b>-213,245</b>	<b>-6%</b>	<b>140,552</b>	<b>5%</b>	<b>4,593,800</b>	
<b>572,104</b>	<b>505,800</b>	<b>562,855</b>	<b>66,304</b>	<b>13%</b>	<b>9,248</b>	<b>2%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>2,601,908</b>	<b>2,339,600</b>	<b>2,567,503</b>	<b>262,308</b>	<b>11%</b>	<b>34,405</b>	<b>1%</b>	<b>3,350,000</b>	
224,464	168,900	220,895	55,564	33%	3,569	2%	33910	F&B-Dining Room	1,145,874	905,100	1,181,825	240,774	27%	-35,951	-3%	1,262,000	
93,154	83,200	85,032	9,954	12%	8,122	10%	33920	F&B-Pub	538,379	550,500	513,606	-12,121	-2%	24,773	5%	793,000	
151,856	163,700	158,904	-11,844	-7%	-7,048	-4%	33930	F&B-Banquets	446,782	443,500	420,898	3,282	1%	25,884	6%	730,000	
8,045	24,600	30,428	-16,555	-67%	-22,383	-74%	33940	F&B-Lunch	41,675	75,200	112,581	-33,525	-45%	-70,906	-63%	86,000	
20,717	23,800	23,156	-3,083	-13%	-2,440	-11%	33950	SmrF&B-Snack Bar	52,805	79,400	79,732	-26,595	-33%	-26,927	-34%	107,000	
35,934	18,500	16,826	17,434	94%	19,108	114%	33970	SmrF&B-Pool BBQ	73,755	54,200	52,337	19,555	36%	21,417	41%	58,000	
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	5,629	0	7,392	-1,762	-24%	0	0	0	
37,935	17,600	27,615	20,335	116%	10,320	37%	33990	Cafeteria	297,009	217,200	199,133	79,809	37%	97,876	49%	295,000	
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	14,500	0	-14,500	-100%	0	0%	19,000	
-2,011	0	-2,004	-2,011	0%	-8	0%	33163	Mkt Discounts, Happy Hour Foo	-17,563	0	-20,787	-17,563	0%	3,224	16%	0	
-823	0	-596	-823	0%	-226	-38%	33226	Mkt Discounts, Happy Hour Bev	-3,917	0	-2,419	-3,917	0%	-1,498	-62%	0	
-132	0	-6															



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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-11,464	-11,730	-13,826	266	2%	2,362	17%	43270	Beer	-64,654	-68,180	-63,444	3,526	5%	-1,210	-2%	-92,070
-11,259	-8,400	-8,434	-3,219	-40%	-2,826	-34%	43280	Liquor	-48,683	-43,790	-48,053	-4,893	-11%	-631	-1%	-60,190
-18,198	-20,950	-15,457	2,752	13%	-2,741	-18%	43290	Wine	-88,625	-106,270	-85,702	17,645	17%	-2,922	-3%	-151,980
<b>-40,922</b>	<b>-40,720</b>	<b>-37,717</b>	<b>-202</b>	<b>0%</b>	<b>-3,204</b>	<b>-8%</b>		<b>Beverage Cogs</b>	<b>-201,962</b>	<b>-218,240</b>	<b>-197,199</b>	<b>16,278</b>	<b>7%</b>	<b>-4,763</b>	<b>-2%</b>	<b>-304,240</b>
<b>-40,003</b>	<b>-37,800</b>	<b>-37,197</b>	<b>-2,203</b>	<b>-6%</b>	<b>-2,806</b>	<b>-8%</b>		<b>Retail Product Cogs</b>	<b>-238,941</b>	<b>-234,560</b>	<b>-226,102</b>	<b>-4,381</b>	<b>-2%</b>	<b>-12,838</b>	<b>-6%</b>	<b>-307,810</b>
<b>-209,792</b>	<b>-214,650</b>	<b>-204,071</b>	<b>4,858</b>	<b>2%</b>	<b>-5,721</b>	<b>-3%</b>		<b>Total COGS</b>	<b>-1,149,902</b>	<b>-1,188,040</b>	<b>-1,110,137</b>	<b>38,138</b>	<b>3%</b>	<b>-39,765</b>	<b>-4%</b>	<b>-1,613,000</b>
-13.6%	-13.6%	-13.7%	00.1%	00.4%	00.1%	00.8%		Total Cogs / GREV %	-10.4%	-11.0%	-11.7%	00.6%	05.2%	01.3%	11.1%	-11.3%
-49.9%	-63.3%	-60.0%	13.5%	21.2%	10.1%	16.9%		Retail Product Cogs / Retail R	-55.0%	-58.5%	-56.6%	03.5%	06.0%	01.6%	02.8%	-58.1%
-45.9%	-55.7%	-54.9%	09.7%	17.5%	09.0%	16.3%		Retail Product Cogs / Retail R	-48.5%	-50.6%	-47.9%	02.1%	04.1%	-00.6%	-01.3%	-50.4%
-27.4%	-27.8%	-27.4%	00.4%	01.4%	00.0%	00.0%		F&B Cogs / F&B Rev %	-29.2%	-28.6%	-29.7%	-00.6%	-02.1%	00.5%	01.6%	-28.4%
-30.0%	-28.2%	-30.6%	-01.8%	-06.2%	00.6%	01.9%		Food %, preDiscounts	-30.5%	-28.2%	-28.2%	-02.3%	-08.2%	-00.1%	-00.3%	-28.1%
-32.2%	-30.6%	-32.4%	-01.7%	-05.4%	00.2%	00.6%		Food %, postDiscounts	-32.9%	-30.7%	-33.0%	-02.2%	-07.0%	00.1%	00.4%	-30.7%
-36.8%	-41.3%	-40.4%	04.4%	10.7%	03.6%	08.8%		Food NA Beverage %	-29.5%	-32.2%	-32.2%	03.1%	09.6%	02.7%	08.4%	-33.7%
-23.6%	-26.0%	-23.7%	02.4%	09.3%	00.1%	00.4%		COGS % Beverage, incld CF,ne	-24.4%	-25.9%	-25.7%	01.5%	05.8%	01.3%	05.2%	-25.9%
-23.4%	-24.2%	-28.5%	00.8%	03.2%	05.1%	17.8%		COGS % Beer,net	-25.2%	-24.6%	-25.4%	-00.7%	-02.8%	00.2%	00.8%	-24.5%
-18.5%	-21.0%	-16.1%	02.5%	12.1%	-02.4%	-14.8%		COGS % Liquor,net	-17.5%	-20.6%	-20.3%	03.1%	15.1%	02.8%	13.6%	-20.6%
-29.9%	-30.1%	-28.1%	00.2%	00.6%	-01.8%	-06.2%		COGS % Wine,net	-30.9%	-30.1%	-31.5%	-00.8%	-02.5%	00.6%	02.0%	-30.1%
<b>1,334,939</b>	<b>1,359,350</b>	<b>1,286,304</b>	<b>-24,411</b>	<b>-2%</b>	<b>48,634</b>	<b>4%</b>		<b>Gross Margin (GREV-COG)</b>	<b>9,925,648</b>	<b>9,654,960</b>	<b>8,400,162</b>	<b>270,688</b>	<b>3%</b>	<b>1,525,486</b>	<b>18%</b>	<b>12,602,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-306,216	-336,505	-315,436	30,289	9%	9,220	3%	5110...	Salaries - Exempt - Regular & Ot	-2,577,705	-2,613,812	-2,473,132	36,107	1%	-104,573	-4%	-3,918,000
-5,330	-4,600	-6,058	-730	-16%	728	12%	51106	Salaries - Exempt - Commissions	-26,658	-16,700	-22,105	-9,958	-60%	-4,553	-21%	-23,000
-152,323	-181,461	-169,258	29,138	16%	16,935	10%	5122...	Wages - FTRRegular	-1,267,197	-1,415,941	-1,269,475	148,744	11%	2,278	0%	-2,107,637
-476,649	-463,391	-440,193	-13,258	-3%	-36,456	-8%	5124...	Wages - Seasonal	-3,034,783	-3,051,050	-2,746,348	16,267	1%	-288,435	-11%	-4,163,463
-3,821	-8,000	-10,339	4,179	52%	6,519	63%	5122...	Wages-FTR-Commissions	-4,670	-14,000	-22,657	9,330	67%	17,986	79%	-30,000
-11,377	-8,200	-7,756	-3,177	-39%	-3,621	-47%	51246	Wages-Seasonal-Commissions	-70,407	-62,400	-70,354	-8,007	-13%	-53	0%	-89,900
-43,587	-11,917	-25,417	-31,670	-266%	-18,170	-71%	5110...	Incentive Program, Exempt	-146,196	-95,334	-206,841	-50,862	-53%	60,646	29%	-143,000
-10,603	-2,500	-8,723	-8,103	-324%	-1,880	-22%	51227	Incentive Program, FTR, NonExe	-49,467	-20,000	-64,463	-29,467	-147%	14,996	23%	-30,000
-7,055	0	-6,153	-7,055	0%	-902	-15%	51247	Incentive Program, Seasonal, N	-49,581	-5,000	-44,581	-44,581	-892%	-18,903	-62%	-10,000
31,646	23,500	35,090	8,146	35%	-3,444	-10%	51299	Capitalized Payroll Direct S&W	199,885	188,000	204,479	11,885	6%	-4,594	-2%	282,000
<b>-985,314</b>	<b>-993,074</b>	<b>-954,244</b>	<b>7,760</b>	<b>1%</b>	<b>-31,070</b>	<b>-3%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-7,026,779</b>	<b>-7,106,237</b>	<b>-6,701,574</b>	<b>79,458</b>	<b>1%</b>	<b>-325,205</b>	<b>-5%</b>	<b>-10,233,000</b>
-323,487	-329,522	-311,821	6,035	2%	-11,666	-4%		Salaries sub-total	-2,550,674	-2,537,846	-2,497,600	-12,828	-1%	-53,075	-2%	-3,802,000
-661,827	-663,552	-642,423	1,725	0%	-19,405	-3%		Wage sub-total	-4,476,105	-4,568,391	-4,203,974	92,286	2%	-272,130	6%	-6,431,000
-166,746	-191,961	-188,321	25,215	13%	21,574	11%		Wage-FTR subsubtotal	-1,321,334	-1,449,941	-1,356,594	128,607	9%	35,260	3%	-2,167,637
-495,081	-471,591	-454,102	-23,490	-5%	-40,979	-9%		Wage-Seasonal subsubto	-3,154,771	-3,118,450	-2,847,380	-36,321	-1%	-307,391	-11%	-4,263,363
-63.8%	-63.1%	-64.0%	-00.7%	-01.1%	00.2%	00.4%		PayrollDirect %ofRevenue	-63.4%	-65.5%	-70.5%	02.1%	03.2%	07.0%	10.0%	-72.0%
-786	-1,300	7,008	515	40%	-7,793	-111%	51108	PTO net\$ accrual, in Salaries	12,541	-13,000	-16,574	25,541	196%	29,115	176%	-17,900
-934	-1,000	-54	66	7%	-880	-1628%	51228	PTO net\$ accrual, in Wages FTR	-8,221	-8,000	-7,539	-221	-3%	-682	-9%	-12,000
-1,719	-2,300	6,954	581	25%	-8,673	-125%		PTO net accrual, in PD Total	4,320	-21,000	-24,112	25,320	121%	28,433	118%	-29,900
-1904.4	0.0	-1569.9	-1904.4	0.0	-334.5	-0.2		Wage Overtime Hours	-12577.0	0.0	-10768.4	-12577.0	0.0	-1808.6	-0.2	0.0
-38403.0	-38975.1	-38882.1	572.1	0.0	479.1	0.0		Wage Total Hours	-255111.7	-261438.7	-250092.6	6327.0	0.0	-5019.1	0.0	-362184.4
17.21	17.00	16.52	0.21	0.01	0.69	0.04		Wage ROP avg	17.51	17.44	16.78	0.07	0.00	0.73	0.04	17.72
<b>PAYROLL BURDEN</b>																
-95,723	-110,635	-98,257	14,912	13%	2,534	3%	5130...	Payroll Taxes	-720,812	-802,360	-718,235	81,548	10%	-2,578	0%	-1,149,000
-44,932	-51,400	-49,878	6,468	13%	4,946	10%	5130...	Workers Compensation	-349,187	-396,690	-377,880	47,503	12%	28,693	8%	-569,000
-60,107	-78,631	-61,996	18,524	24%	1,889	3%	5130...	Group Insurance	-591,989	-625,671	-521,862	33,682	5%	-70,127	-13%	-937,000
-11,680	-17,254	-13,139	5,574	32%	1,459	11%	5130...	Retirement Plan	-104,496	-136,572	-103,810	32,076	23%	-686	-1%	-205,000
5,050	3,584	5,721	1,466	41%	-671	-12%	51499	Capitalized Payroll Burden	30,811	28,672	32,046	2,139	7%	-1,235	-4%	43,000
<b>-207,393</b>	<b>-254,336</b>	<b>-217,549</b>	<b>46,943</b>	<b>18%</b>	<b>10,157</b>	<b>5%</b>		<b>PAYROLL BURDEN Total</b>	<b>-1,735,672</b>	<b>-1,932,621</b>	<b>-1,689,740</b>	<b>196,949</b>	<b>10%</b>	<b>-45,932</b>	<b>-3%</b>	<b>-2,817,000</b>
-76,545	-95,248	-82,594	18,703	20%	6,049	7%	(513...	subtotal, Burden-Salary	-694,280	-754,205	-679,571	59,925	8%	-14,710	-2%	-1,130,000
-50,000	-70,712	-53,864	20,712	29%	3,864	7%	(514...	subtotal, Burden-Wage-FTR	-469,099	-571,118	-450,314	102,019	18%	-18,784	-4%	-853,700
-85,897	-91,960	-86,812	6,063	7%	914	1%	(514...	subtotal, Burden-Wage-Seasonal	-603,105	-635,970	-591,901	32,865	5%	-11,203	-2%	-876,300
<b>21.0%</b>	<b>25.6%</b>	<b>22.8%</b>	<b>-04.6%</b>	<b>-17.8%</b>	<b>-01.7%</b>	<b>-07.7%</b>		<b>Burden % - on all Payroll</b>	<b>24.7%</b>	<b>27.2%</b>	<b>25.2%</b>	<b>-02.5%</b>	<b>-09.2%</b>	<b>-00.5%</b>	<b>-02.0%</b>	<b>27.5%</b>
23.7%	28.9%	26.5%	-05.2%	-18.1%	-02.8%	-10.7%		Burden % - Salary	27.2%	29.7%	27.2%	-02.5%	-08.4%	00.0%	00.0%	29.7%
30.0%	36.8%	28.6%	-06.9%	-18.6%	01.4%	04.8%		Burden % - Wage-FTR	35.5%	39.4%	33.2%	-03.9%	-09.9%	02.3%	07.0%	39.4%
17.4%	19.5%	19.1%	-02.1%	-11.0%	-01.8%	-09.2%		Burden % - Wage-Season	19.1%	20.4%	20.8%	-01.3%	-06.3%	-01.7%	-08.0%	20.6%
20.5%	24.5%	21.9%	-04.0%	-16.2%	-01.4%	-06.2%		Burden % - Wage-FTR&Se	24.0%	26.4%	24.8%	-02.5%	-09.3%	-00.8%	-03.4%	26.9%
<b>-1,192,707</b>	<b>-1,247,410</b>	<b>-1,171,793</b>	<b>54,703</b>	<b>4%</b>	<b>-20,914</b>	<b>-2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-8,762,451</b>	<b>-9,038,858</b>	<b>-8,391,314</b>	<b>276,407</b>	<b>3%</b>	<b>-371,137</b>	<b>-4%</b>	<b>-13,050,000</b>
<b>21.0%</b>	<b>25.6%</b>	<b>22.8%</b>	<b>-4.6%</b>	<b>-17.8%</b>	<b>-1.7%</b>	<b>-7.7%</b>		<b>Burden % TL</b>	<b>24.7%</b>	<b>27.2%</b>	<b>25.2%</b>	<b>-2.5%</b>	<b>-9.2%</b>	<b>-0.5%</b>	<b>-2.0%</b>	<b>27.5%</b>
9.7%	11.1%	10.3%	-1.4%	-12.8%	-0.6%	-5.7%		Payroll Taxes %	10.3%	11.3%	10.7%	-1.0%	-9.1%	-0.5%	-4.3%	11.2%
4.6%	5.2%	5.2%	-0.6%	-11.9%	-0.7%	-12.8%		Workers Comp %	5.0%	5.6%	5.6%	-0.6%	-11.0%	-0.7%	-11.9%	5.6%





Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Operating Fund Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-5,200	-3,800	-5,308	-1,400	-37%	108	2%	54210	General/PM	-39,280	-31,500	-39,833	-7,780	-25%	553	1%	-46,500
-261	-120	-2,449	-141	-118%	2,188	89%	54220	Plumbing	-3,308	-2,240	-7,666	-1,068	-48%	4,358	57%	-3,520
-26	-200	-534	174	87%	508	95%	54240	Lighting and Electrical	-1,863	-2,340	-1,316	477	20%	-547	-42%	-4,080
-75	0	0	-75	0%	-75	0%	54250	HVAC	-1,064	-300	-444	-764	-255%	-620	-139%	-800
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-1,450	0	1,378	95%	-72	0%	-3,000
-592	-650	-3,478	58	9%	2,886	83%	54254	Elevators	-5,868	-4,700	-7,885	-1,168	-25%	2,017	26%	-7,200
-106	-800	-1,260	694	87%	1,154	92%	54256	Fire Suppression	-9,746	-6,750	-8,873	-2,996	-44%	-873	-10%	-12,000
0	0	-183	0	0%	183	100%	54274	Painting	-47	-400	-218	353	88%	171	78%	-900
-160	-1,567	-767	1,407	90%	607	79%	54290	Other Building	-4,502	-11,596	-7,632	7,094	61%	3,130	41%	-19,730
<b>-6,427</b>	<b>-7,137</b>	<b>-13,981</b>	<b>710</b>	<b>10%</b>	<b>7,553</b>	<b>54%</b>		<b>R&amp;M Building</b>	<b>-66,118</b>	<b>-61,276</b>	<b>-73,867</b>	<b>-4,842</b>	<b>-8%</b>	<b>7,749</b>	<b>10%</b>	<b>-97,730</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-179	0	-876	-179	0%	697	80%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-178	0	-270	-178	0%	92	34%	0
0	-100	0	100	100%	0	0%	54340	GrassFlowersSeedFertilizers	-937	-2,500	-883	1,563	63%	-54	-6%	-2,500
0	0	0	0	0%	0	0%	54350	Ski Trails	-208	-600	-206	392	65%	-1	-1%	-1,000
0	0	0	0	0%	0	0%	54380	Snow Removal	-139,218	-96,060	-90,084	-43,158	-45%	-49,134	-55%	-134,100
-5,210	-5,250	-5,519	40	1%	309	6%	54390	Other Grounds Maint	-24,941	-25,800	-31,887	859	3%	6,947	22%	-37,700
<b>-5,210</b>	<b>-5,350</b>	<b>-5,519</b>	<b>140</b>	<b>3%</b>	<b>309</b>	<b>6%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-165,659</b>	<b>-124,960</b>	<b>-124,206</b>	<b>-40,699</b>	<b>-33%</b>	<b>-41,453</b>	<b>-33%</b>	<b>-175,300</b>
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,207	0	0	-1,207	0%	-1,207	0%	0
-1,611	-1,500	-97	-111	-7%	-1,513	-1554%	54412	Ski Lifts, Fixed Grip	-4,465	-5,700	-3,481	1,235	22%	-983	-28%	-9,300
0	-500	0	500	100%	0	0%	54416	Ski Lifts, Surface	-646	-1,600	-414	954	60%	-233	-56%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
0	-1,000	-736	1,000	100%	736	100%	54419	Snowmaking	-379	-3,500	-901	3,121	89%	522	58%	-5,400
-1,024	-14,500	-747	13,476	93%	-277	-37%	54421	Snowcats	-46,779	-56,300	-26,195	9,521	17%	-20,584	-79%	-92,000
0	-100	-179	100	100%	179	100%	54426	Snowmobiles	-1,116	-7,550	-5,696	6,434	85%	4,580	80%	-12,600
-3,030	-5,300	-4,926	2,270	43%	1,896	38%	54434	Golf Maint Eq	-9,283	-9,300	-8,869	17	0%	-2,414	-30%	-14,000
-149	-500	-719	351	70%	571	79%	54438	Golf Carts Fleet	-1,759	-1,700	-2,099	-59	-3%	340	16%	-2,000
-7,948	-4,100	-3,341	-3,848	-94%	-4,606	-138%	54443	Rolling, Heavy	-46,820	-25,000	-24,321	-21,820	-87%	-22,499	-93%	-40,400
-6,311	-7,842	-11,771	1,531	20%	5,459	46%	54448	Rolling, Car/Truck/Bus/Van	-40,503	-46,194	-61,720	5,691	12%	21,217	34%	-67,840
-755	-1,200	-1,476	445	37%	721	49%	54452	F&B Kitchen Equip	-10,229	-10,600	-10,579	371	3%	350	3%	-16,200
0	-175	-162	175	100%	162	100%	54454	F&B GlassSilverChina	-195	-1,400	-382	1,205	86%	187	49%	-2,100
0	-50	-242	50	100%	242	100%	54461	Bicycles	-834	-900	-1,478	66	7%	643	44%	-1,400
-409	-400	-626	-9	-2%	218	35%	54463	Fitness Equipment	-523	-2,000	-1,958	1,477	74%	1,435	73%	-3,000
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	-530	-830	0	300	36%	-530	0%	-1,580
-5,021	-5,738	-4,464	717	12%	-558	-12%	54481	Computer Software Maint	-38,972	-46,476	-32,965	7,504	16%	-6,006	-18%	-69,730
-237	-500	-427	263	53%	191	45%	54483	Computer Hardware Maint	-1,650	-4,640	-3,357	2,990	64%	1,708	51%	-7,250
-1,012	-550	-2,371	-462	-84%	1,359	57%	54499	Other Operating Equip R&M	-5,487	-6,300	-5,669	813	13%	182	3%	-8,600
<b>-27,506</b>	<b>-44,005</b>	<b>-32,286</b>	<b>16,499</b>	<b>37%</b>	<b>4,780</b>	<b>15%</b>		<b>R&amp;M Equipment</b>	<b>-211,377</b>	<b>-229,990</b>	<b>-188,226</b>	<b>18,613</b>	<b>8%</b>	<b>-23,151</b>	<b>-12%</b>	<b>-356,300</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,200	-4,163	-3,400	-55%	-5,437	-131%	-7,500
-4,601	-5,100	-8,497	499	10%	3,896	46%	54520	Fertilizer	-12,219	-14,200	-16,054	1,981	14%	3,835	24%	-16,500
0	-900	0	900	100%	0	0%	54530	Top Dressing	-6,733	-5,400	-7,053	-1,333	-25%	320	5%	-9,000
0	0	1	0	0%	-1	-100%	54540	Sand, Gravel, Rock	-3,449	-3,000	-5,361	-449	-15%	1,912	36%	-3,000
0	0	-1,111	0	0%	1,111	100%	54560	Pesticides	-6,476	-6,700	-7,895	224	3%	1,419	18%	-9,300
-1,386	-240	-51	-1,146	-478%	-1,335	-2606%	54570	Irrigation and Drainage	-3,780	-2,200	-1,455	-1,580	-72%	-2,325	-160%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-5,987</b>	<b>-6,940</b>	<b>-9,659</b>	<b>953</b>	<b>14%</b>	<b>3,672</b>	<b>38%</b>		<b>R&amp;M Golf Course</b>	<b>-42,259</b>	<b>-37,950</b>	<b>-41,982</b>	<b>-4,309</b>	<b>-11%</b>	<b>-277</b>	<b>-1%</b>	<b>-48,800</b>
-8,240	-4,000	-3,199	-4,240	-106%	-5,041	-158%	54710	chemicals	-36,773	-23,000	-21,105	-13,773	-60%	-15,669	-74%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,200	0	1,200	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-8,240</b>	<b>-4,150</b>	<b>-3,199</b>	<b>-4,090</b>	<b>-99%</b>	<b>-5,041</b>	<b>-158%</b>		<b>R&amp;M Pool Spa</b>	<b>-36,773</b>	<b>-24,200</b>	<b>-21,191</b>	<b>-12,573</b>	<b>-52%</b>	<b>-15,583</b>	<b>-74%</b>	<b>-29,800</b>
-90,956	-51,300	-41,130	-39,656	-77%	-49,825	-121%	(575...	Forestry Management	-152,841	-136,500	-109,411	-16,341	-12%	-43,431	-40%	-262,560
-461	-100	-272	-361	-361%	-188	-69%	57528	Trails Maintenance	-1,143	-1,400	-2,285	257	18%	1,142	50%	-1,600
<b>-91,416</b>	<b>-51,400</b>	<b>-41,403</b>	<b>-40,016</b>	<b>-78%</b>	<b>-50,013</b>	<b>-121%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-153,985</b>	<b>-137,900</b>	<b>-111,696</b>	<b>-16,085</b>	<b>-12%</b>	<b>-42,289</b>	<b>-38%</b>	<b>-264,160</b>
11,926	12,366	14,775	-440	-4%	-2,849	-19%	59010	Contra - Inter-Dept. Charges	167,393	125,768	137,738	41,625	33%	29,655	22%	187,910
<b>-132,860</b>	<b>-106,616</b>	<b>-91,270</b>	<b>-26,244</b>	<b>-25%</b>	<b>-41,589</b>	<b>-46%</b>		<b>R&amp;M subtotal</b>	<b>-508,778</b>	<b>-490,508</b>	<b>-423,429</b>	<b>-18,270</b>	<b>-4%</b>	<b>-85,349</b>	<b>-20%</b>	<b>-784,180</b>
<b>-207,408</b>	<b>-185,508</b>	<b>-174,149</b>	<b>-21,900</b>	<b>-12%</b>	<b>-33,260</b>	<b>-19%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-1,100,506</b>	<b>-1,146,868</b>	<b>-1,084,777</b>	<b>46,362</b>	<b>4%</b>	<b>-15,729</b>	<b>-1%</b>	<b>-1,713,841</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	-5,450	0	0%	5,450	100%	52010	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
0	-1,825	0	1,825	100%	0	0%	52015	Consulting Expense	-1,317	-48,600	-4,857	47,283	97%	3,540	73%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	0	-6,666	-3,267	6,666	100%	3,267	100%	-10,000
-8,457	-8,750	-42,584	293	3%	34,127	80%	52030	Legal Services	-57,500	-70,000	-141,180	12,500	18%	83,680	59%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
-5,654	-5,100	-5,196	-554	-11%	-459	-9%	51070	Public Relations	-10,177	-9,000	-22,539	-1,177	-13%	12,362	55%	-11,950
-550	0	-300	-550	0%	-250	-83%	55520	Promotion Expense	2,019	-4,500	-8,208	6,519	145%	10,227	125%	-6,500
-5,642	-3,850	-5,394	-1,792	-47%	-248	-5%	55540	Resort Advertising	-42,233	-69,810	-44,662	27,577	40%	2,429	5%	-119,130
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-4,800	-3,000	4,800	100%	3,000	100%	-7,000
0	-300	-203	300	100%	203	100%	55560	Sales specific	-2,634	-2,500	-1,783	-134	-5%	-852	-48%	-3,700

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Operating Fund Consolidated

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
-306	-600	-1,125	294	49%	819	73%	51520	Charitable Contributions	-8,396	-10,500	-10,540	2,104	20%	2,143	20%	-12,400
-88	-3,333	-620	3,245	97%	532	86%	51530	Community Relations	-673	-10,000	-1,344	9,327	93%	671	50%	-20,000
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-8,588	-11,670	-6,862	3,082	26%	-1,727	-25%	55525	Marketing Discounts CoGS	-42,101	-54,400	-49,851	12,299	23%	7,750	16%	-76,200
-3,099	-2,400	-1,995	-699	-29%	-1,105	-55%	51020	Dues & Subscriptions	-19,135	-19,250	-16,669	115	1%	-2,466	-15%	-27,840
-10,217	-6,520	-7,470	-3,697	-57%	-2,748	-37%	51035	Licenses, Permits, Fees	-101,706	-70,628	-85,009	-31,078	-44%	-16,696	-20%	-119,050
-668	-925	-176	257	28%	-493	-281%	51096	Mileage Reimbursement	-4,015	-5,680	-4,009	1,665	29%	-7	0%	-8,010
-7,809	-2,900	19,366	-4,909	-169%	-27,174	-140%	51515	Board Expense	-36,604	-24,400	-59,959	-12,204	-50%	23,355	39%	-36,000
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-38,058	-41,000	-39,011	2,942	7%	953	2%	-41,000
-2,254	-2,200	-2,136	-54	-2%	-118	-6%	51063	Postage - TDNews	-22,414	-19,650	-26,711	-2,764	-14%	4,297	16%	-30,450
-1,509	-1,340	-931	-169	-13%	-578	-62%	51065	Postage - General	-7,818	-10,245	-6,614	2,427	24%	-1,204	-18%	-15,450
0	0	0	0	0%	0	0%	51510	Assessment Billing	-3,744	-1,400	-4,682	-2,344	-167%	939	20%	-10,400
-628	-774	-798	146	19%	170	21%	51535	Digital Content	-9,774	-6,192	-13,213	-3,582	-58%	3,439	26%	-9,288
-6,196	-6,200	0	4	0%	-6,196	0%	51545	Printing - TD News	-52,178	-54,600	-43,584	2,422	4%	-8,594	-20%	-84,400
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-22,647	-17,350	-15,350	-5,297	-31%	-7,298	-48%	-28,400
-1,850	-400	-1,242	-1,450	-363%	-608	-49%	51547	Printing - Other	-1,388	-100	-2,969	-1,288	-1288%	1,582	53%	-100
0	0	0	0	0%	0	0%	56601	Claims Expense	-79,995	-3,400	-10,801	-76,595	-2253%	-69,194	-641%	-5,000
-5	-833	0	828	99%	-5	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
-32,115	-30,800	-30,101	-1,315	-4%	-2,013	-7%	52215	Collection Expense	-161	-6,666	-701	6,505	98%	540	77%	-10,000
444	0	899	444	0%	-456	-51%	52220	Credit Card Expense	-256,931	-232,800	-206,085	-24,131	-10%	-50,846	-25%	-307,140
0	100	-325	-100	-100%	325	100%	52225	Over/Short	-1,019	0	1,195	-1,019	0%	-2,214	-185%	0
0	-2,416	0	2,416	100%	0	0%	57009	Inter-Department Food Costs	2,772	800	3,507	1,972	246%	-735	-21%	1,200
-37,800	-37,800	-29,500	0	0%	-8,300	-28%	59999	Contingency	0	-19,612	0	19,612	100%	0	0%	-30,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	52025	Insurance Expense	-393,200	-393,200	-320,000	0	0%	-73,200	-23%	-590,000
-3,750	-3,750	-3,750	0	0%	0	0%	57030	Taxes - Property	-157,705	-162,300	-153,504	4,595	3%	-4,201	-3%	-246,000
-157,755	-157,619	-147,399	-136	0%	-10,356	-7%	5702...	Taxes - Income	-30,000	-30,000	-30,000	0	0%	0	0%	-45,000
-500,078	-471,940	-458,794	-28,138	-6%	-41,285	-9%		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-1,467,355</b>	<b>-1,448,549</b>	<b>-1,365,387</b>	<b>-18,806</b>	<b>-1%</b>	<b>-101,968</b>	<b>-7%</b>	<b>-2,122,508</b>
-1,692,785	-1,719,350	-1,630,587	26,565	2%	-62,198	-4%		<b>TOTAL OPERATING EXPENSES</b>	<b>-3,669,700</b>	<b>-3,655,102</b>	<b>-3,456,419</b>	<b>-14,598</b>	<b>0%</b>	<b>-213,281</b>	<b>-6%</b>	<b>-5,445,000</b>
-357,847	-360,000	-344,283	2,153	1%	-13,564	-4%		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-12,432,151</b>	<b>-12,693,960</b>	<b>-11,847,733</b>	<b>261,809</b>	<b>2%</b>	<b>-584,418</b>	<b>-5%</b>	<b>-18,495,000</b>
16,000	16,000	0	0	0%	16,000	0%	59025	<b>NORBO (before AO)</b>	<b>-2,506,502</b>	<b>-3,039,000</b>	<b>-3,447,570</b>	<b>532,498</b>	<b>18%</b>	<b>941,068</b>	<b>27%</b>	<b>-5,893,000</b>
-341,847	-344,000	-344,283	2,153	1%	2,436	1%		<b>ALLOCATED OVERHEAD (AO)</b>	<b>130,000</b>	<b>130,000</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>130,000</b>	<b>0%</b>	<b>197,000</b>
-1,886,577	-1,918,000	-1,834,658	31,423	2%	-51,919	-3%		<b>NOR (after AO)</b>	<b>-2,376,502</b>	<b>-2,909,000</b>	<b>-3,447,570</b>	<b>532,498</b>	<b>18%</b>	<b>1,071,068</b>	<b>31%</b>	<b>-5,696,000</b>
-1,902,577	-1,934,000	-1,834,658	31,423	2%	-67,919	-4%		<b>T O C post AO</b>	<b>-13,452,053</b>	<b>-13,752,000</b>	<b>-12,957,870</b>	<b>299,947</b>	<b>2%</b>	<b>-494,183</b>	<b>-4%</b>	<b>-19,911,000</b>
-81.9%	-82.1%	-81.2%	00.2%	00.2%	-00.6%	-00.8%		<b>T O C pre AO</b>	<b>-13,582,053</b>	<b>-13,882,000</b>	<b>-12,957,870</b>	<b>299,947</b>	<b>2%</b>	<b>-624,183</b>	<b>-5%</b>	<b>-20,108,000</b>
344,000	344,000	386,000	0	0%	-42,000	-11%		<b>REV to TOC (CRR%)</b>	<b>-82.3%</b>	<b>-78.8%</b>	<b>-73.4%</b>	<b>-03.5%</b>	<b>-04.4%</b>	<b>-08.9%</b>	<b>-12.2%</b>	<b>-71.4%</b>
2,153	0	41,717	2,153	0%	-39,564	-95%		<b>Assessment Revenue, Operatin</b>	<b>2,909,000</b>	<b>2,909,000</b>	<b>3,349,000</b>	<b>0</b>	<b>0%</b>	<b>-440,000</b>	<b>-13%</b>	<b>5,696,000</b>
								<b>NOR AFTER Assessment Reven</b>	<b>532,498</b>	<b>0</b>	<b>-98,570</b>	<b>532,498</b>	<b>0%</b>	<b>631,068</b>	<b>640%</b>	<b>0</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>165,000</b>	<b>165,000</b>	<b>155,000</b>	<b>0</b>	<b>0%</b>	<b>10,000</b>	<b>6%</b>	<b>36053</b>	<b>Revenue</b>	<b>792,450</b>	<b>769,000</b>	<b>751,610</b>	<b>23,450</b>	<b>3%</b>	<b>40,840</b>	<b>5%</b>	<b>1,110,000</b>
								<b>ALLOCATED RECREATION FEES</b>								
18,467	29,300	28,489	-10,833	-37%	-10,022	-35%	(350...	Golf Passes	61,576	94,900	94,340	-33,324	-35%	-32,765	-35%	135,000
30,939	19,100	20,580	11,839	62%	10,359	50%	3502...	Golf Passes - Packs	30,614	58,600	63,965	-27,986	-48%	-33,351	-52%	85,000
42,112	62,000	56,468	-19,880	-32%	-14,348	-25%	35035	Golf Green Fees - Member	85,422	182,000	166,470	-96,578	-53%	-81,048	-49%	229,000
64,117	74,600	48,850	-10,484	-14%	15,267	31%	35025	Golf Green Fees - Guest	107,812	180,600	138,140	-72,788	-40%	-30,328	-22%	238,000
32,392	43,900	40,149	-11,508	-26%	-7,757	-19%	3503...	Golf Green Fees - Public	60,538	105,000	87,498	-44,462	-42%	-26,960	-31%	154,000
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	216,626	116,800	160,026	99,826	85%	56,599	35%	156,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	210,735	169,900	201,548	40,835	24%	9,187	5%	224,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0
0	0	0	0	0%	0	0%	35594	Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100
0	0	0	0	0%	0	0%	35596	Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400
0	0	0	0	0%	0	0%	35595	Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600
0	0	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
302	300	84	2	1%	218	260%	35615	Public Daily Trail Fee	203,327	200,300	128,297	3,027	2%	75,030	58%	244,000
13,319	17,300	13,574	-3,981	-23%	-255	-2%	37040	Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000
16,835	16,500	15,245	335	2%	1,590	10%	37060	P.O. Trail Rides	35,648	44,500	34,856	-8,852	-20%	792	2%	50,000
2,653	6,000	3,795	-3,347	-56%	-1,142	-30%	37080	Guest Trail Rides	40,937	48,000	44,353	-7,063	-15%	-3,416	-8%	52,000
16,005	12,000	10,597	4,005	33%	5,407	51%	36012	Public Trail Rides	6,428	15,000	10,770	-8,572	-57%	-4,342	-40%	17,000
0	0	0	0	0%	0	0%	36013	Special Events Revenue	31,983	34,400	29,379	-2,417	-7%	2,604	9%	63,000
8,794	9,500	7,216	-706	-7%	1,578	22%	36054	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000
111,643	103,800	90,990	7,843	8%	20,653	23%	36055	Daily Usage Fee - Member	38,754	41,900	32,210	-3,146	-8%	6,544	20%	53,950
28,282	25,300	27,035	2,982	12%	1,248	5%	38013	Daily Usage Fee - Guest	421,327	420,300	359,344	1,027	0%	61,983	17%	494,650
<b>385,867</b>	<b>419,600</b>	<b>363,072</b>	<b>-33,733</b>	<b>-8%</b>	<b>22,795</b>	<b>6%</b>		<b>Total Direct Access &amp; Use</b>	<b>3,411,285</b>	<b>3,267,900</b>	<b>2,597,926</b>	<b>143,385</b>	<b>4%</b>	<b>813,359</b>	<b>31%</b>	<b>4,135,800</b>
411,034	460,492	401,439	-49,458	-11%	9,595	2%	3310...	Food	2,190,248	2,451,077	2,126,307	-260,829	-11%	63,941	3%	3,354,400
-28,951	-36,530	-23,900	7,579	21%	-5,051	-21%		Food Discounts	-164,753	-217,670	-175,727	52,917	24%	10,974	6%	-297,800
-10,191	-10,830	-9,795	639	6%	-396	-4%	33152	EE Discounts	-68,847	-77,220	-63,473	8,373	11%	-5,374	-8%	-103,600
-5,240	-5,200	-3,270	-40	-1%	-1,971	-60%	33154	Guest Relations aka Manager	-17,026	-23,700	-19,194	6,674	28%	2,168	11%	-31,800
0	-400	-387	400	100%	387	100%	33156	InterDept Discounts	0	-1,450	-1,955	1,450	100%	1,955	100%	-2,000
-13,520	-20,100	-10,447	6,580	33%	-3,072	-29%	3316...	Marketing Discounts	-78,880	-115,300	-91,105	36,420	32%	12,225	13%	-160,400
18,701	21,600	21,283	-2,899	-13%	-2,582	-12%	33180	Food NA Beverage	136,243	160,000	133,119	-23,757	-15%	3,124	2%	201,900
<b>400,784</b>	<b>445,562</b>	<b>398,822</b>	<b>-44,778</b>	<b>-10%</b>	<b>1,962</b>	<b>0%</b>		<b>Food subtotal</b>	<b>2,161,738</b>	<b>2,393,407</b>	<b>2,083,698</b>	<b>-231,669</b>	<b>-10%</b>	<b>78,040</b>	<b>4%</b>	<b>3,258,500</b>
50,305	48,532	49,617	1,773	4%	689	1%	3322...	Beer	262,160	277,676	254,759	-15,516	-6%	7,401	3%	376,000
-1,317	0	-1,052	-1,317	0%	-265	-25%	3322...	Beer Discounts	-5,892	0	-5,419	-5,892	0%	-473	-9%	0
61,754	38,310	54,059	23,444	61%	7,696	14%	33242	Liquor	283,680	212,300	244,908	71,380	34%	38,772	16%	292,100
-740	0	-1,613	-740	0%	873	54%	3324...	Liquor Discounts	-5,524	0	-7,762	-5,524	0%	2,238	29%	0
61,744	69,636	56,224	-7,892	-11%	5,520	10%	33262	Wine	293,016	352,637	281,274	-59,621	-17%	11,742	4%	505,100
-875	0	-1,302	-875	0%	427	33%	3326...	Wine Discounts	-6,121	0	-9,378	-6,121	0%	3,257	35%	0
3,997	0	3,989	3,997	0%	8	0%	33268	Corkage Fees	16,451	0	12,607	16,451	0%	3,844	300%	0
-1,520	0	-720	-1,520	0%	-800	-111%	33269	Corkage Fee Discounts	-9,980	0	-5,043	-9,980	0%	-4,938	-98%	0
<b>173,348</b>	<b>156,478</b>	<b>159,202</b>	<b>16,870</b>	<b>11%</b>	<b>14,147</b>	<b>9%</b>		<b>Beverage subtotal</b>	<b>827,791</b>	<b>842,613</b>	<b>765,947</b>	<b>-14,822</b>	<b>-2%</b>	<b>61,843</b>	<b>8%</b>	<b>1,173,200</b>
46,294	34,380	51,382	11,914	35%	-5,088	-10%	3328...	Misc other F&B	140,798	97,160	138,122	43,638	45%	2,676	2%	162,100
0	100	0	-100	-100%	0	0%	33299	InterDept Food Sales	0	1,800	0	-1,800	-100%	0	0%	2,000
<b>46,294</b>	<b>34,480</b>	<b>51,382</b>	<b>11,914</b>	<b>34%</b>	<b>-5,088</b>	<b>-10%</b>		<b>Other F&amp;B subtotal</b>	<b>140,798</b>	<b>98,960</b>	<b>138,122</b>	<b>41,838</b>	<b>42%</b>	<b>2,676</b>	<b>2%</b>	<b>164,100</b>
<b>620,426</b>	<b>636,520</b>	<b>609,406</b>	<b>-16,094</b>	<b>-3%</b>	<b>11,020</b>	<b>2%</b>		<b>Total Food and Beverage</b>	<b>3,130,326</b>	<b>3,334,980</b>	<b>2,987,767</b>	<b>-204,654</b>	<b>-6%</b>	<b>142,559</b>	<b>5%</b>	<b>4,595,800</b>
<b>572,104</b>	<b>505,800</b>	<b>562,855</b>	<b>66,304</b>	<b>13%</b>	<b>9,248</b>	<b>2%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>2,601,908</b>	<b>2,339,600</b>	<b>2,567,503</b>	<b>262,308</b>	<b>11%</b>	<b>34,405</b>	<b>1%</b>	<b>3,350,000</b>
224,464	168,900	220,895	55,564	33%	3,569	2%	33910	F&B-Dining Room	1,145,874	905,100	1,181,825	240,774	27%	-35,951	-3%	1,262,000
93,154	83,200	85,032	9,954	12%	8,122	10%	33920	F&B-Pub	538,379	550,500	513,606	-12,121	-2%	24,773	5%	793,000
151,856	163,700	158,904	-11,844	-7%	-7,048	-4%	33930	F&B-Banquets	446,782	443,500	420,898	3,282	1%	25,884	6%	730,000
8,045	24,600	30,428	-16,555	-67%	-22,383	-74%	33940	F&B-Lunch	41,675	75,200	112,581	-33,525	-45%	-70,906	-63%	86,000
20,717	23,800	23,156	-3,083	-13%	-2,440	-11%	33950	SmrF&B-Snack Bar	52,805	79,400	79,732	-26,595	-33%	-26,927	-34%	107,000
35,934	18,500	16,826	17,434	94%	19,108	114%	33970	SmrF&B-Pool BBQ	73,755	54,200	52,337	19,555	36%	21,417	41%	58,000
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	5,629	0	7,392	-1,762	-24%	0	0%	0
37,935	17,600	27,615	20,335	116%	10,320	37%	33990	Cafeteria	297,009	217,200	199,133	79,809	37%	97,876	49%	295,000
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	14,500	0	-14,500	-100%	0	0%	19,000
-2,011	0	-2,004	-2,011	0%	-8	0%	33163	Mkt Discounts, Happy Hour Foo	-17,563	0	-20,787	-17,563	0%	3,224	16%	0
-823	0	-596	-823	0%	-226	-38%	33226	Mkt Discounts, Happy Hour Bev	-3,917	0	-2,419	-3,917	0%	-1,498	-62%	0
-132	0	-661	-132	0%	529	80%	33246	Mkt Discounts, Happy Hour Bev	-602	0	-2,797	-602	0%	2,195	78%	0
-356	0	-809	-356	0%	453	56%	33266	Mkt Discounts, Happy Hour Bev	-2,742	0	-5,310	-2,742	0%	2,568	48%	0
-1,311	0															

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
-3,322	0	-4,070	-3,322	0%	747	18%										
73,156	65,200	65,387	7,956	12%	7,769	12%	36030	Mkt Discounts, Happy Hour F	-24,824	0	-31,313	-24,824	0%	6,489	21%	0
-1,741	-1,500	-1,758	-241	-16%	16	1%	38015	Sales - Retail	468,952	449,300	440,391	19,652	4%	28,561	6%	589,400
-1,491	-1,100	-1,116	-391	-36%	-375	-34%	38015	Employee Discounts	-17,864	-9,700	-11,154	-8,164	-84%	-6,710	-60%	-12,500
-3,492	-5,520	-5,347	2,028	37%	1,856	35%	38017	Homeowner Discounts	-4,118	-3,400	-4,085	-718	-21%	-33	-1%	-4,000
0	0	2,634	0	0%	-2,634	-100%	38020	Discounts - Retail	-34,347	-46,580	-52,728	12,234	26%	18,382	35%	-60,500
<b>66,432</b>	<b>57,080</b>	<b>59,800</b>	<b>9,352</b>	<b>16%</b>	<b>6,632</b>	<b>11%</b>	38025	Promotion Discounts	-1,244	-2,521	-2,521	756	38%	1,277	51%	-2,000
								<b>Total Retail Product Reven</b>	<b>411,380</b>	<b>387,620</b>	<b>369,903</b>	<b>23,760</b>	<b>6%</b>	<b>41,477</b>	<b>11%</b>	<b>510,400</b>
24,537	43,500	49,363	-18,963	-44%	-24,826	-50%	(350...	Golf Cart Rentals	55,500	120,400	136,890	-64,900	-54%	-81,390	-59%	161,000
2,885	0	3,690	2,885	0%	-805	-22%	35018	Golf Club Set Rentals	5,674	0	9,400	5,674	0%	-3,727	-40%	0
11,098	13,700	12,809	-2,602	-19%	-1,711	-13%	35020	Golf - Driving Range	30,372	44,600	43,303	-14,229	-32%	-12,932	-30%	53,000
0	0	0	0	0%	0	0%	(355...	Lessons - Group	301,382	305,200	183,505	-3,818	-1%	117,877	64%	370,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	395,272	271,600	285,564	123,672	46%	109,708	38%	360,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
39,476	37,900	36,349	1,576	4%	3,127	9%	3604...	Rentals	908,546	925,400	673,167	-16,854	-2%	235,379	35%	1,145,000
7,937	0	4,674	7,937	0%	3,263	70%	36042	Rentals, Storage	25,602	0	14,925	25,602	0%	10,677	72%	0
14,173	12,000	11,659	2,173	18%	2,514	22%	36043	Rentals, Bikes	37,830	38,000	36,771	-170	0%	1,059	3%	44,000
154	1,500	1,774	-1,346	-90%	-1,620	-91%	3604...	Child Care	804	9,800	11,225	-8,996	-92%	-10,421	-93%	14,000
13,696	8,800	9,231	4,896	56%	4,465	48%	36050	Aerobics	59,333	59,100	60,558	233	0%	-1,226	-2%	87,000
0	300	910	-300	-100%	-910	-100%	36056	Fitness/Training	4,790	3,300	5,910	1,490	45%	-1,120	-19%	5,000
5,090	3,000	3,725	2,090	70%	1,365	37%	36058	Rec Programs	15,057	11,000	18,365	4,057	37%	-3,308	-18%	11,000
42,485	51,000	47,323	-8,515	-17%	-4,838	-10%	36059	Day Camps	246,499	275,000	254,902	-28,501	-10%	-8,403	-3%	275,000
1,625	2,300	1,961	-676	-29%	-336	-17%	36051	Massage	9,814	12,900	12,947	-3,086	-24%	-3,133	-24%	18,000
70	100	0	-30	-30%	70	0%	36057	Towels/Lockers	1,740	800	660	940	118%	1,080	164%	1,000
692	700	544	-8	-1%	148	27%	36060	Lessons - Public	2,374	2,050	1,424	324	16%	950	67%	2,300
16,406	11,000	10,454	5,406	49%	5,952	57%	36070	Lessons - P.O.	56,519	41,250	40,806	15,269	37%	15,713	39%	48,500
9,950	8,400	13,028	1,550	18%	-3,079	-24%	36080	Lessons - Guest	33,921	34,400	48,400	-479	-1%	-14,479	-30%	38,000
10,014	9,000	7,881	1,014	11%	2,134	27%	37090	Equestrian - Boarding	23,535	22,000	17,800	1,535	7%	5,735	32%	27,000
17,170	14,000	13,575	3,170	23%	3,595	26%	37095	Equestrian - Camps	76,864	67,000	64,369	9,864	15%	12,495	19%	67,000
<b>217,457</b>	<b>217,200</b>	<b>228,948</b>	<b>257</b>	<b>0%</b>	<b>-11,492</b>	<b>-5%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>2,612,231</b>	<b>2,471,200</b>	<b>2,137,227</b>	<b>141,031</b>	<b>6%</b>	<b>475,004</b>	<b>22%</b>	<b>3,017,800</b>
2,267	0	0	2,267	0%	2,267	0%	34075	Sponsorships	20,700	4,000	10,000	16,700	418%	10,700	107%	5,000
0	0	2,000	0	0%	-2,000	-100%	37018	Lease Revenue	0	0	6,000	0	0%	-6,000	-100%	0
7,279	13,000	6,785	-5,721	-44%	494	7%	37020	Other Revenue	58,062	69,200	46,649	-11,138	-16%	11,412	24%	85,200
3,107	5,500	3,429	-2,397	-44%	-322	-9%	38005	Employee Housing Revenue	84,100	50,500	91,678	33,600	67%	-7,578	-8%	69,000
<b>12,653</b>	<b>18,500</b>	<b>12,214</b>	<b>-5,847</b>	<b>-32%</b>	<b>439</b>	<b>4%</b>		<b>Total Other Revenue</b>	<b>162,861</b>	<b>123,700</b>	<b>154,327</b>	<b>39,161</b>	<b>32%</b>	<b>8,535</b>	<b>6%</b>	<b>159,200</b>
<b>1,467,834</b>	<b>1,513,900</b>	<b>1,428,439</b>	<b>-46,066</b>	<b>-3%</b>	<b>39,395</b>	<b>3%</b>		<b>GROSS REVENUE (GREV)</b>	<b>10,520,533</b>	<b>10,354,400</b>	<b>8,998,760</b>	<b>166,133</b>	<b>2%</b>	<b>1,521,773</b>	<b>17%</b>	<b>13,529,000</b>
								<b>COST OF GOODS SOLD (COGS)</b>								
0	0	-13,250	0	0%	13,250	100%	4310...	Food	0	0	-13,250	0	0%	13,250	100%	0
-38,302	-42,760	-32,738	4,458	10%	-5,565	-17%	43110	Meat	-202,715	-234,360	-190,641	31,645	14%	-12,074	-6%	-321,400
-23,519	-32,990	-16,329	9,471	29%	-7,190	-44%	43120	Seafood	-117,449	-147,120	-105,937	29,671	20%	-11,512	-11%	-205,270
-26,740	-21,520	-25,489	-5,220	-24%	-1,251	-5%	43130	Produce	-140,895	-111,790	-134,763	-29,105	-26%	-6,131	-5%	-154,280
-14,120	-19,990	-12,979	5,870	29%	-1,140	-9%	43140	Dairy	-71,709	-105,380	-74,437	33,671	32%	2,728	4%	-143,250
-6,890	-8,910	-8,598	2,020	23%	1,708	20%	43150	NA Beverage	-40,139	-52,170	-42,801	12,031	23%	2,663	6%	-68,010
-31,792	-25,748	-30,572	-6,044	-23%	-1,219	-4%	43160	Food Other	-201,997	-167,605	-200,629	-34,392	-21%	-1,368	-1%	-226,891
8,588	11,670	6,862	-3,082	-26%	1,727	25%	43190	Mktg Discounts credit	42,101	54,400	49,911	-12,299	-23%	-7,809	-16%	76,200
3,906	4,118	3,937	-212	-5%	-31	-1%	43192	EE Meals credit	23,804	28,785	25,713	-4,982	-17%	-1,910	-7%	41,951
<b>-128,868</b>	<b>-136,130</b>	<b>-129,157</b>	<b>7,262</b>	<b>5%</b>	<b>289</b>	<b>0%</b>		<b>Food Cogs</b>	<b>-708,999</b>	<b>-735,240</b>	<b>-686,836</b>	<b>26,241</b>	<b>4%</b>	<b>-22,163</b>	<b>-3%</b>	<b>-1,000,950</b>
-11,464	-11,730	-13,826	266	2%	2,362	17%	43270	Beer	-64,654	-68,180	-63,444	3,526	5%	-1,210	-2%	-92,070
-11,259	-8,040	-8,434	-3,219	-40%	-2,826	-34%	43280	Liquor	-48,683	-43,790	-48,053	-4,893	-11%	-631	-1%	-60,190
-18,198	-20,950	-15,457	2,752	13%	-2,741	-18%	43290	Wine	-88,625	-106,270	-85,702	17,645	17%	-2,922	-3%	-151,980
<b>-40,922</b>	<b>-40,720</b>	<b>-37,717</b>	<b>-202</b>	<b>0%</b>	<b>-3,204</b>	<b>-8%</b>		<b>Beverage Cogs</b>	<b>-201,962</b>	<b>-218,240</b>	<b>-197,199</b>	<b>16,278</b>	<b>7%</b>	<b>-4,763</b>	<b>-2%</b>	<b>-304,240</b>
<b>-40,003</b>	<b>-37,800</b>	<b>-37,197</b>	<b>-2,203</b>	<b>-6%</b>	<b>-2,806</b>	<b>-8%</b>		<b>Retail Product Cogs</b>	<b>-238,941</b>	<b>-234,560</b>	<b>-226,102</b>	<b>-4,381</b>	<b>-2%</b>	<b>-12,838</b>	<b>-6%</b>	<b>-307,810</b>
<b>-209,792</b>	<b>-214,650</b>	<b>-204,071</b>	<b>4,858</b>	<b>2%</b>	<b>-5,721</b>	<b>-3%</b>		<b>Total COGS</b>	<b>-1,149,902</b>	<b>-1,188,040</b>	<b>-1,110,137</b>	<b>38,138</b>	<b>3%</b>	<b>-39,765</b>	<b>-4%</b>	<b>-1,613,000</b>
-14.3%	-14.2%	-14.3%	-00.1%	-00.8%	00.0%	00.0%		Total Cogs / GREV %	-10.9%	-10.5%	-12.3%	00.5%	04.7%	01.4%	11.4%	-11.9%
-60.2%	-66.2%	-62.2%	06.0%	09.1%	02.0%	03.2%		Retail Product Cogs / Retail R	-58.1%	-60.5%	-61.1%	02.4%	04.0%	03.0%	05.0%	-60.3%
-54.7%	-58.0%	-56.9%	03.3%	05.7%	02.2%	03.9%		Retail Product Cogs / Retail R	-51.0%	-52.2%	-51.3%	01.3%	02.4%	00.4%	00.8%	-52.2%
-27.4%	-27.8%	-27.4%	00.4%	01.5%	00.0%	00.1%		F&B Cogs / F&B Rev %	-29.1%	-28.6%	-29.6%	-00.5%	-01.8%	00.5%	01.6%	-28.4%
-30.0%	-28.2%	-30.6%	-01.8%	-06.2%	00.6%	01.9%		Food %, preDiscounts	-30.5%	-28.2%	-30.4%	-02.3%	-08.2%	-00.1%	-00.3%	-28.1%
-32.2%	-30.6%	-32.4%	-01.6%	-05.2%	00.2%	00.7%		Food %, postDiscounts	-32.8%	-30.7%	-33.0%	-02.1%	-06.2%	00.2%	00.5%	-30.7%
-36.8%	-41.3%	-40.4%	04.4%	10.7%	03.6%	08.8%		Food NA Beverage %	-29.5%	-32.6%	-32.2%	03.1%	09.6%	02.7%	08.4%	-33.7%
-23.6%	-26.0%	-23.7%	02.4%	09.3%	00.1%	00.4%		COGS % Beverage, incld CF,ne	-24.4%	-25.9%	-25.7%	01.5%	05.8%	01.3%	05.2%	-25.9%
-23.4%	-24.2%	-28.5%	00.8%	03.2%	05.1%	17.8%		COGS % Beer,net	-25.2%	-24						





Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%			
-1,054	-1,515	-1,351	461	30%	297	22%	55003	Cable/Sat TV Service	-9,357	-12,120	-10,815	2,763	23%	1,457	13%	-18,150
-11,692	-10,250	-8,458	-1,442	-14%	-3,234	-38%	55005	Disposal Fees	-66,765	-61,375	-55,530	-5,390	-9%	-11,235	-20%	-83,100
-26,818	-25,280	-24,966	-1,538	-6%	-1,852	-7%	5501...	Electricity	-176,587	-161,930	-166,200	-14,657	-9%	-10,387	-6%	-251,440
-2,666	-3,900	-3,099	1,234	32%	433	14%	55020	Natural Gas - Pools	-57,777	-48,800	-44,332	-8,977	-18%	-13,445	-30%	-70,000
-2,459	-2,620	-2,224	161	6%	-235	-11%	55025	Natural Gas - Buildings	-55,000	-50,220	-42,540	-4,780	-10%	-12,461	-29%	-69,200
<b>-6,071</b>	<b>-4,930</b>	<b>-7,490</b>	<b>-1,141</b>	<b>-23%</b>	<b>1,419</b>	<b>19%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-106,136</b>	<b>-77,250</b>	<b>-65,058</b>	<b>-28,886</b>	<b>-37%</b>	<b>-41,078</b>	<b>-63%</b>	<b>-95,800</b>
-414	-120	-459	-294	-245%	45	10%	55027	Propane (LPG)	-2,646	-2,700	-3,976	54	2%	1,330	33%	-4,850
-6,892	-7,210	-6,756	318	4%	-135	-2%	55030	Sewer Fees	-54,321	-55,420	-53,088	1,099	2%	-1,234	-2%	-84,030
-3,773	-4,230	-3,934	457	11%	160	4%	5503...	Water - Building/Facility	-25,328	-23,900	-23,758	-1,428	-6%	-1,570	-7%	-34,390
-23,266	-18,950	-17,816	-4,316	-23%	-5,450	-31%	55040	Water - Grounds	-49,375	-49,080	-63,995	-295	-1%	14,619	23%	-97,170
<b>-86,376</b>	<b>-80,555</b>	<b>-77,658</b>	<b>-5,821</b>	<b>-7%</b>	<b>-8,717</b>	<b>-11%</b>		<b>TOTAL UTILITIES</b>	<b>-612,991</b>	<b>-555,735</b>	<b>-539,040</b>	<b>-57,256</b>	<b>-10%</b>	<b>-73,951</b>	<b>-14%</b>	<b>-827,690</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	-10	0	10	100%	0	0%	56010	Security Exp	0	-160	0	160	100%	0	0%	-250
-430	0	-120	-430	0%	-310	-258%	52505	Hazardous Waste Clean Up	-1,846	-1,000	-120	-846	-85%	-1,726	-1438%	-1,500
-17,681	-14,400	-14,538	-3,281	-23%	-3,143	-22%	56520	Linen Service	-90,477	-87,940	-92,819	-2,537	-3%	2,341	3%	-128,159
-5,421	-7,050	-6,044	1,629	23%	623	10%	56530	Janitorial Services & Supplies	-47,531	-44,550	-47,362	-2,981	-7%	-169	0%	-63,250
-914	-608	-539	-306	-50%	-375	-69%	56535	Pest Control	-5,860	-5,922	-5,383	62	1%	-477	-9%	-8,175
0	0	0	0	0%	0	0%	52020	Contract Fees	0	-280	0	280	100%	0	0%	-280
-2,071	-1,800	-3,721	-271	-15%	1,650	44%	52022	Veterinary Services	-4,401	-5,500	-10,098	1,099	20%	5,697	56%	-5,800
-193	-2,200	-2,185	2,007	91%	1,991	91%	52023	Equine Care Services	-5,671	-7,000	-6,916	1,329	19%	1,245	18%	-9,300
-519	-510	-431	-9	-2%	-88	-20%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
0	0	-639	0	0%	639	100%	53705	Equipment Rental	-7,584	-9,370	-10,597	1,786	19%	3,013	28%	-19,450
0	0	0	0	0%	0	0%	53013	Rental Property Expense reserved for future use	0	0	-639	0	0%	639	100%	0
-1,166	-2,500	-3,047	1,334	53%	1,881	62%	56505	Feed Hay Grain	-13,374	-12,500	-10,882	-874	-7%	-2,492	-23%	-13,500
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-6,177	-11,600	-7,829	5,423	47%	1,652	21%	-16,410
0	0	0	0	0%	0	0%	51037	Computer Software	-100	0	0	-100	0%	-100	0%	0
0	0	0	0	0%	0	0%	51038	Computer Hardware	-48	0	0	-48	0%	-48	0%	0
-434	-275	-325	-159	-58%	-109	-33%	51050	Furniture and Office Equip	-6,693	-5,625	-5,057	-1,068	-19%	-1,636	-32%	-9,775
-622	-565	-1,515	-57	-10%	893	59%	51060	Office Supplies	-6,151	-6,835	-5,472	684	10%	-678	-12%	-10,210
-1,319	-600	-617	-719	-120%	-702	-114%	51061	Toner Cartridges	-7,491	-4,300	-5,562	-3,191	-74%	-1,929	-35%	-6,500
-309	-150	-947	-159	-106%	637	67%	53530	Signs	-6,636	-6,000	-6,513	-636	-11%	-123	-2%	-11,890
<b>-4,139</b>	<b>-2,835</b>	<b>-4,259</b>	<b>-1,304</b>	<b>-46%</b>	<b>121</b>	<b>3%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-47,454</b>	<b>-40,720</b>	<b>-46,177</b>	<b>-6,734</b>	<b>-17%</b>	<b>-1,276</b>	<b>-3%</b>	<b>-53,810</b>
-8,166	-9,400	-9,776	1,234	13%	1,609	16%	56502	Paper Products - Restaurant	-59,048	-60,670	-60,670	1,622	3%	1,324	2%	-83,520
-154	0	0	-154	0%	-154	0%	56504	Candle & TableTop Supplies	-1,304	-1,000	-1,372	-304	-30%	68	5%	-2,000
-2,252	-3,800	-3,588	1,548	41%	1,336	37%	56511	Cleaning Supplies - Restaurant	-18,005	-23,450	-23,509	5,445	23%	5,504	23%	-34,550
-2,312	-1,180	-2,691	-1,132	-96%	379	14%	56540	Small Tools & Equipment	-16,136	-21,810	-17,008	5,674	26%	872	5%	-32,050
-903	-175	-266	-728	-416%	-637	-239%	56545	Safety Equipment	-6,591	-9,550	-4,095	2,959	31%	-2,496	-61%	-17,250
-543	0	-326	-543	0%	-217	-67%	56550	Spoilage	-11,899	0	-4,292	-11,899	0%	-7,607	-177%	0
0	-600	0	600	100%	0	0%	51025	Entertainment	-132	-5,950	-250	5,818	98%	118	47%	-7,850
-5,691	-6,698	-6,787	1,007	15%	1,096	16%	55530	Recreation Programs	-19,653	-23,900	-23,495	4,247	18%	3,842	16%	-24,200
-7,304	-4,975	-7,286	-2,329	-47%	-18	0%	55532	Special Programs	-26,283	-28,470	-31,700	2,187	8%	5,417	17%	-56,070
-380	-600	-1,867	220	37%	1,487	80%	55537	Catering Rentals	-4,985	-2,800	-6,449	-2,185	-78%	1,464	23%	-7,400
0	0	7,695	0	0%	-7,695	-100%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
								<b>Repairs &amp; Maintenance</b>								
-8	0	0	-8	0%	-8	0%	54200	R&M Building (non-posting)	-368	0	0	-368	0%	-368	0%	0
-3,156	-2,800	-3,917	-356	-13%	761	19%	54210	General/PM	-24,491	-24,600	-32,914	109	0%	8,423	26%	-35,900
-51	-120	-681	69	57%	630	92%	54220	Plumbing	-1,489	-2,240	-5,775	751	34%	4,285	74%	-3,520
-26	-150	-534	124	83%	508	95%	54240	Lighting and Electrical	-1,378	-1,700	-1,123	322	19%	-255	-23%	-2,600
-75	0	0	-75	0%	-75	0%	54250	HVAC	-810	-300	-418	-510	-170%	-392	-94%	-800
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-1,450	0	1,378	95%	-72	0%	-3,000
-359	-350	-1,146	-9	-3%	787	69%	54254	Elevators	-3,880	-2,800	-3,903	-1,080	-39%	24	1%	-4,200
-106	-800	-1,205	694	87%	1,099	91%	54256	Fire Suppression	-7,650	-6,750	-7,357	-900	-13%	-293	-4%	-12,000
0	0	-183	0	0%	183	100%	54274	Painting	-47	-400	-218	353	88%	171	78%	-900
0	-900	-498	900	100%	498	100%	54290	Other Building	-2,114	-4,950	-5,644	2,836	57%	3,531	63%	-9,200
<b>-3,780</b>	<b>-5,120</b>	<b>-8,164</b>	<b>1,340</b>	<b>26%</b>	<b>4,383</b>	<b>54%</b>		<b>R&amp;M Building</b>	<b>-42,299</b>	<b>-45,190</b>	<b>-57,352</b>	<b>2,891</b>	<b>6%</b>	<b>15,054</b>	<b>26%</b>	<b>-72,120</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-118	0	-876	-118	0%	758	87%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-178	0	-270	-178	0%	92	34%	0
0	-100	0	100	100%	0	0%	54340	GrassFlowersSeedFertilizers	-937	-1,000	-883	63	6%	-54	-6%	-1,000
0	0	0	0	0%	0	0%	54350	Ski Trails	-208	-600	-206	392	65%	-1	-1%	-1,000
-3,877	-3,850	-4,119	-27	-1%	242	6%	54380	Snow Removal	-94,874	-69,060	-66,848	-25,814	-37%	-28,026	-42%	-100,300
<b>-3,877</b>	<b>-3,950</b>	<b>-4,119</b>	<b>73</b>	<b>2%</b>	<b>242</b>	<b>6%</b>	54390	Other Grounds Maint	<b>-19,607</b>	<b>-20,200</b>	<b>-25,787</b>	<b>593</b>	<b>3%</b>	<b>6,181</b>	<b>24%</b>	<b>-29,300</b>
								<b>R&amp;M Grounds (nonGolf)</b>	<b>-115,920</b>	<b>-90,860</b>	<b>-94,870</b>	<b>-25,060</b>	<b>-28%</b>	<b>-21,051</b>	<b>-22%</b>	<b>-131,600</b>
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,207	0	0	-1,207	0%	-1,207	0%	0
-1,611	-1,500	-97	-111	-7%	-1,513	-1554%	54412	Ski Lifts, Fixed Grip	-4,465	-5,700	-3,481	1,235	22%	-983	-28%	-9,300
0	-500	0	500	100%	0	0%	54416	Ski Lifts, Surface	-646	-1,600	-414	954	60%	-233	-56%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
0	-1,000	-736	1,000	100%	736	100%	54419	Snowmaking	-379	-3,500	-901	3,121	89%	522	58%	-5,400

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-1,024	-14,500	-747	13,476	93%	-277	-37%	54421	Snowcats	-46,779	-56,300	-26,195	9,521	17%	-20,584	-79%	-92,000
0	-100	-179	100	100%	179	100%	54426	Snowmobiles	-1,116	-7,550	-5,696	6,434	85%	4,580	80%	-12,600
-3,030	-5,300	-4,926	2,270	43%	1,896	38%	54434	Golf Maint Eq	-9,283	-9,300	-6,869	17	0%	-2,414	-35%	-14,000
-149	-500	-719	351	70%	571	79%	54438	Golf Carts Fleet	-1,555	-1,700	-2,099	145	9%	544	26%	-2,000
-30	-100	-46	70	70%	16	35%	54443	Rolling, Heavy	-4,524	-1,700	-2,931	-2,824	-166%	-1,593	-54%	-2,700
-4,884	-1,350	-2,372	-3,534	-262%	-2,511	-106%	54448	Rolling, Car/Truck/Bus/Van	-20,815	-12,500	-18,538	-8,315	-67%	-2,277	-12%	-20,100
-755	-1,200	-1,476	445	37%	721	49%	54452	F&B Kitchen Equip	-10,229	-10,600	-10,579	371	3%	350	3%	-16,200
0	-175	-162	175	100%	162	100%	54454	F&B Glass/Silver/China	-195	-1,400	-382	1,205	86%	187	49%	-2,100
0	-50	-242	50	100%	242	100%	54461	Bicycles	-834	-900	-1,478	66	7%	643	44%	-1,400
-409	-400	-626	-9	-2%	218	35%	54463	Fitness Equipment	-523	-2,000	-1,958	1,477	74%	1,435	73%	-3,000
-274	-275	-274	1	0%	0	0%	54481	Computer Software Maint	-2,192	-2,200	-2,192	8	0%	0	0%	-3,300
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-80	-290	-132	210	72%	52	39%	-660
-864	-200	-2,007	-664	-332%	1,142	57%	54499	Other Operating Equip R&M	-2,939	-2,750	-3,877	-189	-7%	938	24%	-3,600
<b>-13,029</b>	<b>-27,150</b>	<b>-14,611</b>	<b>14,121</b>	<b>52%</b>	<b>1,583</b>	<b>11%</b>		<b>R&amp;M Equipment</b>	<b>-107,762</b>	<b>-119,990</b>	<b>-87,863</b>	<b>12,228</b>	<b>10%</b>	<b>-19,899</b>	<b>-23%</b>	<b>-191,260</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,200	-4,163	-3,400	-55%	-5,437	-131%	-7,500
-4,601	-5,100	-8,497	499	100%	3,896	46%	54520	Fertilizer	-12,219	-14,200	-16,054	1,981	14%	3,835	24%	-16,500
0	-900	0	900	100%	0	0%	54530	Top Dressing	-6,733	-5,400	-7,053	-1,333	-25%	320	5%	-9,000
0	0	1	0	0%	-1	-100%	54540	Sand, Gravel, Rock	-2,500	-3,000	-5,361	500	17%	2,861	53%	-3,000
0	0	-1,111	1,111	100%	1,111	100%	54560	Pesticides	-6,476	-6,700	-7,895	224	3%	1,419	18%	-9,300
-1,386	-240	-51	-1,146	-478%	-1,335	-2606%	54570	Irrigation and Drainage	-3,780	-2,200	-1,455	-1,580	-72%	-2,325	-160%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-5,987</b>	<b>-6,940</b>	<b>-9,659</b>	<b>953</b>	<b>14%</b>	<b>3,672</b>	<b>38%</b>		<b>R&amp;M Golf Course</b>	<b>-41,309</b>	<b>-37,950</b>	<b>-41,982</b>	<b>-3,359</b>	<b>-9%</b>	<b>672</b>	<b>2%</b>	<b>-48,800</b>
-8,240	-4,000	-3,199	-4,240	-106%	-5,041	-158%	54710	chemicals	-36,773	-23,000	-21,105	-13,773	-60%	-15,669	-74%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,200	0	1,200	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-8,240</b>	<b>-4,150</b>	<b>-3,199</b>	<b>-4,090</b>	<b>-99%</b>	<b>-5,041</b>	<b>-158%</b>		<b>R&amp;M Pool Spa</b>	<b>-36,773</b>	<b>-24,200</b>	<b>-21,191</b>	<b>-12,573</b>	<b>-52%</b>	<b>-15,583</b>	<b>-74%</b>	<b>-29,800</b>
-461	-100	-272	-361	-361%	-188	-69%	57528	Trails Maintenance	-1,143	-1,400	-2,284	257	18%	1,141	50%	-1,600
<b>-461</b>	<b>-100</b>	<b>-272</b>	<b>-361</b>	<b>-361%</b>	<b>-188</b>	<b>-69%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-1,143</b>	<b>-1,400</b>	<b>-2,284</b>	<b>257</b>	<b>18%</b>	<b>1,141</b>	<b>50%</b>	<b>-1,600</b>
5,376	6,166	6,350	-790	-13%	-974	-15%	59010	Contra - Inter-Dept. Charges	36,718	45,768	43,705	-9,050	-20%	-6,987	-16%	74,000
<b>-29,997</b>	<b>-41,244</b>	<b>-33,673</b>	<b>11,247</b>	<b>27%</b>	<b>3,676</b>	<b>11%</b>		<b>R&amp;M subtotal</b>	<b>-308,489</b>	<b>-273,822</b>	<b>-261,837</b>	<b>-34,667</b>	<b>-13%</b>	<b>-46,653</b>	<b>-18%</b>	<b>-401,180</b>
<b>-92,920</b>	<b>-102,175</b>	<b>-97,492</b>	<b>9,255</b>	<b>9%</b>	<b>4,572</b>	<b>5%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-806,673</b>	<b>-789,024</b>	<b>-781,586</b>	<b>-17,649</b>	<b>-2%</b>	<b>-25,087</b>	<b>-3%</b>	<b>-1,119,929</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	0	0	0%	0	0%	52015	Consulting Expense	0	0	-500	0	0%	500	100%	0
-404	-100	-74	-304	-304%	-330	-444%	51070	Public Relations	-3,484	-3,500	-16,024	16	0%	12,540	78%	-5,150
-550	0	-300	-550	0%	-250	-83%	55520	Promotion Expense	2,019	-4,500	-7,052	6,519	145%	9,071	129%	-6,500
-5,642	-2,100	-3,981	-3,542	-169%	-1,661	-42%	55540	Resort Advertising	-37,623	-54,810	-37,311	17,187	31%	-312	-1%	-97,130
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-4,800	-3,000	4,800	100%	3,000	100%	-7,000
0	-300	-203	300	100%	203	100%	55560	Sales specific	-2,634	-2,500	-1,783	-134	-5%	-852	-48%	-3,700
-214	0	0	-214	0%	-214	0%	51520	Charitable Contributions	-333	-300	-478	-33	-11%	145	30%	-300
-88	0	-620	88	0%	532	86%	51530	Community Relations	-623	0	-829	-623	0%	206	25%	0
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-8,588	-11,670	-6,862	3,082	26%	-1,727	-25%	55525	Marketing Discounts CoGS	-42,101	-54,400	-49,851	12,299	23%	7,750	16%	-76,200
-2,211	-1,780	-1,771	-431	-24%	-440	-25%	51020	Dues & Subscriptions	-7,213	-13,240	-9,321	6,027	46%	2,108	23%	-16,600
-2,184	-1,500	-2,707	-684	-46%	523	19%	51035	Licenses, Permits, Fees	-29,479	-27,700	-27,236	-1,779	-6%	-2,244	-8%	-51,440
-206	-530	-138	324	61%	-68	-49%	51096	Mileage Reimbursement	-1,958	-3,970	-2,741	2,013	51%	783	29%	-5,620
-42	-55	-27	13	23%	-15	-55%	51065	Postage - General	-219	-485	-282	266	55%	64	23%	-690
0	0	0	0	0%	0	0%	51535	Digital Content	-2,900	0	-2,900	0	0%	-2,900	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-10,329	-6,000	-3,731	-4,329	-72%	-6,599	-177%	-9,500
0	0	-504	0	0%	504	100%	51547	Printing - Other	-630	0	-1,797	-630	0%	1,167	65%	0
0	0	-1,242	0	0%	1,242	100%	56601	Claims Expense	0	0	-5,097	0	0%	5,097	100%	0
-5	0	0	-5	0%	-5	0%	52215	Collection Expense	-161	0	-701	-161	0%	540	77%	0
-31,147	-30,030	-29,078	-1,117	-4%	-2,069	-7%	52220	Credit Card Expense	-244,379	-223,540	-194,068	-20,839	-9%	-50,311	-26%	-293,560
410	0	816	410	0%	-406	-50%	52225	Over/Short	-1,050	0	1,135	-1,050	0%	-2,185	-192%	0
-15,400	-15,400	-15,000	0	0%	-400	-3%	52025	Insurance Expense	-214,000	-214,000	-204,000	0	0%	-10,000	-5%	-321,000
<b>-67,573</b>	<b>-64,665</b>	<b>-62,778</b>	<b>-2,908</b>	<b>-4%</b>	<b>-4,796</b>	<b>-8%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-605,416</b>	<b>-621,845</b>	<b>-572,204</b>	<b>16,429</b>	<b>3%</b>	<b>-33,212</b>	<b>-6%</b>	<b>-905,590</b>
<b>-256,445</b>	<b>-258,558</b>	<b>-249,946</b>	<b>2,113</b>	<b>1%</b>	<b>-6,498</b>	<b>-3%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-2,219,436</b>	<b>-2,156,429</b>	<b>-2,071,326</b>	<b>-63,007</b>	<b>-3%</b>	<b>-148,109</b>	<b>-7%</b>	<b>-3,135,300</b>
<b>-1,003,404</b>	<b>-1,042,408</b>	<b>-988,045</b>	<b>39,004</b>	<b>4%</b>	<b>-15,359</b>	<b>-2%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-7,696,010</b>	<b>-7,738,353</b>	<b>-7,168,124</b>	<b>42,343</b>	<b>1%</b>	<b>-527,885</b>	<b>-7%</b>	<b>-10,947,800</b>
<b>254,638</b>	<b>256,842</b>	<b>236,323</b>	<b>-2,204</b>	<b>-1%</b>	<b>18,315</b>	<b>8%</b>		<b>NORBO (before AO)</b>	<b>1,674,622</b>	<b>1,428,007</b>	<b>720,499</b>	<b>246,615</b>	<b>17%</b>	<b>954,123</b>	<b>132%</b>	<b>968,200</b>
-227,937	-227,937	0	0	0%	-227,937	0%	59025	ALLOCATED OVERHEAD (AO)	-1,811,754	-1,811,754	0	0	0%	-1,811,754	0%	-2,767,300
<b>26,701</b>	<b>28,905</b>	<b>236,323</b>	<b>-2,204</b>	<b>-8%</b>	<b>-209,622</b>	<b>-89%</b>		<b>NOR (after AO)</b>	<b>-137,132</b>	<b>-383,747</b>	<b>720,499</b>	<b>246,615</b>	<b>64%</b>	<b>-857,631</b>	<b>-119%</b>	<b>-1,799,100</b>
-1,441,133	-1,484,995	-1,192,116	43,862	3%	-249,017	-21%		T O C post AO	-10,657,665	-10,738,147	-8,278,262	80,482	1%	-2,379,404	-29%	-15,328,100
<b>-1,213,196</b>	<b>-1,257,058</b>	<b>-1,192,116</b>	<b>43,862</b>	<b>3%</b>	<b>-21,080</b>	<b>-2%</b>		<b>T O C pre AO</b>	<b>-8,845,911</b>	<b>-8,926,393</b>	<b>-8,278,262</b>	<b>80,482</b>	<b>1%</b>	<b>-567,650</b>	<b>-7%</b>	<b>-12,560,800</b>
-101.9%	-101.9%	-119.8%	00.1%	00.1%	18.0%	15.0%		REV to TOC (CRR%)	-98.7%	-96.4%	-108.7%	-02.3%	-02.4%	10.0%	09.2%	-88.3%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Amenities Consolidated

<u>August 2019</u>							<b>Account Number</b>	<u>Year-to-Date August 2019</u>							<b>Full Year Budget \$</b>
<b>Actual \$</b>	<b>Budget \$</b>	<b>Prior Yr \$</b>	<b>Actual vs Budget</b>		<b>Actual vs Prior Yr</b>			<b>Actual \$</b>	<b>Budget \$</b>	<b>Prior Year \$</b>	<b>Actual vs Budget</b>		<b>Actual vs Prior Yr</b>		
			<b>Variance \$</b>	<b>Var %</b>	<b>Variance \$</b>	<b>Var %</b>					<b>Variance \$</b>	<b>Var %</b>			
26,701	28,905	236,323	-2,204	-8%	-209,622	-89%	NOR AFTER Assessment Reven	-137,132	-383,747	720,499	246,615	64%	-857,631	-119%	-1,799,100



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Private Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>165,000</b>	<b>165,000</b>	<b>155,000</b>	<b>0</b>	<b>0%</b>	<b>10,000</b>	<b>6%</b>	<b>36053</b>	<b>Revenue</b>								
								<b>ALLOCATED RECREATION FEES</b>	<b>770,672</b>	<b>752,000</b>	<b>746,155</b>	<b>18,672</b>	<b>2%</b>	<b>24,516</b>	<b>3%</b>	<b>1,087,000</b>
5,144	6,000	5,958	-856	-14%	-814	-14%	36012	Special Events Revenue	15,651	18,800	19,087	-3,149	-17%	-3,436	-18%	38,000
0	0	0	0	0%	0	0%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000
8,794	9,500	7,216	-706	-7%	1,578	22%	36054	Daily Usage Fee - Member	38,754	41,900	32,210	-3,146	-8%	6,544	20%	53,950
111,643	103,800	90,990	7,843	8%	20,653	23%	36055	Daily Usage Fee - Guest	421,327	420,300	359,344	1,027	0%	61,983	17%	494,650
<b>125,581</b>	<b>119,300</b>	<b>104,164</b>	<b>6,281</b>	<b>5%</b>	<b>21,417</b>	<b>21%</b>		<b>Total Direct Access &amp; Use</b>	<b>617,284</b>	<b>616,000</b>	<b>528,011</b>	<b>1,284</b>	<b>0%</b>	<b>89,273</b>	<b>17%</b>	<b>721,600</b>
33,108	33,800	30,280	-692	-2%	2,829	9%	3310...	Food	97,110	103,300	93,255	-6,190	-6%	3,855	4%	111,000
-1,123	-780	-777	-343	-44%	-347	-45%		Food Discounts	-3,769	-2,420	-2,805	-1,349	-56%	-964	-34%	-2,900
-1,123	-780	-777	-343	-44%	-347	-45%	33152	EE Discounts	-3,769	-2,420	-2,803	-1,349	-56%	-966	-34%	-2,900
0	0	0	0	0%	0	0%	3316...	Marketing Discounts	0	0	-3	0	0%	3	100%	0
4,352	5,600	5,508	-1,248	-22%	-1,157	-21%	33180	Food NA Beverage	13,769	18,600	17,552	-4,831	-26%	-3,783	-22%	20,100
<b>36,337</b>	<b>38,620</b>	<b>35,012</b>	<b>-2,283</b>	<b>-6%</b>	<b>1,325</b>	<b>4%</b>		<b>Food subtotal</b>	<b>107,110</b>	<b>119,480</b>	<b>108,002</b>	<b>-12,370</b>	<b>-10%</b>	<b>-892</b>	<b>-1%</b>	<b>128,200</b>
5,013	5,200	5,303	-187	-4%	-291	-5%	3322...	Beer	15,344	18,000	17,881	-2,656	-15%	-2,537	-14%	20,000
6,023	5,400	5,724	623	12%	299	5%	33242	Liquor	20,060	18,200	19,620	1,860	10%	440	2%	20,000
-3	0	0	-3	0%	-3	0%	3324...	Liquor Discounts	-5	0	0	-5	0%	-5	0%	0
956	1,000	789	-44	-4%	166	21%	33262	Wine	2,809	3,400	3,000	-591	-17%	-191	-6%	3,800
-3	0	-1	-3	0%	-2	-200%	3326...	Wine Discounts	-8	0	-3	-8	0%	-5	-167%	0
<b>11,985</b>	<b>11,600</b>	<b>11,815</b>	<b>385</b>	<b>3%</b>	<b>170</b>	<b>1%</b>		<b>Beverage subtotal</b>	<b>38,199</b>	<b>39,600</b>	<b>40,498</b>	<b>-1,401</b>	<b>-4%</b>	<b>-2,299</b>	<b>-6%</b>	<b>43,800</b>
<b>48,322</b>	<b>50,220</b>	<b>46,827</b>	<b>-1,898</b>	<b>-4%</b>	<b>1,495</b>	<b>3%</b>		<b>Total Food and Beverage</b>	<b>145,309</b>	<b>159,080</b>	<b>148,500</b>	<b>-13,771</b>	<b>-9%</b>	<b>-3,191</b>	<b>-2%</b>	<b>172,000</b>
0	0	277	0	0%	-277	-100%		<b>F&amp;B Revenue by Segment:</b>	<b>0</b>	<b>0</b>	<b>552</b>	<b>0</b>	<b>0%</b>	<b>-552</b>	<b>-100%</b>	<b>0</b>
0	0	277	0	0%	-277	-100%	33950	SmrF&B-Snack Bar	0	0	552	0	0%	-552	-100%	0
0	0	0	0	0%	0	0%	33163	Mkt Discounts, Happy Hour Food	0	0	-3	0	0%	3	100%	0
0	0	0	0	0%	0	0%		Mkt Discounts, Happy Hour Food&Bev Combined	0	0	-3	0	0%	3	100%	0
29,396	26,400	27,638	2,996	11%	1,757	6%	36030	Sales - Retail	91,405	103,000	102,968	-11,595	-11%	-11,563	-11%	125,100
-700	-400	-484	-300	-75%	-216	-45%	38015	Employee Discounts	-3,637	-2,500	-2,724	-1,137	-45%	-913	-34%	-3,600
-1,515	-2,120	-1,680	605	29%	165	10%	38020	Discounts - Retail	-4,453	-7,880	-7,366	3,427	43%	2,913	40%	-10,100
<b>27,181</b>	<b>23,880</b>	<b>25,474</b>	<b>3,301</b>	<b>14%</b>	<b>1,706</b>	<b>7%</b>		<b>Total Retail Product Reven</b>	<b>83,315</b>	<b>92,620</b>	<b>92,878</b>	<b>-9,305</b>	<b>-10%</b>	<b>-9,563</b>	<b>-10%</b>	<b>111,400</b>
39,476	37,900	36,349	1,576	4%	3,127	9%	3604...	Rentals	114,275	129,000	121,687	-14,725	-11%	-7,412	-6%	145,000
7,937	0	4,674	7,937	0%	3,263	70%	36042	Rentals, Storage	25,602	0	14,925	25,602	0%	10,677	72%	0
154	1,500	1,774	-1,346	-90%	-1,620	-91%	3604...	Child Care	804	9,800	11,225	-8,996	-92%	-10,421	-93%	14,000
13,696	8,800	9,231	4,896	56%	4,465	48%	36050	Aerobics	59,333	59,100	60,558	233	0%	-1,226	-2%	87,000
0	300	910	-300	-100%	-910	-100%	36056	Fitness/Training	4,790	3,300	5,910	1,490	45%	-1,120	-19%	5,000
5,090	3,000	3,725	2,090	70%	1,365	37%	36058	Rec Programs	15,057	11,000	18,365	4,057	37%	-3,308	-18%	11,000
42,485	51,000	47,323	-8,515	-17%	-4,838	-10%	36059	Day Camps	246,499	275,000	254,902	-28,501	-10%	-8,403	-3%	275,000
1,625	2,300	1,961	-676	-29%	-336	-17%	36051	Massage	9,814	12,900	12,947	-3,086	-24%	-3,133	-24%	18,000
70	100	0	-30	-30%	70	0%	36057	Towels/Lockers	1,740	800	660	940	118%	1,080	164%	1,000
13,997	8,400	8,262	5,597	67%	5,735	69%	36070	Lessons - P.O.	51,113	34,100	33,817	17,013	50%	17,296	51%	40,000
9,950	8,400	13,028	1,550	18%	-3,079	-24%	36080	Lessons - Guest	34,144	34,400	48,400	-256	-1%	-14,256	-29%	38,000
<b>134,479</b>	<b>121,700</b>	<b>127,236</b>	<b>12,779</b>	<b>11%</b>	<b>7,242</b>	<b>6%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>563,171</b>	<b>569,400</b>	<b>583,397</b>	<b>-6,229</b>	<b>-1%</b>	<b>-20,226</b>	<b>-3%</b>	<b>634,000</b>
0	0	0	0	0%	0	0%	34075	Sponsorships	15,100	4,000	10,000	11,100	278%	5,100	51%	5,000
139	5,200	412	-5,061	-97%	-272	-66%	37020	Other Revenue	2,235	16,300	2,573	-14,065	-86%	-338	-13%	22,000
<b>139</b>	<b>5,200</b>	<b>412</b>	<b>-5,061</b>	<b>-97%</b>	<b>-272</b>	<b>-66%</b>		<b>Total Other Revenue</b>	<b>17,335</b>	<b>20,300</b>	<b>12,573</b>	<b>-2,965</b>	<b>-15%</b>	<b>4,762</b>	<b>38%</b>	<b>27,000</b>
<b>500,702</b>	<b>485,300</b>	<b>459,113</b>	<b>15,402</b>	<b>3%</b>	<b>41,589</b>	<b>9%</b>		<b>GROSS REVENUE (GREV)</b>	<b>2,197,086</b>	<b>2,209,400</b>	<b>2,111,514</b>	<b>-12,314</b>	<b>-1%</b>	<b>85,572</b>	<b>4%</b>	<b>2,753,000</b>
								<b>COST OF GOODS SOLD (COGS)</b>								
-3,561	-3,040	-2,451	-521	-17%	-1,110	-45%	43110	Meat	-9,069	-9,310	-8,214	241	3%	-855	-10%	-10,000
-316	-3,040	-362	2,724	90%	46	13%	43120	Seafood	-915	-9,310	-887	8,395	90%	-28	-3%	-10,000
-1,639	-850	-1,197	-789	-93%	-442	-37%	43130	Produce	-4,417	-2,610	-3,170	-1,807	-69%	-1,246	-39%	-2,800
-647	-850	-572	203	24%	-75	-13%	43140	Dairy	-1,768	-2,610	-1,517	842	32%	-252	-17%	-2,800
-1,649	-840	-1,481	-809	-96%	-168	-11%	43150	NA Beverage	-3,443	-2,770	-4,027	-673	-24%	583	14%	-3,000
-4,363	-1,190	-3,909	-3,173	-267%	-454	-12%	43160	Food Other	-12,014	-4,750	-10,658	-7,264	-153%	-1,356	-13%	-5,340
<b>-12,175</b>	<b>-9,810</b>	<b>-9,973</b>	<b>-2,365</b>	<b>-24%</b>	<b>-2,202</b>	<b>-22%</b>		<b>Food Cogs</b>	<b>-31,627</b>	<b>-31,360</b>	<b>-28,474</b>	<b>-267</b>	<b>-1%</b>	<b>-3,153</b>	<b>-11%</b>	<b>-33,940</b>
-1,192	-1,188	-1,188	58	5%	-4	0%	43270	Beer	-4,118	-4,300	-3,912	182	4%	-4,780	-5%	-4,780
-1,877	-1,240	-1,173	-637	-51%	-704	-60%	43280	Liquor	-4,290	-4,230	-4,833	-60	-1%	542	11%	-4,640
-477	-350	-284	-127	-36%	-193	-68%	43290	Wine	-1,434	-1,190	-1,179	-244	-20%	-254	-22%	-1,330
<b>-3,546</b>	<b>-2,840</b>	<b>-2,645</b>	<b>-706</b>	<b>-25%</b>	<b>-901</b>	<b>-34%</b>		<b>Beverage Cogs</b>	<b>-9,842</b>	<b>-9,720</b>	<b>-9,924</b>	<b>-122</b>	<b>-1%</b>	<b>82</b>	<b>1%</b>	<b>-10,750</b>
-16,436	-15,800	-15,622	-636	-4%	-814	-5%		<b>Retail Product Cogs</b>	<b>-52,440</b>	<b>-61,710</b>	<b>-57,329</b>	<b>9,270</b>	<b>15%</b>	<b>4,889</b>	<b>9%</b>	<b>-75,210</b>
<b>-32,158</b>	<b>-28,450</b>	<b>-28,240</b>	<b>-3,708</b>	<b>-13%</b>	<b>-3,918</b>	<b>-14%</b>		<b>Total COGS</b>	<b>-93,909</b>	<b>-102,790</b>	<b>-95,726</b>	<b>8,881</b>	<b>9%</b>	<b>1,818</b>	<b>2%</b>	<b>-119,900</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
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Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%			
-06.4%	-05.9%	-06.2%	-00.6%	-09.6%	-00.3%	-04.4%		Total Cogs / GREV %	-04.3%	-04.7%	-04.5%	00.4%	08.1%	00.3%	05.7%	-04.4%
-60.5%	-66.2%	-61.3%	05.7%	08.6%	00.9%	01.4%		Retail Product Cogs / Retail R	-62.9%	-66.6%	-61.7%	03.7%	05.5%	-01.2%	-02.0%	-67.5%
-55.9%	-59.8%	-56.5%	03.9%	06.6%	00.6%	01.1%		Retail Product Cogs / Retail R	-57.4%	-59.9%	-55.7%	02.5%	04.2%	-01.7%	-03.0%	-60.1%
-32.5%	-25.2%	-26.9%	-07.3%	-29.2%	-05.6%	-20.7%		F&B Cogs / F&B Rev %	-28.5%	-25.8%	-25.9%	-02.7%	-10.5%	-02.7%	-10.4%	-26.0%
-32.5%	-24.9%	-27.9%	-07.6%	-30.5%	-04.6%	-16.6%		Food %, preDiscounts	-28.5%	-25.7%	-25.7%	-02.8%	-10.9%	-02.8%	-11.0%	-25.9%
-33.5%	-25.4%	-28.5%	-08.1%	-31.9%	-05.0%	-17.6%		Food %, postDiscounts	-29.5%	-26.2%	-26.4%	-03.3%	-12.5%	-03.2%	-12.0%	-26.5%
-37.9%	-15.0%	-26.9%	-22.9%	-152.6%	-11.0%	-40.9%		Food NA Beverage %	-25.0%	-14.9%	-22.9%	-10.1%	-67.9%	-02.1%	-09.0%	-14.9%
-29.6%	-24.5%	-22.4%	-05.1%	-20.9%	-07.2%	-32.2%		COGS % Beverage, incld CF,ne	-25.8%	-24.5%	-24.5%	-01.2%	-05.0%	-01.3%	-05.1%	-24.5%
-23.8%	-24.0%	-22.4%	00.3%	01.1%	-01.4%	-06.2%		COGS % Beer,net	-26.8%	-23.9%	-21.9%	-02.9%	-12.3%	-05.0%	-22.7%	-23.9%
-31.2%	-23.0%	-20.5%	-08.2%	-35.8%	-10.7%	-52.2%		COGS % Liquor,net	-21.4%	-23.2%	-24.6%	01.8%	08.0%	03.2%	13.1%	-23.2%
-50.1%	-35.0%	-36.0%	-15.1%	-43.1%	-14.1%	-39.1%		COGS % Wine,net	-51.2%	-35.0%	-39.4%	-16.2%	-46.2%	-11.8%	-30.1%	-35.0%
<b>468,544</b>	<b>456,850</b>	<b>430,873</b>	<b>11,694</b>	<b>3%</b>	<b>37,671</b>	<b>9%</b>		<b>Gross Margin (GREV-COG)</b>	<b>2,103,178</b>	<b>2,106,610</b>	<b>2,015,788</b>	<b>-3,432</b>	<b>0%</b>	<b>87,390</b>	<b>4%</b>	<b>2,633,100</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-38,348	-38,236	-35,517	-112	0%	-2,831	-8%	5110...	Salaries - Exempt - Regular & Ot	-228,724	-230,432	-219,347	1,708	1%	-9,378	-4%	-345,700
-5,330	-4,600	-6,058	-730	-16%	728	12%	51106	Salaries - Exempt - Commissions	-19,692	-16,700	-22,105	-2,992	-18%	2,413	11%	-23,000
-7,091	-15,856	-7,351	8,765	55%	261	4%	5122...	Wages - FTRRegular	-42,691	-93,152	-30,205	50,461	54%	-12,485	-41%	-136,110
-130,106	-114,570	-115,272	-15,536	-14%	-14,833	-13%	5124...	Wages - Seasonal	-575,823	-550,664	-500,207	-25,159	-5%	-75,616	-15%	-653,590
-11,377	-8,200	-7,756	-3,177	-39%	-3,621	-47%	51246	Wages-Seasonal-Commissions	-54,258	-48,800	-49,018	-5,458	-11%	-5,240	-11%	-72,000
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-493	0	0%	493	100%	0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-1,642	0	0	-1,642	0%	0	0%	0
-2,866	0	-3,284	-2,866	0%	418	13%	51247	Incentive Program, Seasonal, N	-9,780	0	-7,581	-9,780	0%	-2,199	-29%	0
0	0	0	0	0%	0	0%	51299	Capitalized Payroll Direct S&W	1,491	0	0	1,491	0%	1,491	0%	0
<b>-195,118</b>	<b>-181,462</b>	<b>-175,238</b>	<b>-13,656</b>	<b>-8%</b>	<b>-19,879</b>	<b>-11%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-931,119</b>	<b>-939,748</b>	<b>-828,956</b>	<b>8,629</b>	<b>1%</b>	<b>-102,163</b>	<b>-12%</b>	<b>-1,230,400</b>
-43,678	-42,836	-41,575	-842	-2%	-2,103	-5%		Salaries sub-total	-246,926	-247,132	-241,945	206	0%	-4,981	-2%	-368,700
-151,440	-138,626	-133,664	-12,814	-9%	-17,776	-13%		Wage sub-total	-684,193	-692,616	-587,011	8,423	1%	-97,182	-17%	-861,700
-7,091	-15,856	-7,351	8,765	55%	261	4%		Wage-FTR subsubtotal	-44,333	-93,152	-30,205	48,819	52%	-14,127	-47%	-136,110
-144,349	-122,770	-126,312	-21,579	-18%	-18,037	-14%		Wage-Seasonal subsubto	-639,860	-599,464	-556,806	-40,396	-7%	-83,055	-15%	-725,590
-39.0%	-37.4%	-38.2%	-01.6%	-04.2%	-00.8%	-02.1%		PayrollDirect %ofRevenue	-42.4%	-42.5%	-39.3%	00.2%	00.4%	-03.1%	-07.9%	-44.7%
-507	0	6,341	-507	0%	-6,848	-108%	51108	PTO net\$ accrual, in Salaries	1,621	0	5,490	1,621	0%	-3,869	-70%	-22
-857	0	-538	-857	0%	-319	-59%	51228	PTO net\$ accrual, in Wages FTR	-4,837	0	2,321	-4,837	0%	-7,158	-308%	0
-1,365	0	5,803	-1,365	0%	-7,167	-124%		PTO net accrual, in PD Total	-3,216	0	7,811	-3,216	0%	-11,027	-141%	-22
-340.7	0.0	-280.5	-340.7	0.0	-60.3	-0.2		Wage Overtime Hours	-1023.3	0.0	-1332.8	-1023.3	0.0	309.5	0.2	0.0
-9446.7	-8827.7	-9373.6	-619.0	-0.1	-73.1	0.0		Wage Total Hours	-43252.6	-42237.1	-40294.6	-1015.5	0.0	-2958.0	-0.1	-51191.3
15.94	15.70	14.20	0.24	0.02	1.74	0.12		Wage ROP avg	15.71	16.40	14.63	-0.69	-0.04	1.08	0.07	16.83
<b>PAYROLL BURDEN</b>																
-20,896	-22,245	-20,838	1,349	6%	-58	0%	5130...	Payroll Taxes	-104,076	-115,340	-97,988	11,264	10%	-6,087	-6%	-148,840
-9,907	-12,880	-11,012	2,973	23%	1,105	10%	5130...	Workers Compensation	-46,858	-62,700	-51,539	15,842	25%	4,682	9%	-80,660
-6,582	-8,713	-6,698	2,131	24%	116	2%	5130...	Group Insurance	-52,113	-56,567	-48,190	4,454	8%	-3,923	-8%	-85,100
-253	-392	-241	139	35%	-12	-5%	5130...	Retirement Plan	-1,343	-2,736	-1,641	1,393	51%	298	18%	-4,100
0	0	0	0	0%	0	0%	51499	Capitalized Payroll Burden	268	0	0	268	0%	268	0%	0
<b>-37,638</b>	<b>-44,230</b>	<b>-38,789</b>	<b>6,592</b>	<b>15%</b>	<b>1,151</b>	<b>3%</b>		<b>PAYROLL BURDEN Total</b>	<b>-204,122</b>	<b>-237,343</b>	<b>-199,359</b>	<b>33,221</b>	<b>14%</b>	<b>-4,763</b>	<b>-2%</b>	<b>-318,700</b>
-8,862	-11,069	-10,329	2,207	20%	1,467	14%	(513...	subtotal, Burden-Salary	-58,937	-67,058	-61,704	8,121	12%	2,767	4%	-100,300
-4,091	-7,531	-4,142	3,440	46%	51	1%	(514...	subtotal, Burden-Wage-FTR	-31,506	-47,195	-29,506	15,689	33%	-2,001	-7%	-70,040
-24,686	-25,630	-24,318	944	4%	-367	-2%	(514...	subtotal, Burden-Wage-Seasonal	-113,946	-123,090	-108,149	9,144	7%	-5,797	-5%	-148,360
<b>19.3%</b>	<b>24.4%</b>	<b>22.1%</b>	<b>-05.1%</b>	<b>-20.9%</b>	<b>-02.8%</b>	<b>-12.9%</b>		<b>Burden % - on all Payroll</b>	<b>21.9%</b>	<b>25.3%</b>	<b>24.0%</b>	<b>-03.3%</b>	<b>-13.2%</b>	<b>-02.1%</b>	<b>-08.8%</b>	<b>25.9%</b>
20.3%	25.8%	24.8%	-05.6%	-21.5%	-04.6%	-18.3%		Burden % - Salary	23.9%	27.1%	25.5%	-03.3%	-12.0%	-01.6%	-06.4%	27.2%
57.7%	47.5%	56.3%	10.2%	21.5%	01.3%	02.4%		Burden % - Wage-FTR	71.1%	50.7%	97.7%	20.4%	40.3%	-26.6%	-27.2%	51.5%
17.1%	20.9%	19.3%	-03.8%	-18.1%	-02.2%	-11.2%		Burden % - Wage-Season	17.8%	20.5%	19.4%	-02.7%	-13.3%	-01.6%	-08.3%	20.4%
19.0%	23.9%	21.3%	-04.9%	-20.6%	-02.3%	-10.8%		Burden % - Wage-FTR&Se	21.3%	24.6%	23.5%	-03.3%	-13.5%	-02.2%	-09.3%	25.3%
<b>-232,756</b>	<b>-225,692</b>	<b>-214,028</b>	<b>-7,064</b>	<b>-3%</b>	<b>-18,728</b>	<b>-9%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-1,135,241</b>	<b>-1,177,091</b>	<b>-1,028,315</b>	<b>41,850</b>	<b>4%</b>	<b>-106,926</b>	<b>-10%</b>	<b>-1,549,100</b>
<b>19.3%</b>	<b>24.4%</b>	<b>22.1%</b>	<b>-5.1%</b>	<b>-20.9%</b>	<b>-2.8%</b>	<b>-12.9%</b>		<b>Burden % TL</b>	<b>21.9%</b>	<b>25.3%</b>	<b>24.0%</b>	<b>-3.3%</b>	<b>-13.2%</b>	<b>-2.1%</b>	<b>-8.8%</b>	<b>25.9%</b>
10.7%	12.3%	11.9%	-1.5%	-12.6%	-1.2%	-9.9%		Payroll Taxes %	11.2%	12.3%	11.8%	-1.1%	-8.9%	-0.6%	-5.4%	12.1%
5.1%	7.1%	6.3%	-2.0%	-28.5%	-1.2%	-19.2%		Workers Comp %	5.0%	6.7%	6.2%	-1.6%	-24.6%	-1.2%	-19.1%	6.6%
3.4%	4.8%	3.8%	-1.4%	-29.7%	-0.4%	-11.7%		Group Insurance %	5.6%	6.0%	5.8%	-0.4%	-7.0%	-0.2%	-3.7%	6.9%
0.1%	0.2%	0.1%	-0.1%	-40.0%	0.0%	-5.5%		Retirement %	0.1%	0.3%	0.2%	-0.1%	-50.4%	-0.1%	-27.1%	0.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>OPERATING EXPENSES (OE)</b>																
-718	-300	-412	-418	-139%	-305	-74%	50530	Employee Meals	-1,260	-900	-1,000	-360	-40%	-260	-26%	-1,100
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-1,837	-4,700	-2,966	2,863	61%	1,129	38%	-4,700
-823	-550	-445	-273	-50%	-378	-85%	50625	Employee Relations	-3,303	-2,310	-2,021	-993	-43%	-1,283	-63%	-3,740

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Private Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-187	0	0	-187	0%	-187	0%	50630	Uniforms	-5,131	-7,800	-7,842	2,669	34%	2,710	35%	-8,800
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-800	0	800	100%	0	0%	-800
0	0	-50	0	0%	50	100%	51095	Travel/Meeting Expense	0	-900	-1,749	900	100%	1,749	100%	-1,130
<b>-1,727</b>	<b>-850</b>	<b>-907</b>	<b>-877</b>	<b>-103%</b>	<b>-820</b>	<b>-90%</b>		<b>Total Staff Expense</b>	<b>-11,532</b>	<b>-17,410</b>	<b>-15,577</b>	<b>5,878</b>	<b>34%</b>	<b>4,045</b>	<b>26%</b>	<b>-20,270</b>
-236	-460	-90	224	49%	-146	-162%	51090	Telephone	-1,510	-3,490	-1,401	1,980	57%	-109	-8%	-5,270
-578	-395	-465	-183	-46%	-113	-24%	55003	Cable/Sat TV Service	-2,643	-3,205	-3,205	37	1%	562	18%	-4,020
-4,269	-3,000	-2,338	-1,269	-42%	-1,932	-83%	55005	Disposal Fees	-18,382	-12,700	-11,363	-5,682	-45%	-7,019	-62%	-17,400
-7,961	-8,200	-7,556	239	3%	-405	-5%	5501...	Electricity	-58,970	-57,900	-55,708	-1,070	-2%	-3,262	-6%	-82,500
-2,666	-3,900	-3,099	1,234	32%	433	14%	55020	Natural Gas - Pools	-57,777	-48,800	-44,332	-8,977	-18%	-13,445	-30%	-70,000
-589	-600	-532	11	2%	-57	-11%	55025	Natural Gas - Buildings	-11,298	-10,490	-8,766	-808	-8%	-2,532	-29%	-14,200
<b>-1,890</b>	<b>-830</b>	<b>-794</b>	<b>-1,060</b>	<b>-128%</b>	<b>-1,096</b>	<b>-138%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-3,819</b>	<b>-3,100</b>	<b>-3,343</b>	<b>-719</b>	<b>-23%</b>	<b>-476</b>	<b>-14%</b>	<b>-3,700</b>
-98	0	-82	-98	0%	-16	-19%	55027	Propane (LPG)	-906	-1,500	-2,251	594	40%	1,344	60%	-3,000
-1,990	-2,050	-1,960	60	3%	-30	-2%	55030	Sewer Fees	-15,437	-15,650	-15,005	213	1%	-432	-3%	-23,710
-2,409	-2,350	-2,282	-59	-3%	-127	-6%	5503...	Water - Building/Facility	-13,688	-13,180	-13,820	-508	-4%	132	1%	-19,170
-37	0	-35	-37	0%	-3	-7%	55040	Water - Grounds	93	0	-82	-93	0%	-11	-14%	0
<b>-22,723</b>	<b>-21,785</b>	<b>-19,234</b>	<b>-938</b>	<b>-4%</b>	<b>-3,489</b>	<b>-18%</b>		<b>TOTAL UTILITIES</b>	<b>-184,524</b>	<b>-169,490</b>	<b>-159,275</b>	<b>-15,034</b>	<b>-9%</b>	<b>-25,249</b>	<b>-16%</b>	<b>-242,970</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-1,179	0	0	-1,179	0%	-1,179	0%	0
-10,656	-7,800	-7,420	-2,856	-37%	-3,236	-44%	56520	Linen Service	-54,716	-47,200	-52,535	-7,516	-16%	-2,181	-4%	-68,200
-2,999	-4,750	-4,047	1,751	37%	1,048	26%	56530	Janitorial Services & Supplies	-22,422	-24,200	-24,657	1,778	7%	2,235	9%	-34,550
-318	-200	-215	-118	-59%	-103	-48%	56535	Pest Control	-1,620	-1,625	-1,799	5	0%	179	10%	-2,050
0	0	0	0	0%	0	0%	52020	Contract Fees	0	-280	0	280	100%	0	0%	-280
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	0	-551	0	0%	551	100%	0
0	0	0	0	0%	0	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-15	0	0	-15	0%	-15	0%	0
0	0	0	0	0%	0	0%	51037	Computer Software	-100	0	0	-100	0%	-100	0%	0
-95	-75	-214	-20	-26%	120	56%	51050	Furniture and Office Equip	-1,518	-1,800	-3,102	282	16%	1,584	51%	-2,000
-129	-230	-846	101	44%	717	85%	51060	Office Supplies	-1,613	-2,220	-2,041	607	27%	427	21%	-2,750
0	-200	-116	200	100%	116	100%	51061	Toner Cartridges	-2,114	-1,500	-2,432	-614	-41%	319	13%	-1,900
0	0	-54	0	0%	54	100%	53530	Signs	-3,308	-2,500	-1,617	-808	-32%	-1,691	-105%	-2,900
<b>-2,492</b>	<b>-1,730</b>	<b>-1,746</b>	<b>-762</b>	<b>-44%</b>	<b>-746</b>	<b>-43%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-24,851</b>	<b>-20,150</b>	<b>-25,219</b>	<b>-4,701</b>	<b>-23%</b>	<b>368</b>	<b>1%</b>	<b>-22,850</b>
-841	-1,500	-2,131	659	44%	1,290	61%	56502	Paper Products - Restaurant	-6,782	-5,350	-6,895	-1,432	-27%	113	2%	-5,800
-28	0	0	-28	0%	-28	0%	56511	Cleaning Supplies - Restaurant	-157	0	-23	-157	0%	-134	-594%	0
-3	-280	-1,058	277	99%	1,055	100%	56540	Small Tools & Equipment	-1,602	-4,510	-3,767	2,908	64%	2,165	57%	-5,000
-61	0	-213	-61	0%	153	72%	56545	Safety Equipment	-956	-2,450	-1,671	1,494	61%	715	43%	-2,700
-429	0	-194	-429	0%	-235	-122%	56550	Spoilage	-1,478	0	-557	-1,478	0%	-921	-165%	0
-5,691	-6,698	-6,787	1,007	15%	1,096	16%	55530	Recreation Programs	-19,653	-23,900	-23,495	4,247	18%	3,842	16%	-24,200
-4,785	-3,975	-5,079	-810	-20%	294	6%	55532	Special Programs	-14,158	-17,270	-20,752	3,112	18%	6,594	32%	-34,470
0	0	7,695	0	0%	-7,695	-100%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
								<b>Repairs &amp; Maintenance</b>								
-8	0	0	-8	0%	-8	0%	54200	R&M Building (non-posting)	-368	0	0	-368	0%	-368	0%	0
-343	-1,200	-1,121	857	71%	777	69%	54210	General/PM	-11,378	-13,400	-15,852	2,022	15%	4,475	28%	-17,800
0	-120	-548	120	100%	548	100%	54220	Plumbing	-615	-840	-3,589	225	27%	2,974	83%	-1,170
-63	-50	-478	-13	-27%	415	87%	54240	Lighting and Electrical	-337	-400	-594	63	16%	257	43%	-600
0	0	0	0	0%	0	0%	54250	HVAC	-658	-50	-97	-608	-1216%	-561	-580%	-100
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-600	0	528	88%	-72	0%	-600
0	-200	0	200	100%	0	0%	54256	Fire Suppression	-822	-2,500	-1,148	1,678	67%	325	28%	-2,500
0	0	0	0	0%	0	0%	54274	Painting	0	-100	-35	100	100%	35	100%	-200
0	-200	-100	200	100%	100	100%	54290	Other Building	-65	-800	-572	735	92%	507	89%	-900
<b>-414</b>	<b>-1,770</b>	<b>-2,247</b>	<b>1,356</b>	<b>77%</b>	<b>1,832</b>	<b>82%</b>		<b>R&amp;M Building</b>	<b>-14,316</b>	<b>-18,690</b>	<b>-21,888</b>	<b>4,374</b>	<b>23%</b>	<b>7,572</b>	<b>35%</b>	<b>-23,870</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-21	0	0	-21	0%	-21	0%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-81	0	0	-81	0%	-81	0%	0
0	-100	0	100	100%	0	0%	54340	Grass/Flowers/Seed/Fertilizers	-835	-700	-603	-135	-19%	-231	-38%	-700
0	0	0	0	0%	0	0%	54350	Ski Trails	0	0	-59	0	0%	59	100%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-17,370	-15,600	-15,690	-1,770	-11%	-1,680	-11%	-23,000
-2,477	-2,450	-2,719	-27	-1%	242	9%	54390	Other Grounds Maint	-10,549	-11,600	-15,926	1,051	9%	5,376	34%	-16,900
<b>-2,477</b>	<b>-2,550</b>	<b>-2,719</b>	<b>73</b>	<b>3%</b>	<b>242</b>	<b>9%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-28,855</b>	<b>-27,900</b>	<b>-32,277</b>	<b>-955</b>	<b>-3%</b>	<b>3,422</b>	<b>11%</b>	<b>-40,600</b>
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,207	0	0	-1,207	0%	-1,207	0%	0
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-1,406	0	-476	-1,406	0%	-930	-195%	0
-829	-800	-1,122	-29	-4%	293	26%	54448	Rolling, Car/Truck/Bus/Van	-1,756	-2,100	-2,562	344	16%	811	32%	-3,200
0	0	0	0	0%	0	0%	54452	F&B Kitchen Equip	-724	0	0	-724	0%	-724	0%	0
-409	-400	-626	-9	-2%	218	35%	54463	Fitness Equipment	-523	-2,000	-1,958	1,477	74%	1,435	73%	-3,000
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-28	0	0	-28	0%	-28	0%	0
-864	-100	-1,799	-764	-764%	935	52%	54499	Other Operating Equip R&M	-2,934	-1,650	-3,425	-1,284	-78%	491	14%	-1,750
<b>-2,102</b>	<b>-1,300</b>	<b>-3,547</b>	<b>-802</b>	<b>-62%</b>	<b>1,446</b>	<b>41%</b>		<b>R&amp;M Equipment</b>	<b>-8,579</b>	<b>-5,750</b>	<b>-8,427</b>	<b>-2,829</b>	<b>-49%</b>	<b>-152</b>	<b>-2%</b>	<b>-7,950</b>
-8,240	-4,000	-3,199	-4,240	-106%	-5,041	-158%	54710	chemicals	-36,773	-23,000	-21,105	-13,773	-60%	-15,669	-74%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,200	0	1,200	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Private Amenities Consolidated

August 2019						Year-to-Date August 2019						Full Year Budget			
Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var			
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
-8,240	-4,150	-3,199	-4,090	-99%	-5,041	-158%	R&M Pool Spa	-36,773	-24,200	-21,191	-12,573	-52%	-15,583	-74%	-29,800
-13,233	-9,770	-11,711	-3,463	-35%	-1,521	-13%	R&M subtotal	-88,524	-76,540	-83,782	-11,984	-16%	-4,741	-6%	-102,220
<b>-41,758</b>	<b>-37,208</b>	<b>-34,136</b>	<b>-4,550</b>	<b>-12%</b>	<b>-7,622</b>	<b>-22%</b>	<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-309,699</b>	<b>-308,495</b>	<b>-330,010</b>	<b>-1,204</b>	<b>0%</b>	<b>20,311</b>	<b>6%</b>	<b>-388,870</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>															
0	0	0	0	0%	0	0%	51070 Public Relations	-49	0	-24	-49	0%	-25	-104%	0
-150	0	-150	-150	0%	0	0%	55520 Promotion Expense	3,325	0	-952	3,325	0%	4,277	449%	0
-234	-500	-505	266	53%	271	54%	55540 Resort Advertising	-1,080	-2,000	-1,620	920	46%	540	33%	-3,000
-88	0	0	-88	0%	-88	0%	51530 Community Relations	-584	0	-209	-584	0%	-376	-180%	0
-1,300	-1,130	-1,244	-170	-15%	-56	-5%	51020 Dues & Subscriptions	-3,057	-3,240	-4,028	183	6%	971	24%	-4,000
-399	0	0	-399	0%	-399	0%	51035 Licenses, Permits, Fees	-3,733	-4,300	-3,829	567	13%	96	2%	-7,850
-15	-230	-77	215	93%	61	80%	51096 Mileage Reimbursement	-57	-1,270	-493	1,213	95%	435	88%	-1,460
-2	-10	-17	8	80%	15	88%	51065 Postage - General	-16	-70	-94	54	78%	78	83%	-100
0	0	0	0	0%	0	0%	51535 Digital Content	-600	0	0	-600	0%	-600	0%	0
0	0	0	0	0%	0	0%	51546 Printing - Brochures	-487	0	0	-487	0%	-487	0%	0
0	0	0	0	0%	0	0%	51547 Printing - Other	-425	0	-286	-425	0%	-139	-49%	0
0	0	-641	0	0%	641	100%	56601 Claims Expense	0	0	-641	0	0%	641	100%	0
0	0	0	0	0%	0	0%	52215 Collection Expense	0	0	-85	0	0%	85	100%	0
-7,548	-7,320	-8,347	-228	-3%	799	10%	52220 Credit Card Expense	-33,710	-32,430	-34,302	-1,280	-4%	592	2%	-37,580
586	0	57	586	0%	530	938%	52225 Over/Short	257	0	382	257	0%	-126	-33%	0
-4,200	-4,200	-4,100	0	0%	-100	-2%	52025 Insurance Expense	-22,000	-22,000	-21,600	0	0%	-400	-2%	-33,000
<b>-13,351</b>	<b>-13,390</b>	<b>-15,025</b>	<b>39</b>	<b>0%</b>	<b>1,674</b>	<b>11%</b>	<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-62,218</b>	<b>-65,310</b>	<b>-67,780</b>	<b>3,092</b>	<b>5%</b>	<b>5,562</b>	<b>8%</b>	<b>-86,990</b>
<b>-79,559</b>	<b>-73,233</b>	<b>-69,302</b>	<b>-6,326</b>	<b>-9%</b>	<b>-10,258</b>	<b>-15%</b>	<b>TOTAL OPERATING EXPENSES</b>	<b>-567,973</b>	<b>-560,705</b>	<b>-572,643</b>	<b>-7,268</b>	<b>-1%</b>	<b>4,670</b>	<b>1%</b>	<b>-739,100</b>
<b>-312,316</b>	<b>-298,925</b>	<b>-283,329</b>	<b>-13,391</b>	<b>-4%</b>	<b>-28,986</b>	<b>-10%</b>	<b>TOTAL PAYROLL AND OPERATI</b>	<b>-1,703,214</b>	<b>-1,737,796</b>	<b>-1,600,957</b>	<b>34,582</b>	<b>2%</b>	<b>-102,256</b>	<b>-6%</b>	<b>-2,288,200</b>
<b>156,229</b>	<b>157,925</b>	<b>147,544</b>	<b>-1,696</b>	<b>-1%</b>	<b>8,685</b>	<b>6%</b>	<b>NORBO (before AO)</b>	<b>399,964</b>	<b>368,814</b>	<b>414,831</b>	<b>31,150</b>	<b>8%</b>	<b>-14,867</b>	<b>-4%</b>	<b>344,900</b>
<b>-74,354</b>	<b>-74,354</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-74,354</b>	<b>0%</b>	<b>59025 ALLOCATED OVERHEAD (AO)</b>	<b>-590,999</b>	<b>-590,999</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-590,999</b>	<b>0%</b>	<b>-902,700</b>
<b>81,875</b>	<b>83,571</b>	<b>147,544</b>	<b>-1,696</b>	<b>-2%</b>	<b>-65,669</b>	<b>-45%</b>	<b>NOR (after AO)</b>	<b>-191,035</b>	<b>-222,185</b>	<b>414,831</b>	<b>31,150</b>	<b>14%</b>	<b>-605,866</b>	<b>-146%</b>	<b>-557,800</b>
-418,827	-401,729	-311,569	-17,098	-4%	-107,258	-34%	T O C post AO	-2,388,121	-2,431,585	-1,696,684	43,464	2%	-691,438	-41%	-3,310,800
-344,473	-327,375	-311,569	-17,098	-5%	-32,904	-11%	T O C pre AO	-1,797,122	-1,840,586	-1,696,684	43,464	2%	-100,439	-6%	-2,408,100
-119.5%	-120.8%	-147.4%	01.3%	01.0%	27.8%	18.9%	REV to TOC (CRR%)	-92.0%	-90.9%	-124.4%	-01.1%	-01.3%	32.4%	26.1%	-83.2%
<b>81,875</b>	<b>83,571</b>	<b>147,544</b>	<b>-1,696</b>	<b>-2%</b>	<b>-65,669</b>	<b>-45%</b>	<b>NOR AFTER Assessment Reven</b>	<b>-191,035</b>	<b>-222,185</b>	<b>414,831</b>	<b>31,150</b>	<b>14%</b>	<b>-605,866</b>	<b>-146%</b>	<b>-557,800</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Tennis (090)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>19,000</b>	<b>19,000</b>	<b>25,000</b>	<b>0</b>	<b>0%</b>	<b>-6,000</b>	<b>-24%</b>	<b>36053</b>	<b>Revenue</b>								
								<b>ALLOCATED RECREATION FEES</b>	<b>43,357</b>	<b>63,000</b>	<b>41,292</b>	<b>-19,643</b>	<b>-31%</b>	<b>2,065</b>	<b>5%</b>	<b>85,000</b>
4,395	4,500	5,290	-105	-2%	-895	-17%	36012	Special Events Revenue	11,227	12,800	13,550	-1,573	-12%	-2,323	-17%	16,000
572	500	420	72	14%	152	36%	36054	Daily Usage Fee - Member	1,708	1,700	1,314	8	0%	394	30%	1,950
5,883	3,200	4,328	2,683	84%	1,555	36%	36055	Daily Usage Fee - Guest	19,905	13,000	15,886	6,905	53%	4,019	25%	14,650
<b>10,850</b>	<b>8,200</b>	<b>10,038</b>	<b>2,650</b>	<b>32%</b>	<b>812</b>	<b>8%</b>		<b>Total Direct Access &amp; Use</b>	<b>32,840</b>	<b>27,500</b>	<b>30,750</b>	<b>5,340</b>	<b>19%</b>	<b>2,090</b>	<b>7%</b>	<b>32,600</b>
17,330	12,500	13,768	4,830	39%	3,562	26%	36030	Sales - Retail	48,755	40,000	41,756	8,755	22%	6,999	17%	50,000
-172	-100	-60	-72	-72%	-112	-187%	38015	Employee Discounts	-337	-400	-123	63	16%	-215	-175%	-600
-1,500	-2,100	-1,663	600	29%	163	10%	38020	Discounts - Retail	-4,131	-7,200	-6,016	3,069	43%	1,885	31%	-9,000
<b>15,657</b>	<b>10,300</b>	<b>12,045</b>	<b>5,357</b>	<b>52%</b>	<b>3,612</b>	<b>30%</b>		<b>Total Retail Product Reven</b>	<b>44,287</b>	<b>32,400</b>	<b>35,617</b>	<b>11,887</b>	<b>37%</b>	<b>8,670</b>	<b>24%</b>	<b>40,400</b>
2,069	1,300	1,477	769	59%	592	40%	3604...	Rentals	8,968	6,200	7,723	2,768	45%	1,245	16%	7,000
7,826	2,500	1,582	5,326	213%	6,244	395%	36070	Lessons - P.O.	25,159	8,300	6,245	16,859	203%	18,914	303%	14,000
8,206	7,600	11,888	606	8%	-3,683	-31%	36080	Lessons - Guest	30,680	30,400	43,408	280	1%	-12,728	-29%	34,000
<b>18,100</b>	<b>11,400</b>	<b>14,947</b>	<b>6,700</b>	<b>59%</b>	<b>3,153</b>	<b>21%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>64,807</b>	<b>44,900</b>	<b>57,376</b>	<b>19,907</b>	<b>44%</b>	<b>7,431</b>	<b>13%</b>	<b>55,000</b>
<b>63,608</b>	<b>48,900</b>	<b>62,030</b>	<b>14,708</b>	<b>30%</b>	<b>1,577</b>	<b>3%</b>		<b>GROSS REVENUE (GREV)</b>	<b>185,290</b>	<b>167,800</b>	<b>165,035</b>	<b>17,490</b>	<b>10%</b>	<b>20,256</b>	<b>12%</b>	<b>213,000</b>
								<b>COST OF GOODS SOLD (COGS)</b>								
<b>-10,637</b>	<b>-8,100</b>	<b>-8,687</b>	<b>-2,537</b>	<b>-31%</b>	<b>-1,950</b>	<b>-22%</b>		<b>Retail Product Cogs</b>	<b>-29,875</b>	<b>-26,200</b>	<b>-25,293</b>	<b>-3,675</b>	<b>-14%</b>	<b>-4,582</b>	<b>-18%</b>	<b>-32,900</b>
<b>-10,637</b>	<b>-8,100</b>	<b>-8,687</b>	<b>-2,537</b>	<b>-31%</b>	<b>-1,950</b>	<b>-22%</b>		<b>Total COGS</b>	<b>-29,875</b>	<b>-26,200</b>	<b>-25,293</b>	<b>-3,675</b>	<b>-14%</b>	<b>-4,582</b>	<b>-18%</b>	<b>-32,900</b>
-16.7%	-16.6%	-14.0%	-00.2%	-01.0%	-02.7%	-19.4%		Total Cogs / GREV %	-16.1%	-15.6%	-15.3%	-00.5%	-03.3%	-00.8%	-05.2%	-15.4%
-67.9%	-78.6%	-72.1%	10.7%	13.6%	04.2%	05.8%		Retail Product Cogs / Retail R	-67.5%	-80.9%	-71.0%	13.4%	16.6%	03.6%	05.0%	-81.4%
-61.4%	-64.8%	-63.1%	03.4%	05.3%	01.7%	02.7%		Retail Product Cogs / Retail R	-61.3%	-65.5%	-60.6%	04.2%	06.4%	-00.7%	-01.2%	-65.8%
<b>52,971</b>	<b>40,800</b>	<b>53,343</b>	<b>12,171</b>	<b>30%</b>	<b>-373</b>	<b>-1%</b>		<b>Gross Margin (GREV-COG)</b>	<b>155,415</b>	<b>141,600</b>	<b>139,742</b>	<b>13,815</b>	<b>10%</b>	<b>15,674</b>	<b>11%</b>	<b>180,100</b>
								<b>PAYROLL</b>								
								<b>SALARIES &amp; WAGES</b>								
-6,366	-6,296	-6,073	-70	-1%	-293	-5%	5110...	Salaries - Exempt - Regular & Ot	-28,775	-28,922	-28,030	147	1%	-745	-3%	-43,400
-5,330	-4,600	-6,058	-730	-16%	728	12%	51106	Salaries - Exempt - Commissions	-19,692	-16,700	-22,105	-2,992	-18%	2,413	11%	-23,000
-13,277	-12,490	-13,595	-787	-6%	318	2%	5124...	Wages - Seasonal	-46,513	-43,512	-46,006	-3,001	-7%	-507	-1%	-51,000
-3,669	0	0	-3,669	0%	-3,669	0%	51246	Wages-Seasonal-Commissions	-4,703	0	0	-4,703	0%	-4,703	0%	0
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-55	0	0%	55	100%	0
-274	0	0	-274	0%	-274	0%	51247	Incentive Program, Seasonal, N	-274	0	-274	-274	0%	0	0%	0
<b>-28,915</b>	<b>-23,386</b>	<b>-25,726</b>	<b>-5,529</b>	<b>-24%</b>	<b>-3,189</b>	<b>-12%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-99,956</b>	<b>-89,134</b>	<b>-96,470</b>	<b>-10,822</b>	<b>-12%</b>	<b>-3,486</b>	<b>-4%</b>	<b>-117,400</b>
-11,696	-10,896	-12,131	-800	-7%	435	4%		Salaries sub-total	-48,467	-45,622	-50,190	-2,845	-6%	1,723	3%	-66,400
-17,219	-12,490	-13,595	-4,729	-38%	-3,624	-27%		Wage sub-total	-51,489	-43,512	-46,280	-7,977	-18%	-5,209	-11%	-51,000
-17,219	-12,490	-13,595	-4,729	-38%	-3,624	-27%		Wage-Seasonal subsubto	-51,489	-43,512	-46,280	-7,977	-18%	-5,209	-11%	-51,000
-45.5%	-47.8%	-41.5%	02.4%	04.9%	-04.0%	-09.6%		PayrollDirect %ofRevenue	-53.9%	-53.1%	-58.5%	-00.8%	-01.6%	04.5%	07.7%	-55.1%
-68	0	39	-68	0%	-107	-272%	51108	PTO net\$ accrual, in Salaries	59	0	52	59	0%	7	14%	24
-68	0	39	-68	0%	-107	-272%		PTO net accrual, in PD Total	59	0	52	59	0%	7	14%	24
-23.1	0.0	-21.7	-23.1	0.0	-1.4	-0.1		Wage Overtime Hours	-86.4	0.0	-90.6	-86.4	0.0	4.2	0.0	0.0
-964.0	-946.3	-1055.3	-17.7	0.0	91.3	0.1		Wage Total Hours	-3298.8	-3284.8	-3541.7	-14.0	0.0	242.9	0.1	-3858.1
17.86	13.20	12.88	4.66	0.35	4.98	0.39		Wage ROP avg	15.61	13.25	13.07	2.36	0.18	2.54	0.19	13.22
								<b>PAYROLL BURDEN</b>								
-3,191	-2,915	-2,877	-276	-9%	-313	-11%	5130...	Payroll Taxes	-11,440	-10,690	-11,290	-750	-7%	-151	-1%	-13,760
-1,320	-1,460	-1,481	140	10%	161	11%	5130...	Workers Compensation	-4,565	-5,590	-5,683	1,025	18%	1,118	20%	-7,140
-63	-83	-71	20	24%	8	11%	5130...	Group Insurance	-620	-664	-602	44	7%	-18	-3%	-1,000
<b>-4,574</b>	<b>-4,458</b>	<b>-4,430</b>	<b>-116</b>	<b>-3%</b>	<b>-144</b>	<b>-3%</b>		<b>PAYROLL BURDEN Total</b>	<b>-16,625</b>	<b>-16,944</b>	<b>-17,575</b>	<b>319</b>	<b>2%</b>	<b>950</b>	<b>5%</b>	<b>-21,900</b>
-1,483	-1,743	-1,733	260	15%	250	14%	(513...	subtotal, Burden-Salary	-7,023	-7,674	-8,116	651	8%	1,093	13%	-11,100
0	-125	0	125	100%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	-250	0	250	100%	0	0%	-220
-3,091	-2,590	-2,697	-501	-19%	-394	-15%	(514...	subtotal, Burden-Wage-Seasonal	-9,602	-9,020	-9,459	-582	-6%	-143	-2%	-10,580
<b>15.8%</b>	<b>19.1%</b>	<b>17.2%</b>	<b>-03.2%</b>	<b>-17.0%</b>	<b>-01.4%</b>	<b>-08.1%</b>		<b>Burden % - on all Payroll</b>	<b>16.6%</b>	<b>19.0%</b>	<b>18.2%</b>	<b>-02.4%</b>	<b>-12.5%</b>	<b>-01.6%</b>	<b>-08.7%</b>	<b>18.7%</b>
12.7%	16.0%	14.3%	-03.3%	-20.7%	-01.6%	-11.2%		Burden % - Salary	14.5%	16.8%	16.2%	-02.3%	-13.9%	-01.7%	-10.4%	16.7%
18.0%	20.7%	19.8%	-02.8%	-13.4%	-01.9%	-09.5%		Burden % - Wage-Season	18.6%	20.7%	20.4%	-02.1%	-10.0%	-01.8%	-08.8%	20.7%
18.0%	21.7%	19.8%	-03.8%	-17.4%	-01.9%	-09.5%		Burden % - Wage-FTR&Se	18.6%	21.3%	20.4%	-02.7%	-12.5%	-01.8%	-08.8%	21.2%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Tennis (090)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%	\$	%	
-33,489	-27,844	-30,156	-5,645	-20%	-3,334	-11%		PAYROLL TOTAL (Direct&Burde	-116,581	-106,078	-114,045	-10,503	-10%	-2,536	-2%	-139,300
15.8%	19.1%	17.2%	-3.2%	-17.0%	-1.4%	-8.1%		Burden % TL	16.6%	19.0%	18.2%	-2.4%	-12.5%	-1.6%	-8.7%	18.7%
11.0%	12.5%	11.2%	-1.4%	-11.5%	-0.1%	-1.3%		Payroll Taxes %	11.4%	12.0%	11.7%	-0.5%	-4.6%	-0.3%	-2.2%	11.7%
4.6%	6.2%	5.8%	-1.7%	-26.9%	-1.2%	-20.7%		Workers Comp %	4.6%	6.3%	5.9%	-1.7%	-27.2%	-1.3%	-22.5%	6.1%
0.2%	0.4%	0.3%	-0.1%	-38.3%	-0.1%	-20.8%		Group Insurance %	0.6%	0.7%	0.6%	-0.1%	-16.8%	0.0%	-0.7%	0.9%
								<b>OPERATING EXPENSES (OE)</b>								
-88	-20	-62	-68	-340%	-26	-42%	50625	Employee Relations	-88	-60	-62	-28	-47%	-26	-42%	-300
-32	0	0	-32	0%	-32	0%	50630	Uniforms	-325	-500	-520	175	35%	195	37%	-500
<b>-120</b>	<b>-20</b>	<b>-62</b>	<b>-100</b>	<b>-502%</b>	<b>-58</b>	<b>-94%</b>		<b>Total Staff Expense</b>	<b>-413</b>	<b>-560</b>	<b>-582</b>	<b>147</b>	<b>26%</b>	<b>169</b>	<b>29%</b>	<b>-800</b>
-124	-120	-121	-4	-3%	-3	-2%	55003	Cable/Sat TV Service	-496	-480	-484	-16	-3%	-12	-2%	-720
-731	-600	-543	-131	-22%	-188	-35%	55005	Disposal Fees	-2,779	-2,100	-2,173	-679	-32%	-606	-28%	-3,000
-393	-400	-384	7	2%	-9	-2%	5501...	Electricity	-1,593	-1,600	-1,579	7	0%	-14	-1%	-2,600
-11	0	-10	-11	0%	-1	-6%	55027	Propane (LPG)	-714	-1,500	-2,126	786	52%	1,412	66%	-3,000
-236	-240	-230	5	2%	-6	-2%	55030	Sewer Fees	-1,851	-1,840	-1,723	-11	-1%	-128	-7%	-2,800
-213	-300	-230	87	29%	17	7%	5503...	Water - Building/Facility	-1,461	-1,800	-1,457	339	19%	-4	0%	-2,700
<b>-1,708</b>	<b>-1,660</b>	<b>-1,518</b>	<b>-48</b>	<b>-3%</b>	<b>-189</b>	<b>-12%</b>		<b>TOTAL UTILITIES</b>	<b>-8,894</b>	<b>-9,320</b>	<b>-9,543</b>	<b>426</b>	<b>5%</b>	<b>649</b>	<b>7%</b>	<b>-14,820</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-546	-400	-571	-146	-36%	25	4%	56530	Janitorial Services & Supplies	-1,851	-1,800	-2,432	-51	-3%	581	24%	-2,300
-93	-100	-93	7	7%	0	0%	56535	Pest Control	-404	-500	-593	96	19%	189	32%	-600
0	0	-214	0	0%	214	100%	51050	Furniture and Office Equip	-467	-400	-402	-67	-17%	-65	-16%	-400
-105	-30	-13	-75	-251%	-93	-737%	51060	Office Supplies	-210	-270	-579	60	22%	368	64%	-300
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-205	0	-529	-205	0%	324	61%	0
0	0	-33	0	0%	33	100%	53530	Signs	-79	-300	-298	221	74%	219	73%	-300
<b>-825</b>	<b>-500</b>	<b>-462</b>	<b>-325</b>	<b>-65%</b>	<b>-364</b>	<b>-79%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-4,278</b>	<b>-2,400</b>	<b>-5,340</b>	<b>-1,878</b>	<b>-78%</b>	<b>1,063</b>	<b>20%</b>	<b>-2,700</b>
0	0	-32	0	0%	32	100%	56540	Small Tools & Equipment	-315	-300	-319	-15	-5%	4	1%	-300
-61	0	-17	-61	0%	-44	-255%	56545	Safety Equipment	-157	-200	-100	43	21%	-58	-58%	-200
-1,398	0	0	-1,398	0%	-1,398	0%	55530	Recreation Programs	-1,398	0	0	-1,398	0%	-1,398	0%	0
-1,138	-2,500	-3,648	1,362	54%	2,511	69%	55532	Special Programs	-4,909	-7,700	-10,718	2,791	36%	5,809	54%	-8,960
								<b>Repairs &amp; Maintenance</b>								
-179	0	40	-179	0%	-219	-545%	54210	General/PM	-2,484	-1,700	-1,811	-784	-46%	-673	-37%	-1,900
0	0	0	0	0%	0	0%	54220	Plumbing	0	0	-189	0	0%	189	100%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	0	-250	0	250	100%	0	0%	-250
0	0	0	0	0%	0	0%	54290	Other Building	0	0	-16	0	0%	16	100%	0
<b>-179</b>	<b>0</b>	<b>40</b>	<b>-179</b>	<b>0%</b>	<b>-219</b>	<b>-545%</b>		<b>R&amp;M Building</b>	<b>-2,484</b>	<b>-1,950</b>	<b>-2,017</b>	<b>-534</b>	<b>-27%</b>	<b>-468</b>	<b>-23%</b>	<b>-2,150</b>
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-373	0	0	-373	0%	-373	0%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-515	0	-636	-515	0%	121	19%	0
-468	-450	-719	-18	-4%	251	35%	54390	Other Grounds Maint	-1,828	-1,900	-2,594	72	4%	766	30%	-2,800
<b>-468</b>	<b>-450</b>	<b>-719</b>	<b>-18</b>	<b>-4%</b>	<b>251</b>	<b>35%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-2,716</b>	<b>-1,900</b>	<b>-3,230</b>	<b>-816</b>	<b>-43%</b>	<b>514</b>	<b>16%</b>	<b>-2,800</b>
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,207	0	0	-1,207	0%	-1,207	0%	0
0	0	0	0	0%	0	0%	54452	F&B Kitchen Equip	-76	0	0	-76	0%	-76	0%	0
0	-50	0	50	100%	0	0%	54499	Other Operating Equip R&M	0	-200	-107	200	100%	107	100%	-300
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>-1,283</b>	<b>-200</b>	<b>-1,107</b>	<b>-1,083</b>	<b>-541%</b>	<b>-1,175</b>	<b>-1096%</b>	<b>-300</b>
<b>-647</b>	<b>-500</b>	<b>-678</b>	<b>-147</b>	<b>-29%</b>	<b>32</b>	<b>5%</b>		<b>R&amp;M subtotal</b>	<b>-6,483</b>	<b>-4,050</b>	<b>-5,354</b>	<b>-2,433</b>	<b>-60%</b>	<b>-1,129</b>	<b>-21%</b>	<b>-5,250</b>
<b>-4,813</b>	<b>-4,030</b>	<b>-5,761</b>	<b>-783</b>	<b>-19%</b>	<b>948</b>	<b>16%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-20,756</b>	<b>-17,920</b>	<b>-26,663</b>	<b>-2,836</b>	<b>-16%</b>	<b>5,907</b>	<b>22%</b>	<b>-21,310</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-336	-200	-222	-136	-68%	-114	-51%	51020	Dues & Subscriptions	-701	-750	-776	49	6%	75	10%	-950
-2	-10	0	8	80%	-2	0%	51065	Postage - General	-2	-40	-1	38	95%	-1	-74%	-60
0	0	0	0	0%	0	0%	51547	Printing - Other	-60	0	0	-60	0%	-60	0%	0
-1,449	-700	-1,180	-749	-107%	-270	-23%	52220	Credit Card Expense	-4,772	-2,470	-4,007	-2,302	-93%	-765	-19%	-3,060
6	0	-1	6	0%	7	859%	52225	Over/Short	84	0	73	84	0%	11	15%	0
-500	-500	-500	0	0%	0	0%	52025	Insurance Expense	-2,000	-2,000	-2,000	0	0%	0	0%	-3,000
<b>-2,281</b>	<b>-1,410</b>	<b>-1,902</b>	<b>-871</b>	<b>-62%</b>	<b>-379</b>	<b>-20%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-7,451</b>	<b>-5,260</b>	<b>-6,710</b>	<b>-2,191</b>	<b>-42%</b>	<b>-740</b>	<b>-11%</b>	<b>-7,070</b>
<b>-8,922</b>	<b>-7,120</b>	<b>-9,244</b>	<b>-1,802</b>	<b>-25%</b>	<b>322</b>	<b>3%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-37,514</b>	<b>-33,060</b>	<b>-43,498</b>	<b>-4,454</b>	<b>-13%</b>	<b>5,984</b>	<b>14%</b>	<b>-44,000</b>
<b>-42,412</b>	<b>-34,964</b>	<b>-39,399</b>	<b>-7,448</b>	<b>-21%</b>	<b>-3,012</b>	<b>-8%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-154,095</b>	<b>-139,138</b>	<b>-157,542</b>	<b>-14,957</b>	<b>-11%</b>	<b>3,448</b>	<b>2%</b>	<b>-183,300</b>
<b>10,559</b>	<b>5,836</b>	<b>13,944</b>	<b>4,723</b>	<b>81%</b>	<b>-3,385</b>	<b>-24%</b>		<b>NORBO (before AO)</b>	<b>1,321</b>	<b>2,462</b>	<b>-17,801</b>	<b>-1,141</b>	<b>-46%</b>	<b>19,121</b>	<b>107%</b>	<b>-3,200</b>
-7,421	-7,421	0	0	0%	-7,421	0%	59025	ALLOCATED OVERHEAD (AO)	-58,987	-58,987	0	0	0%	-58,987	0%	-90,100
<b>3,138</b>	<b>-1,585</b>	<b>13,944</b>	<b>4,723</b>	<b>298%</b>	<b>-10,806</b>	<b>-77%</b>		<b>NOR (after AO)</b>	<b>-57,666</b>	<b>-56,525</b>	<b>-17,801</b>	<b>-1,141</b>	<b>-2%</b>	<b>-39,866</b>	<b>-224%</b>	<b>-93,300</b>
-60,470	-50,485	-48,086	-9,985	-20%	-12,383	-26%		T O C post AO	-242,957	-224,325	-182,835	-18,632	-8%	-60,121	-33%	-306,300

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Tennis (090)

August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr	
			Variance \$	Var %	Variance \$	Var %
-53,049	-43,064	-48,086	-9,985	-23%	-4,962	-10%
-105.2%	-96.9%	-129.0%	-08.3%	-08.6%	23.8%	18.5%
3,138	-1,585	13,944	4,723	298%	-10,806	-77%

Year-to-Date August 2019

Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
				Variance \$	Var %	Variance \$	Var %	
T O C pre AO	-183,970	-165,338	-182,835	-18,632	-11%	-1,134	-1%	-216,200
REV to TOC (CRR%)	-76.3%	-74.8%	-90.3%	-01.5%	-02.0%	14.0%	15.5%	-69.5%
NOR AFTER Assessment Reven	-57,666	-56,525	-17,801	-1,141	-2%	-39,866	-224%	-93,300







Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Marina (060)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-25	0	25	100%	0	0%	51050	Furniture and Office Equip	-54	-200	0	146	73%	-54	0%	-200
0	-50	-101	50	100%	101	100%	51060	Office Supplies	-239	-250	-408	11	4%	169	41%	-250
0	0	-116	0	0%	116	100%	51061	Toner Cartridges	-227	0	-544	-227	0%	316	58%	0
0	0	0	0	0%	0	0%	53530	Signs	-1,041	-800	-857	-241	-30%	-184	-22%	-800
<b>-348</b>	<b>-300</b>	<b>-1,104</b>	<b>-48</b>	<b>-16%</b>	<b>756</b>	<b>69%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-2,263</b>	<b>-2,200</b>	<b>-3,436</b>	<b>-63</b>	<b>-3%</b>	<b>1,173</b>	<b>34%</b>	<b>-2,200</b>
-841	-1,500	-2,131	659	44%	1,290	61%	56502	Paper Products - Restaurant	-6,782	-5,350	-6,895	-1,432	-27%	113	2%	-5,800
-28	0	0	-28	0%	-28	0%	56511	Cleaning Supplies - Restaurant	-157	0	-23	-157	0%	-134	-594%	0
0	0	-521	0	0%	521	100%	56540	Small Tools & Equipment	-259	-2,050	-2,516	1,791	87%	2,257	90%	-2,050
0	0	0	0	0%	0	0%	56545	Safety Equipment	-22	-150	0	128	86%	-22	0%	-150
-429	0	-194	-429	0%	-235	-122%	56550	Spoilage	-1,478	0	-557	-1,478	0%	-921	-165%	0
-16	-350	-64	334	96%	49	76%	55532	Special Programs	-467	-1,130	-416	663	59%	-51	-12%	-1,130
-42	-300	-152	258	86%	110	72%	54210	<b>Repairs &amp; Maintenance</b>	-1,240	-1,500	-1,412	260	17%	173	12%	-1,800
0	0	-106	0	0%	106	100%	54220	General/PM	-54	0	-229	-54	0%	174	76%	0
-63	0	0	-63	0%	-63	0%	54240	Plumbing	-63	0	-21	-63	0%	-43	-208%	0
0	0	0	0	0%	0	0%	54256	Lighting and Electrical	-384	-250	-831	-134	-54%	447	54%	-250
0	0	0	0	0%	0	0%	54274	Fire Suppression	0	0	-35	0	0%	35	100%	0
0	-200	-100	200	100%	100	100%	54290	Painting	-65	-800	-100	735	92%	35	35%	-900
<b>-105</b>	<b>-500</b>	<b>-358</b>	<b>395</b>	<b>79%</b>	<b>252</b>	<b>71%</b>	<b>54320</b>	<b>R&amp;M Building</b>	<b>-1,807</b>	<b>-2,550</b>	<b>-2,628</b>	<b>743</b>	<b>29%</b>	<b>822</b>	<b>31%</b>	<b>-2,950</b>
0	0	0	0	0%	0	0%	54320	Other Building	-81	0	0	-81	0%	-81	0%	0
0	-100	0	100	100%	0	0%	54340	Irrigation and Drainage	-175	-700	-329	525	75%	153	47%	-700
0	0	0	0	0%	0	0%	54350	GrassFlowersSeedFertilizers	0	0	-59	0	0%	59	100%	0
0	0	0	0	0%	0	0%	54380	Ski Trails	0	0	0	0	0%	394	100%	0
-500	-500	-500	0	0%	0	0%	54390	Snow Removal	-2,699	-3,700	-7,293	1,001	27%	4,594	63%	-5,100
<b>-500</b>	<b>-600</b>	<b>-500</b>	<b>100</b>	<b>17%</b>	<b>0</b>	<b>0%</b>	<b>54452</b>	<b>R&amp;M Grounds (nonGolf)</b>	<b>-2,955</b>	<b>-4,400</b>	<b>-8,075</b>	<b>1,445</b>	<b>33%</b>	<b>5,119</b>	<b>63%</b>	<b>-5,800</b>
0	0	0	0	0%	0	0%	54499	F&B Kitchen Equip	-649	0	-649	-649	0%	-649	0%	0
-772	-50	-1,799	-722	-1444%	1,027	57%	54499	Other Operating Equip R&M	-2,087	-1,450	-3,131	-637	-44%	1,044	33%	-1,450
<b>-772</b>	<b>-50</b>	<b>-1,799</b>	<b>-722</b>	<b>-1444%</b>	<b>1,027</b>	<b>57%</b>		<b>R&amp;M Equipment</b>	<b>-2,736</b>	<b>-1,450</b>	<b>-3,131</b>	<b>-1,286</b>	<b>-89%</b>	<b>395</b>	<b>13%</b>	<b>-1,450</b>
<b>-1,377</b>	<b>-1,150</b>	<b>-2,657</b>	<b>-227</b>	<b>-20%</b>	<b>1,279</b>	<b>48%</b>		<b>R&amp;M subtotal</b>	<b>-7,498</b>	<b>-8,400</b>	<b>-13,834</b>	<b>902</b>	<b>11%</b>	<b>6,336</b>	<b>46%</b>	<b>-10,200</b>
<b>-4,418</b>	<b>-4,525</b>	<b>-7,705</b>	<b>107</b>	<b>2%</b>	<b>3,287</b>	<b>43%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-25,206</b>	<b>-24,330</b>	<b>-33,700</b>	<b>-876</b>	<b>-4%</b>	<b>8,494</b>	<b>25%</b>	<b>-27,330</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	0	0	0%	0	0%	51070	Public Relations	0	0	-24	0	0%	24	100%	0
0	0	-150	0	0%	150	100%	55520	Promotion Expense	0	0	-150	0	0%	150	100%	0
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-410	0	-410	-410	0%	0	0%	0
-399	0	0	-399	0%	-399	0%	51035	Licenses, Permits, Fees	-908	-900	-864	-8	-1%	-45	-5%	-1,350
0	-50	0	50	100%	0	0%	51096	Mileage Reimbursement	-33	-250	-36	217	87%	3	8%	-350
0	0	-1	0	0%	1	100%	51065	Postage - General	-6	0	-3	-6	0%	-3	-97%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-244	0	0	-244	0%	-244	0%	0
0	0	0	0	0%	0	0%	51547	Printing - Other	-120	0	-260	-120	0%	140	54%	0
-2,944	-2,960	-2,890	16	1%	-54	-2%	52220	Credit Card Expense	-9,181	-9,670	-9,438	489	5%	257	3%	-10,750
-90	0	35	-90	0%	-125	-356%	52225	Over/Short	-238	0	412	-238	0%	-650	-158%	0
-1,000	-1,000	-900	0	0%	-100	-11%	52025	Insurance Expense	-4,000	-4,000	-3,600	0	0%	-400	-11%	-6,000
<b>-4,433</b>	<b>-4,010</b>	<b>-3,906</b>	<b>-423</b>	<b>-11%</b>	<b>-527</b>	<b>-13%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-15,140</b>	<b>-14,820</b>	<b>-14,373</b>	<b>-320</b>	<b>-2%</b>	<b>-768</b>	<b>-5%</b>	<b>-18,450</b>
<b>-14,153</b>	<b>-12,800</b>	<b>-15,543</b>	<b>-1,353</b>	<b>-11%</b>	<b>1,390</b>	<b>9%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-59,484</b>	<b>-59,170</b>	<b>-66,098</b>	<b>-314</b>	<b>-1%</b>	<b>6,613</b>	<b>10%</b>	<b>-72,800</b>
<b>-79,221</b>	<b>-78,558</b>	<b>-75,463</b>	<b>-663</b>	<b>-1%</b>	<b>-3,758</b>	<b>-5%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-298,735</b>	<b>-327,760</b>	<b>-300,360</b>	<b>29,025</b>	<b>9%</b>	<b>1,625</b>	<b>1%</b>	<b>-415,900</b>
<b>114,107</b>	<b>116,842</b>	<b>100,448</b>	<b>-2,735</b>	<b>-2%</b>	<b>13,659</b>	<b>14%</b>		<b>NORBO (before AO)</b>	<b>281,807</b>	<b>289,240</b>	<b>253,805</b>	<b>-7,434</b>	<b>-3%</b>	<b>28,001</b>	<b>11%</b>	<b>281,100</b>
-11,021	-11,021	0	0	0%	-11,021	0%	59025	ALLOCATED OVERHEAD (AO)	-87,599	-87,599	0	0	0%	-87,599	0%	-133,800
<b>103,086</b>	<b>105,821</b>	<b>100,448</b>	<b>-2,735</b>	<b>-3%</b>	<b>2,638</b>	<b>3%</b>		<b>NOR (after AO)</b>	<b>194,208</b>	<b>201,641</b>	<b>253,805</b>	<b>-7,434</b>	<b>-4%</b>	<b>-59,598</b>	<b>-23%</b>	<b>147,300</b>
-108,104	-104,479	-90,105	-3,625	-3%	-17,998	-20%		T O C post AO	-435,871	-464,159	-346,730	28,288	6%	-89,141	-26%	-602,700
-97,083	-93,458	-90,105	-3,625	-4%	-6,977	-8%		T O C pre AO	-348,272	-376,560	-346,730	28,288	8%	-1,542	0%	-468,900
-195.4%	-201.3%	-211.5%	05.9%	02.9%	16.1%	07.6%		REV to TOC (CRR%)	-144.6%	-143.4%	-173.2%	-01.1%	-00.8%	28.6%	16.5%	-124.4%
<b>103,086</b>	<b>105,821</b>	<b>100,448</b>	<b>-2,735</b>	<b>-3%</b>	<b>2,638</b>	<b>3%</b>		<b>NOR AFTER Assessment Reven</b>	<b>194,208</b>	<b>201,641</b>	<b>253,805</b>	<b>-7,434</b>	<b>-4%</b>	<b>-59,598</b>	<b>-23%</b>	<b>147,300</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 TC/Aquatics/Camps/Recreation

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var						Variance	Var				
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$	
<b>89,000</b>	<b>89,000</b>	<b>77,000</b>	<b>0</b>	<b>0%</b>	<b>12,000</b>	<b>16%</b>	<b>36053</b>	<b>Revenue</b>									
								<b>ALLOCATED RECREATION FEES</b>	<b>554,450</b>	<b>522,000</b>	<b>553,263</b>	<b>32,450</b>	<b>6%</b>	<b>1,187</b>	<b>0%</b>		<b>802,000</b>
749	1,000	668	-251	-25%	81	12%	36012	Special Events Revenue	2,504	4,000	3,417	-1,496	-37%	-913	-27%		20,000
0	0	0	0	0%	0	0%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%		135,000
4,056	4,700	3,570	-644	-14%	486	14%	36054	Daily Usage Fee - Member	25,952	26,000	20,082	-48	0%	5,870	29%		36,000
54,410	48,600	43,982	5,810	12%	10,428	24%	36055	Daily Usage Fee - Guest	252,113	239,700	202,932	12,413	5%	49,181	24%		298,000
<b>59,215</b>	<b>54,300</b>	<b>48,220</b>	<b>4,915</b>	<b>9%</b>	<b>10,995</b>	<b>23%</b>		<b>Total Direct Access &amp; Use</b>	<b>422,121</b>	<b>404,700</b>	<b>343,801</b>	<b>17,421</b>	<b>4%</b>	<b>78,320</b>	<b>23%</b>		<b>489,000</b>
0	0	0	0	0%	0	0%		Food Discounts	0	0	-1	0	0%	1	75%		0
0	0	0	0	0%	0	0%	33152	EE Discounts	0	0	-1	0	0%	1	75%		0
0	0	0	0	0%	0	0%		Food subtotal	0	0	-1	0	0%	1	75%		0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Food and Beverage</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>75%</b>		<b>0</b>
7,507	9,300	9,293	-1,793	-19%	-1,786	-19%	36030	Sales - Retail	27,892	47,100	44,866	-19,208	-41%	-16,974	-38%		58,000
-527	-300	-407	-227	-76%	-120	-29%	38015	Employee Discounts	-3,280	-2,100	-2,544	-1,180	-56%	-736	-29%		-3,000
-15	0	-8	-15	0%	-7	-96%	38020	Discounts - Retail	-322	-600	-1,338	278	46%	1,016	76%		-1,000
<b>6,965</b>	<b>9,000</b>	<b>8,878</b>	<b>-2,035</b>	<b>-23%</b>	<b>-1,913</b>	<b>-22%</b>		<b>Total Retail Product Reven</b>	<b>24,290</b>	<b>44,400</b>	<b>40,985</b>	<b>-20,110</b>	<b>-45%</b>	<b>-16,694</b>	<b>-41%</b>		<b>54,000</b>
556	1,300	1,521	-744	-57%	-965	-63%	3604...	Rentals	2,066	3,800	4,702	-1,734	-46%	-2,636	-56%		4,000
154	1,500	1,774	-1,346	-90%	-1,620	-91%	3604...	Child Care	804	9,800	11,225	-8,996	-92%	-10,421	-93%		14,000
13,696	8,800	9,231	4,896	56%	4,465	48%	36050	Aerobics	59,333	59,100	60,558	233	0%	-1,226	-2%		87,000
0	300	910	-300	-100%	-910	-100%	36056	Fitness/Training	4,790	3,300	5,910	1,490	45%	-1,120	-19%		5,000
5,090	3,000	3,725	2,090	70%	1,365	37%	36058	Rec Programs	15,057	11,000	18,365	4,057	37%	-3,308	-18%		11,000
42,485	51,000	47,323	-8,515	-17%	-4,838	-10%	36059	Day Camps	246,499	275,000	254,902	-28,501	-10%	-8,403	-3%		275,000
1,625	2,300	1,961	-676	-29%	-336	-17%	36051	Massage	9,814	12,900	12,947	-3,086	-24%	-3,133	-24%		18,000
70	100	0	-30	-30%	70	0%	36057	Towels/Lockers	1,740	800	660	940	118%	1,080	164%		1,000
5,165	4,300	4,435	865	20%	730	16%	36070	Lessons - P.O.	19,955	20,000	21,063	-46	0%	-1,109	-5%		20,000
1,744	800	1,140	944	118%	604	53%	36080	Lessons - Guest	3,464	4,000	4,992	-536	-13%	-1,528	-31%		4,000
<b>70,585</b>	<b>73,400</b>	<b>72,020</b>	<b>-2,816</b>	<b>-4%</b>	<b>-1,435</b>	<b>-2%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>363,522</b>	<b>399,700</b>	<b>395,324</b>	<b>-36,178</b>	<b>-9%</b>	<b>-31,803</b>	<b>-8%</b>		<b>439,000</b>
0	0	0	0	0%	0	0%	34075	Sponsorships	15,100	4,000	10,000	11,100	278%	5,100	51%		5,000
139	400	412	-261	-65%	-272	-66%	37020	Other Revenue	2,235	1,000	2,573	-338	124%	-338	-13%		1,000
<b>139</b>	<b>400</b>	<b>412</b>	<b>-261</b>	<b>-65%</b>	<b>-272</b>	<b>-66%</b>		<b>Total Other Revenue</b>	<b>17,335</b>	<b>5,000</b>	<b>12,573</b>	<b>12,335</b>	<b>247%</b>	<b>4,762</b>	<b>38%</b>		<b>6,000</b>
<b>225,904</b>	<b>226,100</b>	<b>206,530</b>	<b>-196</b>	<b>0%</b>	<b>19,375</b>	<b>9%</b>		<b>GROSS REVENUE (GREV)</b>	<b>1,381,717</b>	<b>1,375,800</b>	<b>1,345,944</b>	<b>5,917</b>	<b>0%</b>	<b>35,773</b>	<b>3%</b>		<b>1,790,000</b>
0	0	0	0	0%	0	0%	43150	<b>COST OF GOODS SOLD (COGS)</b>	0	0	-51	0	0%	51	100%		0
0	0	0	0	0%	0	0%		NA Beverage	0	0	-51	0	0%	51	100%		0
-3,659	-5,450	-4,911	1,791	33%	1,252	25%		Food Cogs	0	0	-51	0	0%	51	100%		0
<b>-3,659</b>	<b>-5,450</b>	<b>-4,911</b>	<b>1,791</b>	<b>33%</b>	<b>1,252</b>	<b>25%</b>		Retail Product Cogs	<b>-14,497</b>	<b>-27,790</b>	<b>-24,013</b>	<b>13,293</b>	<b>48%</b>	<b>9,516</b>	<b>40%</b>		<b>-34,000</b>
								<b>Total COGS</b>	<b>-14,497</b>	<b>-27,790</b>	<b>-24,064</b>	<b>13,293</b>	<b>48%</b>	<b>9,567</b>	<b>40%</b>		<b>-34,000</b>
-01.6%	-02.4%	-02.4%	00.8%	32.8%	00.8%	31.9%		Total Cogs / GREV %	-01.0%	-02.0%	-01.8%	01.0%	48.1%	00.7%	41.3%		-01.9%
-52.5%	-60.6%	-55.3%	08.0%	13.2%	02.8%	05.0%		Retail Product Cogs / Retail R	-59.7%	-62.6%	-58.6%	02.9%	04.6%	-01.1%	-01.9%		-61.3%
-48.7%	-58.6%	-52.8%	09.9%	16.8%	04.1%	07.8%		Retail Product Cogs / Retail R	-52.0%	-59.0%	-53.5%	07.0%	11.9%	01.5%	02.9%		-58.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		F&B Cogs / F&B Rev %	00.0%	00.0%	5088.0%	00.0%	00.0%	-5088.0%	-100.0%		00.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food %, postDiscounts	00.0%	00.0%	5088.0%	00.0%	00.0%	-5088.0%	-100.0%		00.0%
<b>222,245</b>	<b>220,650</b>	<b>201,619</b>	<b>1,595</b>	<b>1%</b>	<b>20,626</b>	<b>10%</b>		<b>Gross Margin (GREV-COG)</b>	<b>1,367,221</b>	<b>1,348,010</b>	<b>1,321,880</b>	<b>19,211</b>	<b>1%</b>	<b>45,340</b>	<b>3%</b>		<b>1,756,000</b>
								<b>PAYROLL</b>									
								<b>SALARIES &amp; WAGES</b>									
-19,142	-18,590	-16,980	-552	-3%	-2,162	-13%	5110...	Salaries - Exempt - Regular & Ot	-132,523	-132,925	-126,757	402	0%	-5,766	-5%		-199,400
-4,602	-12,688	-4,538	8,086	64%	-64	-1%	5122...	Wages - FTRRegular	-32,500	-84,368	-19,932	51,868	61%	-12,568	-63%		-126,462
-78,666	-67,450	-68,225	-11,216	-17%	-10,441	-15%	5124...	Wages - Seasonal	-412,311	-374,859	-339,918	-37,452	-10%	-72,393	-21%		-447,938
-7,433	-7,700	-7,481	267	3%	48	1%	51246	Wages-Seasonal-Commissions	-48,730	-47,800	-48,138	-930	-2%	-592	-1%		-71,000
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	274	0	0%	274	100%		0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-1,642	0	0	-1,642	0%	-1,642	0%		0
-2,182	0	-2,573	-2,182	0%	390	15%	51247	Incentive Program, Seasonal, N	-8,121	0	-5,939	-8,121	0%	-2,182	-37%		0
0	0	0	0	0%	0	0%	51299	Capitalized Payroll Direct S&W	1,491	0	0	1,491	0%	1,491	0%		0
<b>-112,026</b>	<b>-106,428</b>	<b>-99,797</b>	<b>-5,598</b>	<b>-5%</b>	<b>-12,229</b>	<b>-12%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-634,336</b>	<b>-639,952</b>	<b>-540,958</b>	<b>5,616</b>	<b>1%</b>	<b>-93,378</b>	<b>-17%</b>		<b>-844,800</b>
-19,142	-18,590	-16,980	-552	-3%	-2,162	-13%		Salaries sub-total	-131,032	-132,925	-127,031	1,893	1%	-4,002	-3%		-199,400
-92,884	-87,838	-82,817	-5,046	-6%	-10,067	-12%		Wage sub-total	-503,304	-507,027	-413,927	3,723	1%	-89,377	-22%		-645,400
-4,602	-12,688	-4,538	8,086	64%	-64	-1%		Wage-FTR subsubtotal	-34,142	-84,368	-19,932	50,226	60%	-14,210	-71%		-126,462
-88,282	-75,150	-78,279	-13,132	-17%	-10,003	-13%		Wage-Seasonal subsubto	-469,162	-422,659	-393,995	-46,503	-11%	-75,167	-19%		-518,938

Tahoe Donner Association  
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August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-49.6%	-47.1%	-48.3%	-02.5%	-05.4%	-01.3%	-02.6%		PayrollDirect %ofRevenue	-45.9%	-46.5%	-40.2%	00.6%	01.3%	-05.7%	-14.2%	-47.2%
-258	0	6,799	-258	0%	-7,058	-104%	51108	PTO net\$ accrual, in Salaries	122	0	8,030	122	0%	-7,908	-98%	-24
-773	0	-323	-773	0%	-450	-139%	51228	PTO net\$ accrual, in Wages FTR	-4,292	0	3,182	-4,292	0%	-7,474	-235%	0
-1,031	0	6,477	-1,031	0%	-7,507	-116%		PTO net accrual, in PD Total	-4,170	0	11,212	-4,170	0%	-15,382	-137%	-24
-289.6	0.0	-167.0	-289.6	0.0	-122.5	-0.7		Wage Overtime Hours	-822.2	0.0	-874.0	-822.2	0.0	51.8	0.1	0.0
-5672.8	-5057.5	-5524.1	-615.3	-0.1	-148.6	0.0		Wage Total Hours	-30970.7	-29123.3	-27103.4	-1847.4	-0.1	-3867.3	-0.1	-36254.6
16.24	17.37	14.93	-1.13	-0.07	1.30	0.09		Wage ROP avg	16.11	17.41	15.39	-1.30	-0.07	0.72	0.05	17.80
								<b>PAYROLL BURDEN</b>								
-12,007	-13,350	-12,535	1,343	10%	527	4%	5130...	Payroll Taxes	-71,965	-80,690	-65,664	8,725	11%	-6,301	-10%	-105,250
-5,020	-5,500	-6,176	480	9%	1,156	19%	5130...	Workers Compensation	-29,676	-33,390	-32,758	3,714	11%	3,082	9%	-43,650
-4,978	-6,520	-5,287	1,542	24%	309	6%	5130...	Group Insurance	-42,696	-46,055	-39,318	3,359	7%	-3,378	-9%	-69,500
-168	-292	-158	124	42%	-11	-7%	5130...	Retirement Plan	-1,003	-2,336	-1,309	1,333	57%	306	23%	-3,500
0	0	0	0	0%	0	0%	51499	Capitalized Payroll Burden	268	0	0	268	0%	268	0%	0
<b>-22,173</b>	<b>-25,662</b>	<b>-24,155</b>	<b>3,489</b>	<b>14%</b>	<b>1,982</b>	<b>8%</b>		<b>PAYROLL BURDEN Total</b>	<b>-145,072</b>	<b>-162,471</b>	<b>-139,049</b>	<b>17,399</b>	<b>11%</b>	<b>-6,023</b>	<b>-4%</b>	<b>-221,900</b>
-4,703	-5,655	-5,805	952	17%	1,102	19%	(513...	subtotal, Burden-Salary	-36,759	-40,462	-38,347	3,703	9%	1,588	4%	-60,800
-3,101	-5,737	-3,393	2,636	46%	292	9%	(514...	subtotal, Burden-Wage-FTR	-27,105	-41,239	-25,066	14,134	34%	-2,039	-8%	-62,240
-14,370	-14,270	-14,957	-100	-1%	588	4%	(514...	subtotal, Burden-Wage-Seasonal	-81,477	-80,770	-75,637	-707	-1%	-5,840	-8%	-98,860
<b>19.8%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>-04.3%</b>	<b>-17.9%</b>	<b>-04.4%</b>	<b>-18.2%</b>		<b>Burden % - on all Payroll</b>	<b>22.9%</b>	<b>25.4%</b>	<b>25.7%</b>	<b>-02.5%</b>	<b>-09.9%</b>	<b>-02.8%</b>	<b>-11.0%</b>	<b>26.3%</b>
24.6%	30.4%	34.2%	-05.9%	-19.2%	-09.6%	-28.1%		Burden % - Salary	28.1%	30.4%	30.2%	-02.4%	-07.8%	-02.1%	-07.1%	30.5%
67.4%	45.2%	74.8%	22.2%	49.0%	-07.4%	-09.9%		Burden % - Wage-FTR	79.4%	48.9%	125.8%	30.5%	62.4%	-46.4%	-36.9%	49.2%
16.3%	19.0%	19.1%	-02.7%	-14.3%	-02.8%	-14.8%		Burden % - Wage-Season	17.4%	19.1%	19.2%	-01.7%	-09.1%	-01.8%	-09.5%	19.1%
18.8%	22.8%	22.2%	-04.0%	-17.4%	-03.3%	-15.1%		Burden % - Wage-FTR&Se	21.6%	24.1%	24.3%	-02.5%	-10.3%	-02.8%	-11.3%	25.0%
<b>-134,199</b>	<b>-132,090</b>	<b>-123,952</b>	<b>-2,109</b>	<b>-2%</b>	<b>-10,247</b>	<b>-8%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-779,409</b>	<b>-802,423</b>	<b>-680,007</b>	<b>23,014</b>	<b>3%</b>	<b>-99,401</b>	<b>-15%</b>	<b>-1,066,700</b>
<b>19.8%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>-4.3%</b>	<b>-17.9%</b>	<b>-4.4%</b>	<b>-18.2%</b>		<b>Burden % TL</b>	<b>22.9%</b>	<b>25.4%</b>	<b>25.7%</b>	<b>-2.5%</b>	<b>-9.9%</b>	<b>-2.8%</b>	<b>-11.0%</b>	<b>26.3%</b>
10.7%	12.5%	12.6%	-1.8%	-14.6%	-1.8%	-14.7%		Payroll Taxes %	11.3%	12.6%	12.1%	-1.3%	-10.0%	-0.8%	-6.5%	12.5%
4.5%	5.2%	6.2%	-0.7%	-13.3%	-1.7%	-27.6%		Workers Comp %	4.7%	5.2%	6.1%	-0.5%	-10.3%	-1.4%	-22.7%	5.2%
4.4%	6.1%	5.3%	-1.7%	-27.5%	-0.9%	-16.1%		Group Insurance %	6.7%	7.2%	7.3%	-0.5%	-6.5%	-0.5%	-7.4%	8.2%
0.2%	0.3%	0.2%	-0.1%	-45.3%	0.0%	-4.9%		Retirement %	0.2%	0.4%	0.2%	-0.2%	-56.7%	-0.1%	-34.6%	0.4%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-1,837	-4,700	-2,966	2,863	61%	1,129	38%	-4,700
-569	-330	-79	-239	-72%	-490	-622%	50625	Employee Relations	-2,616	-1,400	-1,263	-1,216	-87%	-1,353	-107%	-2,440
0	0	0	0	0%	0	0%	50630	Uniforms	-4,032	-6,100	-5,850	2,068	34%	1,819	31%	-7,100
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-800	0	800	100%	0	0%	-800
0	0	-50	0	0%	50	100%	51095	Travel/Meeting Expense	0	-900	-1,749	900	100%	1,749	100%	-1,130
<b>-569</b>	<b>-330</b>	<b>-129</b>	<b>-239</b>	<b>-72%</b>	<b>-440</b>	<b>-341%</b>		<b>Total Staff Expense</b>	<b>-8,485</b>	<b>-13,900</b>	<b>-11,828</b>	<b>5,415</b>	<b>39%</b>	<b>3,343</b>	<b>28%</b>	<b>-16,170</b>
-176	-260	-60	84	32%	-116	-193%	51090	Telephone	-1,270	-1,990	-570	720	36%	-700	-123%	-2,970
-264	-200	-258	-64	-32%	-7	-3%	55003	Cable/Sat TV Service	-1,512	-1,600	-1,951	88	6%	439	22%	-2,400
-1,655	-1,200	-844	-455	-38%	-811	-96%	55005	Disposal Fees	-9,796	-6,000	-5,115	-3,796	-63%	-4,681	-92%	-8,400
-6,578	-6,700	-6,292	122	2%	-287	-5%	5501...	Electricity	-53,831	-52,400	-51,046	-1,431	-3%	-2,785	-5%	-74,500
-2,666	-3,900	-3,099	1,234	32%	433	14%	55020	Natural Gas - Pools	-57,777	-48,800	-44,332	-8,977	-18%	-13,445	-30%	-70,000
-329	-300	-312	-29	-10%	-17	-5%	55025	Natural Gas - Buildings	-10,514	-9,600	-8,107	-914	-10%	-2,407	-30%	-13,000
<b>-1,890</b>	<b>-800</b>	<b>-655</b>	<b>-1,090</b>	<b>-136%</b>	<b>-1,235</b>	<b>-189%</b>	<b>5503...</b>	<b>Fuel &amp; Oil</b>	<b>-3,523</b>	<b>-2,900</b>	<b>-2,940</b>	<b>-623</b>	<b>-21%</b>	<b>-583</b>	<b>-20%</b>	<b>-3,500</b>
-87	0	-26	-87	0%	-61	-234%	55027	Propane (LPG)	-139	0	-26	-139	0%	-113	-433%	0
-1,404	-1,450	-1,387	46	3%	-18	-1%	55030	Sewer Fees	-10,828	-10,930	-10,575	102	1%	-253	-2%	-16,590
-1,663	-1,550	-1,533	-113	-7%	-130	-8%	5503...	Water - Building/Facility	-9,843	-8,880	-10,132	-963	-11%	289	3%	-13,070
-37	0	-35	-37	0%	-3	-7%	55040	Water - Grounds	-93	0	-82	-93	0%	-11	-14%	0
<b>-16,751</b>	<b>-16,360</b>	<b>-14,500</b>	<b>-391</b>	<b>-2%</b>	<b>-2,251</b>	<b>-16%</b>		<b>TOTAL UTILITIES</b>	<b>-159,127</b>	<b>-143,100</b>	<b>-134,876</b>	<b>-16,027</b>	<b>-11%</b>	<b>-24,251</b>	<b>-18%</b>	<b>-204,430</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-1,179	0	0	-1,179	0%	-1,179	0%	0
-10,410	-7,600	-7,213	-2,810	-37%	-3,197	-44%	56520	Linen Service	-53,900	-46,500	-52,020	-7,400	-16%	-1,879	-4%	-67,400
-1,508	-3,500	-2,950	1,992	57%	1,443	49%	56530	Janitorial Services & Supplies	-17,195	-19,750	-18,933	2,555	13%	1,738	9%	-29,050
-36	0	-35	-36	0%	0	-1%	56535	Pest Control	-690	-675	-797	-15	-2%	107	13%	-900
0	0	0	0	0%	0	0%	52020	Contract Fees	0	-280	0	280	100%	0	0%	-280
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	0	-551	0	0%	551	100%	0
0	0	0	0	0%	0	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-15	0	0	-15	0%	-15	0%	0
0	0	0	0	0%	0	0%	51037	Computer Software	-100	0	0	-100	0%	-100	0%	0
-95	-50	0	-45	-89%	-95	0%	51050	Furniture and Office Equip	-997	-1,200	-2,701	203	17%	1,703	63%	-1,400
-24	-150	-733	126	84%	709	97%	51060	Office Supplies	-1,164	-1,700	-1,054	536	32%	-109	-10%	-2,200
0	-200	0	200	100%	0	0%	51061	Toner Cartridges	-1,681	-1,500	-1,359	-181	-12%	-322	-24%	-1,900
0	0	-22	0	0%	22	100%	53530	Signs	-2,188	-1,400	-463	-788	-56%	-1,725	-373%	-1,800
<b>-1,319</b>	<b>-930</b>	<b>-181</b>	<b>-389</b>	<b>-42%</b>	<b>-1,138</b>	<b>-630%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-18,310</b>	<b>-15,550</b>	<b>-16,442</b>	<b>-2,760</b>	<b>-18%</b>	<b>-1,868</b>	<b>-11%</b>	<b>-17,950</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 TC/Aquatics/Camps/Recreation

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-3	-280	-505	277	99%	503	99%	56540	Small Tools & Equipment	-1,028	-2,160	-932	1,132	52%	-96	-10%	-2,650
0	0	-196	0	0%	196	100%	56545	Safety Equipment	-777	-2,100	-1,571	1,323	63%	794	51%	-2,350
-4,293	-6,698	-6,787	2,405	36%	2,494	37%	55530	Recreation Programs	-18,255	-23,900	-23,495	5,645	24%	5,240	22%	-24,200
-3,631	-1,125	-1,366	-2,506	-223%	-2,265	-166%	55532	Special Programs	-8,783	-8,440	-9,618	-343	-4%	835	9%	-24,380
0	0	7,695	0	0%	-7,695	-100%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
<b>Repairs &amp; Maintenance</b>																
-8	0	0	-8	0%	-8	0%	54200	R&M Building (non-posting)	-368	0	0	-368	0%	-368	0%	0
-123	-900	-1,009	777	86%	886	88%	54210	General/PM	-7,654	-10,200	-12,629	2,546	25%	4,975	39%	-14,100
0	-120	-442	120	100%	442	100%	54220	Plumbing	-561	-840	-3,172	279	33%	2,610	82%	-1,170
0	-50	-478	50	100%	478	100%	54240	Lighting and Electrical	-274	-400	-574	126	32%	300	52%	-600
0	0	0	0	0%	0	0%	54250	HVAC	-658	-50	-97	-608	-1216%	-561	-580%	-100
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-600	0	528	88%	-72	0%	-600
0	-200	0	200	100%	0	0%	54256	Fire Suppression	-438	-2,000	-316	1,562	78%	-122	-38%	-2,000
0	0	0	0	0%	0	0%	54274	Painting	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%	54290	Other Building	0	0	-455	0	0%	455	100%	0
<b>-130</b>	<b>-1,270</b>	<b>-1,929</b>	<b>1,140</b>	<b>90%</b>	<b>1,799</b>	<b>93%</b>		<b>R&amp;M Building</b>	<b>-10,025</b>	<b>-14,190</b>	<b>-17,243</b>	<b>4,165</b>	<b>29%</b>	<b>7,218</b>	<b>42%</b>	<b>-18,770</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-21	0	0	-21	0%	-21	0%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-286	0	0	-286	0%	-12	-4%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-16,855	-15,600	-14,660	-1,255	-8%	-2,195	-15%	-23,000
-1,509	-1,500	-1,500	-9	-1%	-9	-1%	54390	Other Grounds Maint	-6,022	-6,000	-6,038	-22	0%	16	0%	-9,000
<b>-1,509</b>	<b>-1,500</b>	<b>-1,500</b>	<b>-9</b>	<b>-1%</b>	<b>-9</b>	<b>-1%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-23,184</b>	<b>-21,600</b>	<b>-20,973</b>	<b>-1,584</b>	<b>-7%</b>	<b>-2,211</b>	<b>-11%</b>	<b>-32,000</b>
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-1,406	0	0	-1,406	0%	-930	-195%	0
-829	-800	-1,122	-29	-4%	293	26%	54448	Rolling, Car/Truck/Bus/Van	-1,756	-2,100	-2,567	344	16%	811	32%	-3,200
-409	-400	-626	-9	-2%	218	35%	54463	Fitness Equipment	-523	-2,000	-1,958	1,477	74%	1,435	73%	-3,000
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-28	0	0	-28	0%	-28	0%	0
-92	0	0	-92	0%	-92	0%	54499	Other Operating Equip R&M	-847	0	-187	-847	0%	-660	-353%	0
<b>-1,330</b>	<b>-1,200</b>	<b>-1,748</b>	<b>-130</b>	<b>-11%</b>	<b>419</b>	<b>24%</b>		<b>R&amp;M Equipment</b>	<b>-4,561</b>	<b>-4,100</b>	<b>-5,189</b>	<b>-461</b>	<b>-11%</b>	<b>628</b>	<b>12%</b>	<b>-6,200</b>
-8,240	-4,000	-3,199	-4,240	-106%	-5,041	-158%	54710	chemicals	-36,773	-23,000	-21,105	-13,773	-60%	-15,669	-74%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,200	0	1,200	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-8,240</b>	<b>-4,150</b>	<b>-3,199</b>	<b>-4,090</b>	<b>-99%</b>	<b>-5,041</b>	<b>-158%</b>		<b>R&amp;M Pool Spa</b>	<b>-36,773</b>	<b>-24,200</b>	<b>-21,191</b>	<b>-12,573</b>	<b>-52%</b>	<b>-15,583</b>	<b>-74%</b>	<b>-29,800</b>
<b>-11,209</b>	<b>-8,120</b>	<b>-8,376</b>	<b>-3,089</b>	<b>-38%</b>	<b>-2,832</b>	<b>-34%</b>		<b>R&amp;M subtotal</b>	<b>-74,543</b>	<b>-64,090</b>	<b>-64,595</b>	<b>-10,453</b>	<b>-16%</b>	<b>-9,948</b>	<b>-15%</b>	<b>-86,770</b>
<b>-32,527</b>	<b>-28,653</b>	<b>-20,670</b>	<b>-3,874</b>	<b>-14%</b>	<b>-11,857</b>	<b>-57%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-263,737</b>	<b>-266,245</b>	<b>-269,646</b>	<b>2,508</b>	<b>1%</b>	<b>5,910</b>	<b>2%</b>	<b>-340,230</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	0	0	0%	0	0%	51070	Public Relations	-49	0	0	-49	0%	-49	0%	0
-150	0	0	-150	0%	-150	0%	55520	Promotion Expense	3,325	0	-802	3,325	0%	4,127	514%	0
-234	-500	-505	266	53%	271	54%	55540	Resort Advertising	-1,080	-2,000	-1,620	920	46%	540	33%	-3,000
-88	0	0	-88	0%	-88	0%	51530	Community Relations	-584	0	-209	-584	0%	-376	-180%	0
-964	-930	-1,022	-34	-4%	58	6%	51020	Dues & Subscriptions	-1,945	-2,490	-2,842	545	22%	896	32%	-3,050
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-2,824	-3,400	-2,965	576	17%	141	5%	-6,500
-15	-180	-77	165	91%	61	80%	51096	Mileage Reimbursement	-24	-1,020	-457	996	98%	433	95%	-1,110
0	0	-16	16	100%	0	0%	51065	Postage - General	-8	-30	-90	22	73%	82	91%	-40
0	0	0	0	0%	0	0%	51535	Digital Content	-600	0	0	-600	0%	-600	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-244	0	0	-244	0%	-244	0%	0
0	0	0	0	0%	0	0%	51547	Printing - Other	-245	0	-26	-245	0%	-220	-857%	0
0	0	-641	641	100%	0	0%	56601	Claims Expense	0	0	-641	0	0%	641	100%	0
0	0	0	0	0%	0	0%	52215	Collection Expense	0	0	-85	0	0%	85	100%	0
-3,155	-3,660	-4,277	505	14%	1,122	26%	52220	Credit Card Expense	-19,757	-20,290	-20,853	533	3%	1,101	5%	-23,770
670	0	22	670	0%	648	2904%	52225	Over/Short	410	0	-103	410	0%	513	498%	0
-2,700	-2,700	-2,700	0	0%	0	0%	52025	Insurance Expense	-16,000	-16,000	-16,000	0	0%	0	0%	-24,000
<b>-6,637</b>	<b>-7,970</b>	<b>-9,216</b>	<b>1,333</b>	<b>17%</b>	<b>2,579</b>	<b>28%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-39,627</b>	<b>-45,230</b>	<b>-46,697</b>	<b>5,603</b>	<b>12%</b>	<b>7,070</b>	<b>15%</b>	<b>-61,470</b>
<b>-56,484</b>	<b>-53,313</b>	<b>-44,515</b>	<b>-3,171</b>	<b>-6%</b>	<b>-11,969</b>	<b>-27%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-470,975</b>	<b>-468,475</b>	<b>-463,047</b>	<b>-2,500</b>	<b>-1%</b>	<b>-7,928</b>	<b>-2%</b>	<b>-622,300</b>
<b>-190,683</b>	<b>-185,403</b>	<b>-168,467</b>	<b>-5,280</b>	<b>-3%</b>	<b>-22,216</b>	<b>-13%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-1,250,384</b>	<b>-1,270,898</b>	<b>-1,143,055</b>	<b>20,514</b>	<b>2%</b>	<b>-107,329</b>	<b>-9%</b>	<b>-1,689,000</b>
<b>31,562</b>	<b>35,247</b>	<b>33,152</b>	<b>-3,685</b>	<b>-10%</b>	<b>-1,590</b>	<b>-5%</b>		<b>NORBO (before AO)</b>	<b>116,837</b>	<b>77,112</b>	<b>178,826</b>	<b>39,725</b>	<b>52%</b>	<b>-61,989</b>	<b>-35%</b>	<b>67,000</b>
-55,912	-55,912	0	0	0%	-55,912	0%	59025	ALLOCATED OVERHEAD (AO)	-444,413	-444,413	0	0	0%	-444,413	0%	-678,800
<b>-24,350</b>	<b>-20,665</b>	<b>33,152</b>	<b>-3,685</b>	<b>-18%</b>	<b>-57,502</b>	<b>-173%</b>		<b>NOR (after AO)</b>	<b>-327,576</b>	<b>-367,301</b>	<b>178,826</b>	<b>39,725</b>	<b>11%</b>	<b>-506,402</b>	<b>-283%</b>	<b>-611,800</b>
-250,254	-246,765	-173,377	-3,489	-1%	-76,876	-44%		T O C post AO	-1,709,294	-1,743,101	-1,167,118	33,807	2%	-542,175	-46%	-2,401,800
<b>-194,342</b>	<b>-190,853</b>	<b>-173,377</b>	<b>-3,489</b>	<b>-2%</b>	<b>-20,964</b>	<b>-12%</b>		T O C pre AO	<b>-1,264,881</b>	<b>-1,298,688</b>	<b>-1,167,118</b>	<b>33,807</b>	<b>3%</b>	<b>-97,762</b>	<b>-8%</b>	<b>-1,723,000</b>
-90.3%	-91.6%	-119.1%	01.4%	01.5%	28.9%	24.2%		REV to TOC (CRR%)	-80.8%	-78.9%	-115.3%	-01.9%	-02.4%	34.5%	29.9%	-74.5%
<b>-24,350</b>	<b>-20,665</b>	<b>33,152</b>	<b>-3,685</b>	<b>-18%</b>	<b>-57,502</b>	<b>-173%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-327,576</b>	<b>-367,301</b>	<b>178,826</b>	<b>39,725</b>	<b>11%</b>	<b>-506,402</b>	<b>-283%</b>	<b>-611,800</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Trout Creek Recreation Center (132)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>66,000</b>	<b>66,000</b>	<b>60,000</b>	<b>0</b>	<b>0%</b>	<b>6,000</b>	<b>10%</b>	<b>36053</b>	<b>412,491</b>	<b>390,000</b>	<b>425,245</b>	<b>22,491</b>	<b>6%</b>	<b>-12,754</b>	<b>-3%</b>	<b>610,000</b>	
								<b>ALLOCATED RECREATION FEES</b>								
3,640	4,200	3,210	-560	-13%	430	13%	36054	Daily Usage Fee - Member	24,584	24,100	18,816	484	2%	5,768	31%	34,000
46,241	42,600	38,982	3,641	9%	7,259	19%	36055	Daily Usage Fee - Guest	227,514	218,600	183,806	8,914	4%	43,708	24%	276,000
<b>49,881</b>	<b>46,800</b>	<b>42,192</b>	<b>3,081</b>	<b>7%</b>	<b>7,689</b>	<b>18%</b>		<b>Total Direct Access &amp; Use</b>	<b>252,098</b>	<b>242,700</b>	<b>202,622</b>	<b>9,398</b>	<b>4%</b>	<b>49,476</b>	<b>24%</b>	<b>310,000</b>
6,310	8,800	9,002	-2,490	-28%	-2,691	-30%	36030	Sales - Retail	25,326	43,300	42,167	-17,974	-42%	-16,840	-40%	53,000
-472	-300	-395	-172	-57%	-77	-19%	38015	Employee Discounts	-3,081	-2,100	-2,455	-981	-47%	-626	-25%	-3,000
-15	0	-8	-15	0%	-7	-92%	38020	Discounts - Retail	-321	-600	-1,338	279	46%	1,016	76%	-1,000
<b>5,824</b>	<b>8,500</b>	<b>8,599</b>	<b>-2,676</b>	<b>-31%</b>	<b>-2,775</b>	<b>-32%</b>		<b>Total Retail Product Reven</b>	<b>21,924</b>	<b>40,600</b>	<b>38,374</b>	<b>-18,676</b>	<b>-46%</b>	<b>-16,450</b>	<b>-43%</b>	<b>49,000</b>
154	1,500	1,774	-1,346	-90%	-1,620	-91%	3604...	Child Care	804	9,800	11,225	-8,996	-92%	-10,421	-93%	14,000
13,696	8,800	9,231	4,896	56%	4,465	48%	36050	Aerobics	59,333	59,100	60,558	233	0%	-1,226	-2%	87,000
0	300	910	-300	-100%	-910	-100%	36056	Fitness/Training	4,790	3,300	5,910	1,490	45%	-1,120	-19%	5,000
1,625	2,300	1,961	-676	-29%	-336	-17%	36051	Massage	9,814	12,900	12,947	-3,086	-24%	-3,133	-24%	18,000
70	100	0	-30	-30%	70	0%	36057	Towels/Lockers	1,740	800	660	940	118%	1,080	164%	1,000
<b>15,545</b>	<b>13,000</b>	<b>13,876</b>	<b>2,545</b>	<b>20%</b>	<b>1,669</b>	<b>12%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>76,481</b>	<b>85,900</b>	<b>91,301</b>	<b>-9,419</b>	<b>-11%</b>	<b>-14,820</b>	<b>-16%</b>	<b>125,000</b>
139	0	0	139	0%	139	0%	37020	Other Revenue	695	0	0	695	0%	695	0%	0
<b>139</b>	<b>0</b>	<b>0</b>	<b>139</b>	<b>0%</b>	<b>139</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>695</b>	<b>0</b>	<b>0</b>	<b>695</b>	<b>0%</b>	<b>695</b>	<b>0%</b>	<b>0</b>
<b>137,388</b>	<b>134,300</b>	<b>124,667</b>	<b>3,088</b>	<b>2%</b>	<b>12,721</b>	<b>10%</b>		<b>GROSS REVENUE (GREV)</b>	<b>763,689</b>	<b>759,200</b>	<b>757,542</b>	<b>4,489</b>	<b>1%</b>	<b>6,148</b>	<b>1%</b>	<b>1,094,000</b>
								<b>COST OF GOODS SOLD (COGS)</b>								
0	0	0	0	0%	0	0%	43150	NA Beverage	0	0	-51	0	0%	51	100%	0
0	0	0	0	0%	0	0%		<b>Food Cogs</b>	<b>0</b>	<b>0</b>	<b>-51</b>	<b>0</b>	<b>0%</b>	<b>51</b>	<b>100%</b>	<b>0</b>
-3,240	-5,000	-4,563	1,760	35%	1,323	29%		<b>Retail Product Cogs</b>	<b>-13,301</b>	<b>-24,600</b>	<b>-22,664</b>	<b>11,299</b>	<b>46%</b>	<b>9,364</b>	<b>41%</b>	<b>-30,000</b>
<b>-3,240</b>	<b>-5,000</b>	<b>-4,563</b>	<b>1,760</b>	<b>35%</b>	<b>1,323</b>	<b>29%</b>		<b>Total COGS</b>	<b>-13,301</b>	<b>-24,600</b>	<b>-22,715</b>	<b>11,299</b>	<b>46%</b>	<b>9,414</b>	<b>41%</b>	<b>-30,000</b>
-02.4%	-03.7%	-03.7%	01.4%	36.6%	01.3%	35.6%		Total Cogs / GREV %	-01.7%	-03.2%	-03.0%	01.5%	46.2%	01.3%	41.9%	-02.7%
-55.6%	-58.8%	-53.1%	03.2%	05.4%	-02.6%	-04.9%		Retail Product Cogs / Retail R	-60.7%	-60.6%	-59.1%	-00.1%	-00.1%	-01.6%	-02.7%	-61.2%
-51.4%	-56.8%	-50.7%	05.5%	09.6%	-00.7%	-01.3%		Retail Product Cogs / Retail R	-52.5%	-56.8%	-53.7%	04.3%	07.6%	01.2%	02.3%	-56.6%
<b>134,148</b>	<b>129,300</b>	<b>120,104</b>	<b>4,848</b>	<b>4%</b>	<b>14,044</b>	<b>12%</b>		<b>Gross Margin (GREV-COG)</b>	<b>750,388</b>	<b>734,600</b>	<b>734,826</b>	<b>15,788</b>	<b>2%</b>	<b>15,562</b>	<b>2%</b>	<b>1,064,000</b>
								<b>PAYROLL</b>								
								<b>SALARIES &amp; WAGES</b>								
-13,480	-13,707	-11,998	227	2%	-1,482	-12%	5110...	Salaries - Exempt - Regular & Ot	-106,394	-109,653	-103,510	3,259	3%	-2,884	-3%	-164,500
-4,602	-9,008	-3,591	4,406	49%	-1,012	-28%	5122...	Wages - FTRRegular	-26,545	-70,288	-10,946	43,743	62%	-15,599	-143%	-105,502
-17,307	-14,319	-15,880	-2,988	-21%	-1,427	-9%	5124...	Wages - Seasonal	-152,561	-120,203	-136,055	-32,358	-27%	-16,505	-12%	-184,298
-6,880	-7,000	-7,410	120	2%	530	7%	51246	Wages-Seasonal-Commissions	-47,046	-44,800	-46,234	-2,246	-5%	-812	-2%	-68,000
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-219	0	0%	219	100%	0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-1,642	0	0	-1,642	0%	-1,642	0%	0
-157	0	-109	-157	0%	-47	-43%	51247	Incentive Program, Seasonal, N	-3,468	0	-2,107	-3,468	0%	-1,361	-65%	0
0	0	0	0	0%	0	0%	51299	Capitalized Payroll Direct S&W	1,491	0	0	1,491	0%	1,491	0%	0
<b>-42,426</b>	<b>-44,034</b>	<b>-38,988</b>	<b>1,608</b>	<b>4%</b>	<b>-3,438</b>	<b>-9%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-336,166</b>	<b>-344,944</b>	<b>-299,072</b>	<b>8,778</b>	<b>3%</b>	<b>-37,094</b>	<b>-12%</b>	<b>-522,300</b>
-13,480	-13,707	-11,998	227	2%	-1,482	-12%		Salaries sub-total	-104,904	-109,653	-103,729	4,749	4%	-1,175	-1%	-164,500
-28,946	-30,327	-26,990	1,381	5%	-1,956	-7%		Wage sub-total	-231,262	-235,291	-195,343	4,029	2%	-35,919	-18%	-357,800
-4,602	-9,008	-3,591	4,406	49%	-1,012	-28%		Wage-FTR subsubtotal	-28,187	-70,288	-10,946	42,101	60%	-17,241	-158%	-105,502
-24,344	-21,319	-23,400	-3,025	-14%	-944	-4%		Wage-Seasonal subsubto	-203,075	-165,003	-184,396	-38,072	-23%	-18,678	-10%	-252,298
-30.9%	-32.8%	-31.3%	01.9%	05.8%	00.4%	01.3%		PayrollDirect %ofRevenue	-44.0%	-45.4%	-39.5%	01.4%	03.1%	-04.5%	-11.5%	-47.7%
123	0	7,040	123	0%	-6,917	-98%	51108	PTO net\$ accrual, in Salaries	1,448	0	8,678	1,448	0%	-7,230	-83%	-32
-773	0	-203	-773	0%	-570	-281%	51228	PTO net\$ accrual, in Wages FTR	-2,229	0	1,618	-2,229	0%	-3,847	-238%	0
-650	0	6,837	-650	0%	-7,487	-110%		PTO net accrual, in PD Total	-781	0	10,296	-781	0%	-11,077	-108%	-32
-71.9	0.0	-49.3	-71.9	0.0	-22.6	-0.5		Wage Overtime Hours	-359.9	0.0	-452.5	-359.9	0.0	92.6	0.2	0.0
-1462.1	-1487.3	-1580.3	25.3	0.0	118.3	0.1		Wage Total Hours	-13070.2	-12109.0	-11686.1	-961.2	-0.1	-1384.1	-0.1	-18389.6
19.27	20.39	16.95	-1.12	-0.05	2.32	0.14		Wage ROP avg	17.52	19.43	16.85	-1.91	-0.10	0.67	0.04	19.46
								<b>PAYROLL BURDEN</b>								
-3,832	-4,960	-4,631	1,128	23%	799	17%	5130...	Payroll Taxes	-35,666	-41,410	-34,577	5,744	14%	-1,088	-3%	-62,680
-1,876	-2,100	-2,602	224	11%	726	28%	5130...	Workers Compensation	-15,381	-16,390	-18,466	1,009	6%	3,085	17%	-25,120
-3,582	-4,691	-3,802	1,109	24%	220	6%	5130...	Group Insurance	-35,017	-37,528	-32,168	2,511	7%	-2,849	-9%	-56,300
-89	-292	-100	203	70%	11	11%	5130...	Retirement Plan	-710	-2,336	-800	1,626	70%	90	11%	-3,500

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Trout Creek Recreation Center (132)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	51499	Capitalized Payroll Burden	268	0	0	268	0%	268	0%	0
<b>-9,379</b>	<b>-12,043</b>	<b>-11,136</b>	<b>2,664</b>	<b>22%</b>	<b>1,757</b>	<b>16%</b>		<b>PAYROLL BURDEN Total</b>	<b>-86,506</b>	<b>-97,664</b>	<b>-86,012</b>	<b>11,158</b>	<b>11%</b>	<b>-494</b>	<b>-1%</b>	<b>-147,600</b>
-3,298	-4,005	-4,335	707	18%	1,037	24%	(513...	subtotal, Burden-Salary	-29,893	-32,710	-31,406	2,817	9%	1,513	5%	-49,100
-2,429	-4,258	-2,573	1,829	43%	144	6%	(514...	subtotal, Burden-Wage-FTR	-22,813	-34,324	-19,759	11,511	34%	-3,054	-15%	-51,490
-3,651	-3,780	-4,227	129	3%	576	14%	(514...	subtotal, Burden-Wage-Seasonal	-34,068	-30,630	-34,846	-3,438	-11%	779	2%	-47,010
<b>22.1%</b>	<b>27.3%</b>	<b>28.6%</b>	<b>-05.2%</b>	<b>-19.2%</b>	<b>-06.5%</b>	<b>-22.6%</b>		<b>Burden % - on all Payroll</b>	<b>25.7%</b>	<b>28.3%</b>	<b>28.8%</b>	<b>-02.6%</b>	<b>-09.1%</b>	<b>-03.0%</b>	<b>-10.5%</b>	<b>28.3%</b>
24.5%	29.2%	36.1%	-04.8%	-16.3%	-11.7%	-32.3%		Burden % - Salary	28.5%	29.8%	30.3%	-01.3%	-04.5%	-01.8%	-05.9%	29.8%
52.8%	47.3%	71.7%	05.5%	11.7%	-18.9%	-26.3%		Burden % - Wage-FTR	80.9%	48.8%	180.5%	32.1%	65.7%	-99.6%	-55.2%	48.8%
15.0%	17.7%	18.1%	-02.7%	-15.4%	-03.1%	-17.0%		Burden % - Wage-Season	16.8%	18.6%	18.9%	-01.8%	-09.6%	-02.1%	-11.2%	18.6%
21.0%	26.5%	25.2%	-05.5%	-20.7%	-04.2%	-16.6%		Burden % - Wage-FTR&Se	24.6%	27.6%	28.0%	-03.0%	-10.9%	-03.4%	-12.0%	27.5%
<b>-51,805</b>	<b>-56,077</b>	<b>-50,124</b>	<b>4,272</b>	<b>8%</b>	<b>-1,681</b>	<b>-3%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-422,672</b>	<b>-442,608</b>	<b>-385,083</b>	<b>19,936</b>	<b>5%</b>	<b>-37,588</b>	<b>-10%</b>	<b>-669,900</b>
<b>22.1%</b>	<b>27.3%</b>	<b>28.6%</b>	<b>-5.2%</b>	<b>-19.2%</b>	<b>-6.5%</b>	<b>-22.6%</b>		<b>Burden % TL</b>	<b>25.7%</b>	<b>28.3%</b>	<b>28.8%</b>	<b>-2.6%</b>	<b>-9.1%</b>	<b>-3.0%</b>	<b>-10.5%</b>	<b>28.3%</b>
9.0%	11.3%	11.9%	-2.2%	-19.8%	-2.8%	-24.0%		Payroll Taxes %	10.6%	12.0%	11.6%	-1.4%	-11.6%	-1.0%	-8.2%	12.0%
4.4%	4.8%	6.7%	-0.3%	-7.3%	-2.3%	-33.7%		Workers Comp %	4.6%	4.8%	6.2%	-0.2%	-3.7%	-1.6%	-25.9%	4.8%
8.4%	10.7%	9.8%	-2.2%	-20.8%	-1.3%	-13.4%		Group Insurance %	10.4%	10.9%	10.8%	-0.5%	-4.3%	-0.3%	-3.2%	10.8%
0.2%	0.7%	0.3%	-0.5%	-68.5%	0.0%	-18.5%		Retirement %	0.2%	0.7%	0.3%	-0.5%	-68.8%	-0.1%	-21.1%	0.7%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Capz PB %	-0.1%	0.0%	0.0%	-0.1%	0.0%	-0.1%	0.0%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-235	-200	-56	-35	-18%	-179	-320%	-200
-24	-30	-61	6	20%	37	61%	50625	Employee Relations	-1,035	-760	-763	-275	-36%	-272	-36%	-1,400
0	0	0	0	0%	0	0%	50630	Uniforms	-574	-1,000	-1,160	426	43%	586	51%	-2,000
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-800	0	800	100%	0	0%	-800
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	0	-900	-186	900	100%	186	100%	-900
<b>-24</b>	<b>-30</b>	<b>-61</b>	<b>6</b>	<b>20%</b>	<b>37</b>	<b>61%</b>		<b>Total Staff Expense</b>	<b>-1,844</b>	<b>-3,660</b>	<b>-2,165</b>	<b>1,816</b>	<b>50%</b>	<b>321</b>	<b>15%</b>	<b>-5,300</b>
-116	-200	-60	84	42%	-56	-93%	51090	Telephone	-1,030	-1,600	-480	570	36%	-550	-115%	-2,400
-245	-200	-238	-45	-22%	-6	-3%	55003	Cable/Sat TV Service	-1,453	-1,600	-1,893	147	9%	440	23%	-2,400
-1,455	-1,200	-657	-255	-21%	-798	-122%	55005	Disposal Fees	-9,194	-6,000	-4,720	-3,194	-53%	-4,474	-95%	-8,400
-5,773	-6,100	-5,594	327	5%	-179	-3%	5501...	Electricity	-48,644	-47,000	-47,000	-1,644	-3%	-1,644	-3%	-67,200
-295	-300	-284	5	2%	-11	-4%	55025	Natural Gas - Buildings	-10,366	-9,600	-8,009	-766	-8%	-2,357	-29%	-13,000
<b>-255</b>	<b>0</b>	<b>0</b>	<b>-255</b>	<b>0%</b>	<b>-255</b>	<b>0%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-557</b>	<b>0</b>	<b>-14</b>	<b>-557</b>	<b>0%</b>	<b>-543</b>	<b>-3840%</b>	<b>-250</b>
-73	0	0	-73	0%	-73	0%	55027	Propane (LPG)	-73	0	0	-73	0%	-73	0%	0
-1,137	-1,170	-1,114	33	3%	-23	-2%	55030	Sewer Fees	-8,961	-9,030	-8,779	69	1%	-182	-2%	-13,710
-165	-300	-266	135	45%	101	38%	5503...	Water - Building/Facility	-1,732	-1,600	-1,899	-132	-8%	167	9%	-2,600
<b>-9,515</b>	<b>-9,470</b>	<b>-8,214</b>	<b>-45</b>	<b>0%</b>	<b>-1,300</b>	<b>-16%</b>		<b>TOTAL UTILITIES</b>	<b>-82,009</b>	<b>-76,430</b>	<b>-72,794</b>	<b>-5,579</b>	<b>-7%</b>	<b>-9,215</b>	<b>-13%</b>	<b>-109,960</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-1,179	0	0	-1,179	0%	-1,179	0%	0
-10,410	-7,600	-7,213	-2,810	-37%	-3,197	-44%	56520	Linen Service	-53,900	-46,500	-52,020	-7,400	-16%	-1,879	-4%	-67,400
-1,471	-3,500	-2,874	2,029	58%	1,403	49%	56530	Janitorial Services & Supplies	-16,976	-19,500	-18,525	2,524	13%	1,549	8%	-28,800
0	0	0	0	0%	0	0%	56535	Pest Control	-548	-675	-609	127	19%	61	10%	-900
0	0	0	0	0%	0	0%	52020	Contract Fees	0	-280	0	280	100%	0	0%	-280
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	0	-551	0	0%	551	100%	0
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-15	0	0	-15	0%	-15	0%	0
-95	-50	0	-45	-89%	-95	0%	51050	Furniture and Office Equip	-95	-500	-2,571	405	81%	2,476	96%	-700
-24	-100	-691	76	76%	668	97%	51060	Office Supplies	-984	-800	-954	-184	-23%	-30	-3%	-1,200
0	-200	0	200	100%	0	0%	51061	Toner Cartridges	-1,415	-1,500	-1,234	85	6%	-181	-15%	-1,900
0	0	0	0	0%	0	0%	53530	Signs	-191	-150	64	-41	-27%	-255	-400%	-250
<b>-946</b>	<b>-500</b>	<b>-1,196</b>	<b>-446</b>	<b>-89%</b>	<b>250</b>	<b>21%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-7,576</b>	<b>-4,100</b>	<b>-6,125</b>	<b>-3,476</b>	<b>-85%</b>	<b>-1,452</b>	<b>-24%</b>	<b>-6,000</b>
-3	-80	-433	77	97%	430	99%	56540	Small Tools & Equipment	-266	-810	-559	544	67%	293	52%	-1,300
0	0	-196	0	0%	196	100%	56545	Safety Equipment	-21	-250	-428	229	91%	407	95%	-500
-73	-25	-4	-48	-190%	-68	-1579%	55532	Special Programs	-467	-240	-214	-227	-94%	-252	-118%	-380
								<b>Repairs &amp; Maintenance</b>								
-8	0	0	-8	0%	-8	0%	54200	R&M Building (non-posting)	-338	0	0	-338	0%	-338	0%	0
-159	-500	-566	341	68%	408	72%	54210	General/PM	-2,334	-4,200	-4,914	1,866	44%	2,580	53%	-6,700
0	-120	-442	120	100%	442	100%	54220	Plumbing	-520	-840	-3,078	320	38%	2,558	83%	-1,170
0	-50	-478	50	100%	478	100%	54240	Lighting and Electrical	-274	-400	-574	126	32%	300	52%	-600
0	0	0	0	0%	0	0%	54250	HVAC	-658	-50	-97	-608	-1216%	-561	-580%	-100
0	0	0	0	0%	0	0%	54252	Carpentry	-35	0	0	-35	0%	-35	0%	0
0	-200	0	200	100%	0	0%	54256	Fire Suppression	-438	-2,000	-316	1,562	78%	-122	-38%	-2,000
0	0	0	0	0%	0	0%	54274	Painting	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%	54290	Other Building	0	0	-455	0	0%	455	100%	0
<b>-166</b>	<b>-870</b>	<b>-1,486</b>	<b>704</b>	<b>81%</b>	<b>1,320</b>	<b>89%</b>		<b>R&amp;M Building</b>	<b>-4,597</b>	<b>-7,590</b>	<b>-9,434</b>	<b>2,993</b>	<b>39%</b>	<b>4,838</b>	<b>51%</b>	<b>-10,770</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-21	0	0	-21	0%	-21	0%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-286	0	-275	-286	0%	-12	-4%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-16,855	-15,600	-14,660	-1,255	-8%	-2,195	-15%	-23,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Trout Creek Recreation Center (132)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%			
-1,500	-1,500	-1,500	0	0%	0	0%	54390	Other Grounds Maint	-6,000	-6,000	-6,000	0	0%	0	0%	-9,000
<b>-1,500</b>	<b>-1,500</b>	<b>-1,500</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-23,162</b>	<b>-21,600</b>	<b>-20,935</b>	<b>-1,562</b>	<b>-7%</b>	<b>-2,227</b>	<b>-11%</b>	<b>-32,000</b>
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-1,314	0	-476	-1,314	0%	-838	-176%	0
-409	-400	-626	-9	-2%	218	35%	54463	Fitness Equipment	-523	-2,000	-1,958	1,477	74%	1,435	73%	-3,000
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-28	0	0	-28	0%	-28	0%	0
-92	0	0	-92	0%	-92	0%	54499	Other Operating Equip R&M	-847	0	-187	-847	0%	-660	-353%	0
<b>-501</b>	<b>-400</b>	<b>-626</b>	<b>-101</b>	<b>-25%</b>	<b>126</b>	<b>20%</b>		<b>R&amp;M Equipment</b>	<b>-2,713</b>	<b>-2,000</b>	<b>-1,822</b>	<b>-713</b>	<b>-36%</b>	<b>-91</b>	<b>-3%</b>	<b>-3,000</b>
<b>-2,167</b>	<b>-2,770</b>	<b>-3,613</b>	<b>603</b>	<b>22%</b>	<b>1,446</b>	<b>40%</b>		<b>R&amp;M subtotal</b>	<b>-30,471</b>	<b>-31,190</b>	<b>-32,990</b>	<b>719</b>	<b>2%</b>	<b>2,519</b>	<b>8%</b>	<b>-45,770</b>
<b>-15,188</b>	<b>-14,825</b>	<b>-16,220</b>	<b>-363</b>	<b>-2%</b>	<b>1,032</b>	<b>6%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-114,102</b>	<b>-106,495</b>	<b>-116,717</b>	<b>-7,607</b>	<b>-7%</b>	<b>2,616</b>	<b>2%</b>	<b>-155,380</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	-49	0	0	-49	0%	-49	0%	0
-8	0	0	-8	0%	-8	0%	51530	Community Relations	-504	0	-209	-504	0%	-295	-141%	0
-633	-930	-894	297	32%	261	29%	51020	Dues & Subscriptions	-876	-2,240	-2,238	1,364	61%	1,362	61%	-2,800
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-588	-500	-1,028	-88	-18%	440	43%	-600
0	0	0	0	0%	0	0%	51096	Mileage Reimbursement	0	-120	0	120	100%	0	0%	-120
0	0	-1	0	0%	1	100%	51065	Postage - General	-1	-10	-60	10	95%	60	99%	-20
0	0	0	0	0%	0	0%	51535	Digital Content	-200	0	0	-200	0%	-200	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-244	0	0	-244	0%	-244	0%	0
0	0	0	0	0%	0	0%	51547	Printing - Other	-185	0	0	-185	0%	-185	0%	0
-1,524	-1,560	-1,519	36	2%	-5	0%	52220	Credit Card Expense	-9,346	-8,420	-8,556	-926	-11%	-790	-9%	-11,220
266	0	-24	266	0%	290	119%	52225	Over/Short	236	0	-64	236	0%	299	470%	0
-1,300	-1,300	-1,300	0	0%	0	0%	52025	Insurance Expense	-10,400	-10,400	-10,400	0	0%	0	0%	-15,600
<b>-3,198</b>	<b>-3,790</b>	<b>-3,738</b>	<b>592</b>	<b>16%</b>	<b>540</b>	<b>14%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-22,156</b>	<b>-21,690</b>	<b>-22,555</b>	<b>-466</b>	<b>-2%</b>	<b>399</b>	<b>2%</b>	<b>-30,360</b>
<b>-27,924</b>	<b>-28,115</b>	<b>-28,233</b>	<b>191</b>	<b>1%</b>	<b>308</b>	<b>1%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-220,111</b>	<b>-208,275</b>	<b>-214,232</b>	<b>-11,836</b>	<b>-6%</b>	<b>-5,879</b>	<b>-3%</b>	<b>-301,000</b>
<b>-79,729</b>	<b>-84,192</b>	<b>-78,356</b>	<b>4,463</b>	<b>5%</b>	<b>-1,373</b>	<b>-2%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-642,783</b>	<b>-650,883</b>	<b>-599,315</b>	<b>8,100</b>	<b>1%</b>	<b>-43,467</b>	<b>-7%</b>	<b>-970,900</b>
<b>54,419</b>	<b>45,108</b>	<b>41,747</b>	<b>9,311</b>	<b>21%</b>	<b>12,671</b>	<b>30%</b>		<b>NORBO (before AO)</b>	<b>107,605</b>	<b>83,717</b>	<b>135,511</b>	<b>23,888</b>	<b>29%</b>	<b>-27,906</b>	<b>-21%</b>	<b>93,100</b>
-23,121	-23,121	0	0	0%	-23,121	0%	59025	ALLOCATED OVERHEAD (AO)	-183,776	-183,776	0	0	0%	-183,776	0%	-280,700
<b>31,298</b>	<b>21,987</b>	<b>41,747</b>	<b>9,311</b>	<b>42%</b>	<b>-10,450</b>	<b>-25%</b>		<b>NOR (after AO)</b>	<b>-76,171</b>	<b>-100,059</b>	<b>135,511</b>	<b>23,888</b>	<b>24%</b>	<b>-211,682</b>	<b>-156%</b>	<b>-187,600</b>
-106,091	-112,313	-82,920	6,222	6%	-23,171	-28%		T O C post AO	-839,860	-859,259	-622,031	19,399	2%	-217,829	-35%	-1,281,600
<b>-82,970</b>	<b>-89,192</b>	<b>-82,920</b>	<b>6,222</b>	<b>7%</b>	<b>-50</b>	<b>0%</b>		<b>T O C pre AO</b>	<b>-656,084</b>	<b>-675,483</b>	<b>-622,031</b>	<b>19,399</b>	<b>3%</b>	<b>-34,053</b>	<b>-5%</b>	<b>-1,000,900</b>
-129.5%	-119.6%	-150.3%	-09.9%	-08.3%	20.8%	13.9%		REV to TOC (CRR%)	-90.9%	-88.4%	-121.8%	-02.6%	-02.9%	30.9%	25.3%	-85.4%
<b>31,298</b>	<b>21,987</b>	<b>41,747</b>	<b>9,311</b>	<b>42%</b>	<b>-10,450</b>	<b>-25%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-76,171</b>	<b>-100,059</b>	<b>135,511</b>	<b>23,888</b>	<b>24%</b>	<b>-211,682</b>	<b>-156%</b>	<b>-187,600</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Aquatics (130)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>23,000</b>	<b>23,000</b>	<b>17,000</b>	<b>0</b>	<b>0%</b>	<b>6,000</b>	<b>35%</b>	<b>36053</b>	<b>Revenue</b>								
								<b>ALLOCATED RECREATION FEES</b>	<b>141,959</b>	<b>132,000</b>	<b>128,018</b>	<b>9,959</b>	<b>8%</b>	<b>13,941</b>	<b>11%</b>	<b>192,000</b>
416	500	360	-84	-17%	56	16%	36054	Daily Usage Fee - Member	1,368	1,900	1,266	-532	-28%	102	8%	2,000
8,169	6,000	5,000	2,169	36%	3,169	63%	36055	Daily Usage Fee - Guest	24,599	21,100	19,126	3,499	17%	5,473	29%	22,000
<b>8,585</b>	<b>6,500</b>	<b>5,360</b>	<b>2,085</b>	<b>32%</b>	<b>3,225</b>	<b>60%</b>		<b>Total Direct Access &amp; Use</b>	<b>25,967</b>	<b>23,000</b>	<b>20,392</b>	<b>2,967</b>	<b>13%</b>	<b>5,575</b>	<b>27%</b>	<b>24,000</b>
5,165	4,300	4,435	865	20%	730	16%	36070	Lessons - P.O.	19,955	20,000	21,063	-46	0%	-1,109	-5%	20,000
1,744	800	1,140	944	118%	604	53%	36080	Lessons - Guest	3,464	4,000	4,992	-536	-13%	-1,528	-31%	4,000
<b>6,909</b>	<b>5,100</b>	<b>5,575</b>	<b>1,809</b>	<b>35%</b>	<b>1,334</b>	<b>24%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>23,419</b>	<b>24,000</b>	<b>26,055</b>	<b>-582</b>	<b>-2%</b>	<b>-2,637</b>	<b>-10%</b>	<b>24,000</b>
0	400	331	-400	-100%	-331	-100%	37020	Other Revenue	300	1,000	1,347	-700	-70%	-1,047	-78%	1,000
<b>0</b>	<b>400</b>	<b>331</b>	<b>-400</b>	<b>-100%</b>	<b>-331</b>	<b>-100%</b>		<b>Total Other Revenue</b>	<b>300</b>	<b>1,000</b>	<b>1,347</b>	<b>-700</b>	<b>-70%</b>	<b>-1,047</b>	<b>-78%</b>	<b>1,000</b>
<b>38,494</b>	<b>35,000</b>	<b>28,266</b>	<b>3,494</b>	<b>10%</b>	<b>10,228</b>	<b>36%</b>		<b>GROSS REVENUE (GREV)</b>	<b>191,644</b>	<b>180,000</b>	<b>175,812</b>	<b>11,644</b>	<b>6%</b>	<b>15,833</b>	<b>9%</b>	<b>241,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>38,494</b>	<b>35,000</b>	<b>28,266</b>	<b>3,494</b>	<b>10%</b>	<b>10,228</b>	<b>36%</b>		<b>Gross Margin (GREV-COG)</b>	<b>191,644</b>	<b>180,000</b>	<b>175,812</b>	<b>11,644</b>	<b>6%</b>	<b>15,833</b>	<b>9%</b>	<b>241,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-22,868	-20,806	-16,070	-2,062	-10%	-6,797	-42%	5124...	Wages - Seasonal	-82,741	-82,932	-50,918	191	0%	-31,823	-62%	-85,400
-553	-700	-71	147	21%	-482	-679%	51246	Wages-Seasonal-Commissions	-1,570	-3,000	-1,904	1,430	48%	334	18%	-3,000
-684	0	-931	-684	0%	246	26%	51247	Incentive Program, Seasonal, N	-2,326	0	-1,752	-2,326	0%	-575	-33%	0
<b>-24,105</b>	<b>-21,506</b>	<b>-17,072</b>	<b>-2,599</b>	<b>-12%</b>	<b>-7,033</b>	<b>-41%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-86,637</b>	<b>-85,932</b>	<b>-54,573</b>	<b>-705</b>	<b>-1%</b>	<b>-32,064</b>	<b>-59%</b>	<b>-88,400</b>
-24,105	-21,506	-17,072	-2,599	-12%	-7,033	-41%		Wage sub-total	-86,637	-85,932	-54,573	-705	-1%	-32,064	-59%	-88,400
-24,105	-21,506	-17,072	-2,599	-12%	-7,033	-41%		Wage-Seasonal subsubto	-86,637	-85,932	-54,573	-705	-1%	-32,064	-59%	-88,400
-62.6%	-61.4%	-60.4%	-01.2%	-01.9%	-02.2%	-03.7%		PayrollDirect %ofRevenue	-45.2%	-47.7%	-31.0%	02.5%	05.3%	-14.2%	-45.6%	-36.7%
-176.5	0.0	-59.2	-176.5	0.0	-117.3	-2.0		Wage Overtime Hours	-336.1	0.0	-161.4	-336.1	0.0	-174.7	-1.1	0.0
-1412.4	-1132.0	-1081.9	-280.5	-0.2	-330.5	-0.3		Wage Total Hours	-5153.8	-4511.9	-3534.0	-641.9	-0.1	-1619.8	-0.5	-4646.2
17.07	19.00	15.78	-1.93	-0.10	1.29	0.08		Wage ROP avg	16.81	19.05	15.44	-2.24	-0.12	1.37	0.09	19.03
<b>PAYROLL BURDEN</b>																
-2,817	-3,180	-2,403	363	11%	-415	-17%	5130...	Payroll Taxes	-10,975	-12,630	-7,929	1,655	13%	-3,047	-38%	-12,990
-1,086	-1,140	-961	54	5%	-125	-13%	5130...	Workers Compensation	-4,190	-4,480	-3,116	290	6%	-1,074	-34%	-4,610
<b>-3,903</b>	<b>-4,320</b>	<b>-3,363</b>	<b>417</b>	<b>10%</b>	<b>-540</b>	<b>-16%</b>		<b>PAYROLL BURDEN Total</b>	<b>-15,165</b>	<b>-17,110</b>	<b>-11,045</b>	<b>1,945</b>	<b>11%</b>	<b>-4,121</b>	<b>-37%</b>	<b>-17,600</b>
0	-50	0	50	100%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	-50	0	50	100%	0	0%	-50
-3,903	-4,270	-3,363	367	9%	-540	-16%	(514...	subtotal, Burden-Wage-Seasonal	-15,165	-17,060	-11,045	1,895	11%	-4,121	-37%	-17,550
<b>16.2%</b>	<b>20.1%</b>	<b>19.7%</b>	<b>-03.9%</b>	<b>-19.4%</b>	<b>-03.5%</b>	<b>-17.8%</b>		<b>Burden % - on all Payroll</b>	<b>17.5%</b>	<b>19.9%</b>	<b>20.2%</b>	<b>-02.4%</b>	<b>-12.1%</b>	<b>-02.7%</b>	<b>-13.5%</b>	<b>19.9%</b>
16.2%	19.9%	19.7%	-03.7%	-18.4%	-03.5%	-17.8%		Burden % - Wage-Season	17.5%	19.9%	20.2%	-02.3%	-11.8%	-02.7%	-13.5%	19.9%
16.2%	20.1%	19.7%	-03.9%	-19.4%	-03.5%	-17.8%		Burden % - Wage-FTR&Se	17.5%	19.9%	20.2%	-02.4%	-12.1%	-02.7%	-13.5%	19.9%
<b>-28,008</b>	<b>-25,826</b>	<b>-20,435</b>	<b>-2,182</b>	<b>-8%</b>	<b>-7,573</b>	<b>-37%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-101,803</b>	<b>-103,042</b>	<b>-65,618</b>	<b>1,239</b>	<b>1%</b>	<b>-36,184</b>	<b>-55%</b>	<b>-106,000</b>
<b>16.2%</b>	<b>20.1%</b>	<b>19.7%</b>	<b>-3.9%</b>	<b>-19.4%</b>	<b>-3.5%</b>	<b>-17.8%</b>		<b>Burden % TL</b>	<b>17.5%</b>	<b>19.9%</b>	<b>20.2%</b>	<b>-2.4%</b>	<b>-12.1%</b>	<b>-2.7%</b>	<b>-13.5%</b>	<b>19.9%</b>
11.7%	14.8%	14.1%	-3.1%	-21.0%	-2.4%	-17.0%		Payroll Taxes %	12.7%	14.7%	14.5%	-2.0%	-13.8%	-1.9%	-12.8%	14.7%
4.5%	5.3%	5.6%	-0.8%	-15.0%	-1.1%	-19.9%		Workers Comp %	4.8%	5.2%	5.7%	-0.4%	-7.2%	-0.9%	-15.3%	5.2%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-1,001	-2,500	-2,030	1,499	60%	1,029	51%	-2,500
-241	-150	-11	-91	-61%	-230	-2094%	50625	Employee Relations	-1,152	-250	-447	-902	-361%	-706	-158%	-250
0	0	0	0	0%	0	0%	50630	Uniforms	-1,082	-3,000	-2,222	1,918	64%	1,140	51%	-3,000
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	0	0	-1,513	0	0%	1,513	100%	-230
<b>-241</b>	<b>-150</b>	<b>-11</b>	<b>-91</b>	<b>-61%</b>	<b>-230</b>	<b>-2094%</b>		<b>Total Staff Expense</b>	<b>-3,236</b>	<b>-5,750</b>	<b>-6,211</b>	<b>2,514</b>	<b>44%</b>	<b>2,975</b>	<b>48%</b>	<b>-5,980</b>
-636	-600	-550	-36	-6%	-85	-16%	5501...	Electricity	-4,732	-5,400	-3,605	668	12%	-1,127	-31%	-7,300
-2,666	-3,900	-3,099	1,234	32%	433	14%	55020	Natural Gas - Pools	-57,777	-48,800	-44,332	-8,977	-18%	-13,445	-30%	-70,000
-207	-210	-202	3	1%	-5	-2%	55030	Sewer Fees	-1,629	-1,620	-1,516	-9	-1%	-113	-7%	-2,460
-1,265	-1,000	-968	-265	-26%	-296	-31%	5503...	Water - Building/Facility	-7,235	-6,300	-7,083	-935	-15%	-152	-2%	-9,000
<b>-4,774</b>	<b>-5,710</b>	<b>-4,820</b>	<b>936</b>	<b>16%</b>	<b>46</b>	<b>1%</b>		<b>TOTAL UTILITIES</b>	<b>-71,374</b>	<b>-62,120</b>	<b>-56,537</b>	<b>-9,254</b>	<b>-15%</b>	<b>-14,837</b>	<b>-26%</b>	<b>-88,760</b>
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>																

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Aquatics (130)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	0	0	0%	0	0%	56530	Janitorial Services & Supplies	0	0	-22	0	0%	22	100%	0
0	0	0	0	0%	0	0%	51037	Computer Software	-100	0	0	-100	0%	-100	0%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-667	-200	0	-467	-233%	-667	0%	-200
0	0	0	0	0%	0	0%	51060	Office Supplies	0	-200	0	200	100%	0	0%	-200
0	0	-22	0	0%	22	100%	53530	Signs	-733	-150	-51	-583	-389%	-682	-1335%	-150
<b>-265</b>	<b>-130</b>	<b>-7</b>	<b>-135</b>	<b>-104%</b>	<b>-258</b>	<b>-3840%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-872</b>	<b>-1,000</b>	<b>-1,573</b>	<b>128</b>	<b>13%</b>	<b>702</b>	<b>45%</b>	<b>-1,000</b>
0	0	0	0	0%	0	0%	56540	Small Tools & Equipment	-521	-300	0	-221	-74%	-521	0%	-300
0	0	0	0	0%	0	0%	56545	Safety Equipment	-574	-900	-710	326	36%	135	19%	-900
<b>Repairs &amp; Maintenance</b>																
0	0	0	0	0%	0	0%	54200	R&M Building (non-posting)	-30	0	0	-30	0%	-30	0%	0
60	-400	-443	460	115%	503	113%	54210	General/PM	-4,887	-6,000	-7,193	1,113	19%	2,306	32%	-7,400
0	0	0	0	0%	0	0%	54220	Plumbing	-41	0	-93	-41	0%	52	56%	0
<b>60</b>	<b>-400</b>	<b>-443</b>	<b>460</b>	<b>115%</b>	<b>503</b>	<b>113%</b>		<b>R&amp;M Building</b>	<b>-4,958</b>	<b>-6,000</b>	<b>-7,286</b>	<b>1,042</b>	<b>17%</b>	<b>2,328</b>	<b>32%</b>	<b>-7,400</b>
-8,240	-4,000	-3,199	-4,240	-106%	-5,041	-158%	54710	chemicals	-36,773	-23,000	-21,105	-13,773	-60%	-15,669	-74%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,200	0	1,200	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
<b>-8,240</b>	<b>-4,150</b>	<b>-3,199</b>	<b>-4,090</b>	<b>-99%</b>	<b>-5,041</b>	<b>-158%</b>		<b>R&amp;M Pool Spa</b>	<b>-36,773</b>	<b>-24,200</b>	<b>-21,191</b>	<b>-12,573</b>	<b>-52%</b>	<b>-15,583</b>	<b>-74%</b>	<b>-29,800</b>
<b>-8,180</b>	<b>-4,550</b>	<b>-3,642</b>	<b>-3,630</b>	<b>-80%</b>	<b>-4,539</b>	<b>-125%</b>		<b>R&amp;M subtotal</b>	<b>-41,731</b>	<b>-30,200</b>	<b>-28,477</b>	<b>-11,531</b>	<b>-38%</b>	<b>-13,255</b>	<b>-47%</b>	<b>-37,200</b>
<b>-8,445</b>	<b>-4,680</b>	<b>-3,670</b>	<b>-3,765</b>	<b>-80%</b>	<b>-4,775</b>	<b>-130%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-45,198</b>	<b>-32,950</b>	<b>-30,832</b>	<b>-12,248</b>	<b>-37%</b>	<b>-14,366</b>	<b>-47%</b>	<b>-39,950</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
-81	0	0	-81	0%	-81	0%	51530	Community Relations	-81	0	0	-81	0%	-81	0%	0
-316	0	-128	-316	0%	-188	-147%	51020	Dues & Subscriptions	-316	-100	-383	-216	-216%	67	17%	-100
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	0	-1,600	0	1,600	100%	0	0%	-4,600
0	-60	0	60	100%	0	0%	51096	Mileage Reimbursement	0	-240	0	240	100%	0	0%	-240
0	0	0	0	0%	0	0%	51065	Postage - General	0	-20	0	20	100%	0	100%	-20
0	0	0	0	0%	0	0%	51535	Digital Content	-400	0	0	-400	0%	-400	0%	0
0	-160	-312	160	100%	312	100%	52220	Credit Card Expense	-650	-740	-1,388	90	12%	738	53%	-750
-1,000	-1,000	-1,000	0	0%	0	0%	52025	Insurance Expense	-4,000	-4,000	-4,000	0	0%	0	0%	-6,000
<b>-1,397</b>	<b>-1,220</b>	<b>-1,440</b>	<b>-177</b>	<b>-15%</b>	<b>43</b>	<b>3%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-5,447</b>	<b>-6,700</b>	<b>-5,772</b>	<b>1,253</b>	<b>19%</b>	<b>325</b>	<b>6%</b>	<b>-11,710</b>
<b>-14,857</b>	<b>-11,760</b>	<b>-9,941</b>	<b>-3,097</b>	<b>-26%</b>	<b>-4,916</b>	<b>-49%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-125,254</b>	<b>-107,520</b>	<b>-99,352</b>	<b>-17,734</b>	<b>-16%</b>	<b>-25,903</b>	<b>-26%</b>	<b>-146,400</b>
<b>-42,865</b>	<b>-37,586</b>	<b>-30,376</b>	<b>-5,279</b>	<b>-14%</b>	<b>-12,489</b>	<b>-41%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-227,057</b>	<b>-210,562</b>	<b>-164,970</b>	<b>-16,495</b>	<b>-8%</b>	<b>-62,087</b>	<b>-38%</b>	<b>-252,400</b>
<b>-4,371</b>	<b>-2,586</b>	<b>-2,110</b>	<b>-1,785</b>	<b>-69%</b>	<b>-2,261</b>	<b>-107%</b>		<b>NORBO (before AO)</b>	<b>-35,413</b>	<b>-30,562</b>	<b>10,842</b>	<b>-4,851</b>	<b>-16%</b>	<b>-46,254</b>	<b>-427%</b>	<b>-11,400</b>
<b>-16,292</b>	<b>-16,292</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-16,292</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-129,501</b>	<b>-129,501</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-129,501</b>	<b>0%</b>	<b>-197,800</b>
<b>-20,663</b>	<b>-18,878</b>	<b>-2,110</b>	<b>-1,785</b>	<b>-9%</b>	<b>-18,553</b>	<b>-879%</b>		<b>NOR (after AO)</b>	<b>-164,914</b>	<b>-160,063</b>	<b>10,842</b>	<b>-4,851</b>	<b>-3%</b>	<b>-175,755</b>	<b>-1621%</b>	<b>-209,200</b>
-59,157	-53,878	-30,376	-5,279	-10%	-28,781	-95%		T O C post AO	-356,558	-340,063	-164,970	-16,495	-5%	-191,588	-116%	-450,200
<b>-42,865</b>	<b>-37,586</b>	<b>-30,376</b>	<b>-5,279</b>	<b>-14%</b>	<b>-12,489</b>	<b>-41%</b>		T O C pre AO	<b>-227,057</b>	<b>-210,562</b>	<b>-164,970</b>	<b>-16,495</b>	<b>-8%</b>	<b>-62,087</b>	<b>-38%</b>	<b>-252,400</b>
-65.1%	-65.0%	-93.1%	-00.1%	-00.2%	28.0%	30.1%		REV to TOC (CRR%)	-53.7%	-52.9%	-106.6%	-00.8%	-01.5%	52.8%	49.6%	-53.5%
<b>-20,663</b>	<b>-18,878</b>	<b>-2,110</b>	<b>-1,785</b>	<b>-9%</b>	<b>-18,553</b>	<b>-879%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-164,914</b>	<b>-160,063</b>	<b>10,842</b>	<b>-4,851</b>	<b>-3%</b>	<b>-175,755</b>	<b>-1621%</b>	<b>-209,200</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Day Camp (145)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
42,485	51,000	47,323	-8,515	-17%	-4,838	-10%	36059	Day Camps	246,499	275,000	254,902	-28,501	-10%	-8,403	-3%	275,000
<b>42,485</b>	<b>51,000</b>	<b>47,323</b>	<b>-8,515</b>	<b>-17%</b>	<b>-4,838</b>	<b>-10%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>246,499</b>	<b>275,000</b>	<b>254,902</b>	<b>-28,501</b>	<b>-10%</b>	<b>-8,403</b>	<b>-3%</b>	<b>275,000</b>
0	0	75	0	0%	-75	-100%	37020	Other Revenue	1,220	0	1,155	1,220	0%	65	6%	0
<b>0</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0%</b>	<b>-75</b>	<b>-100%</b>		<b>Total Other Revenue</b>	<b>1,220</b>	<b>0</b>	<b>1,155</b>	<b>1,220</b>	<b>0%</b>	<b>65</b>	<b>6%</b>	<b>0</b>
<b>42,485</b>	<b>51,000</b>	<b>47,398</b>	<b>-8,515</b>	<b>-17%</b>	<b>-4,913</b>	<b>-10%</b>		<b>GROSS REVENUE (GREV)</b>	<b>247,719</b>	<b>275,000</b>	<b>256,057</b>	<b>-27,281</b>	<b>-10%</b>	<b>-8,338</b>	<b>-3%</b>	<b>275,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>42,485</b>	<b>51,000</b>	<b>47,398</b>	<b>-8,515</b>	<b>-17%</b>	<b>-4,913</b>	<b>-10%</b>		<b>Gross Margin (GREV-COG)</b>	<b>247,719</b>	<b>275,000</b>	<b>256,057</b>	<b>-27,281</b>	<b>-10%</b>	<b>-8,338</b>	<b>-3%</b>	<b>275,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-2,884	-3,948	-4,113	1,064	27%	1,229	30%	5110...	Salaries - Exempt - Regular & Ot	-12,465	-15,792	-16,033	3,327	21%	3,568	22%	-23,700
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-4,127	0	0	-4,127	0%	-4,127	0%	0
-29,120	-24,541	-29,441	-4,579	-19%	322	1%	5124...	Wages - Seasonal	-137,442	-129,800	-117,602	-7,642	-6%	-19,840	-17%	-129,800
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-114	0	0	-114	0%	-114	0%	0
-1,204	0	-1,259	-1,204	0%	55	4%	51247	Incentive Program, Seasonal, N	-1,752	0	-1,259	-1,752	0%	-493	-39%	0
<b>-33,208</b>	<b>-28,489</b>	<b>-34,814</b>	<b>-4,719</b>	<b>-17%</b>	<b>1,606</b>	<b>5%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-155,899</b>	<b>-145,592</b>	<b>-134,894</b>	<b>-10,307</b>	<b>-7%</b>	<b>-21,005</b>	<b>-16%</b>	<b>-153,500</b>
-2,884	-3,948	-4,113	1,064	27%	1,229	30%		Salaries sub-total	-12,465	-15,792	-16,033	3,327	21%	3,568	22%	-23,700
-30,324	-24,541	-30,700	-5,783	-24%	376	1%		Wage sub-total	-143,434	-129,800	-118,861	-13,634	-11%	-24,573	-21%	-129,800
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	-4,127	0	0	-4,127	0%	-4,127	0%	0
-30,324	-24,541	-30,700	-5,783	-24%	376	1%		Wage-Seasonal subsubto	-139,307	-129,800	-118,861	-9,507	-7%	-20,446	-17%	-129,800
-78.2%	-55.9%	-73.4%	-22.3%	-39.9%	-04.7%	-06.4%		PayrollDirect %ofRevenue	-62.9%	-52.9%	-52.7%	-10.0%	-18.9%	-10.3%	-19.5%	-55.8%
-313	0	-280	-313	0%	-33	-12%	51108	PTO net\$ accrual, in Salaries	-1,385	0	-700	-1,385	0%	-685	-98%	-12
0	0	0	0	0%	0	0%	51228	PTO net\$ accrual, in Wages FTR	-2,063	0	0	-2,063	0%	-2,063	0%	0
-313	0	-280	-313	0%	-33	-12%		PTO net accrual, in PD Total	-3,448	0	-700	-3,448	0%	-2,748	-393%	-12
0.0	0.0	-3.3	0.0	0.0	3.3	1.0		Wage Overtime Hours	-12.6	0.0	-21.2	-12.6	0.0	8.7	0.4	0.0
-2139.9	-1776.2	-2370.2	-363.7	-0.2	230.3	0.1		Wage Total Hours	-10056.7	-9279.8	-9343.2	-776.9	-0.1	-713.6	-0.1	-9279.8
14.17	13.82	12.95	0.35	0.03	1.22	0.09		Wage ROP avg	14.06	13.99	12.72	0.07	0.01	1.34	0.10	13.99
<b>PAYROLL BURDEN</b>																
-4,110	-3,870	-4,421	-240	-6%	310	7%	5130...	Payroll Taxes	-19,285	-19,810	-17,570	525	3%	-1,715	-10%	-20,970
-1,488	-1,340	-2,053	-148	-11%	566	28%	5130...	Workers Compensation	-7,323	-7,770	-7,885	447	6%	562	7%	-7,830
-662	-867	-709	205	24%	47	7%	5130...	Group Insurance	-3,078	-3,468	-2,910	390	11%	-167	-6%	-5,200
-64	0	-58	-64	0%	-7	-12%	5130...	Retirement Plan	-256	0	-230	-256	0%	-26	-11%	0
<b>-6,325</b>	<b>-6,077</b>	<b>-7,241</b>	<b>-248</b>	<b>-4%</b>	<b>916</b>	<b>13%</b>		<b>PAYROLL BURDEN Total</b>	<b>-29,942</b>	<b>-31,048</b>	<b>-28,596</b>	<b>1,106</b>	<b>4%</b>	<b>-1,347</b>	<b>-5%</b>	<b>-34,000</b>
-1,025	-1,417	-1,279	392	28%	253	20%	(513...	subtotal, Burden-Salary	-4,622	-5,848	-5,193	1,226	21%	571	11%	-8,800
0	130	0	-130	-100%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	130	0	-130	-100%	0	0%	130
-5,299	-4,790	-5,962	-509	-11%	663	11%	(514...	subtotal, Burden-Wage-Seasonal	-25,320	-25,330	-23,403	10	0%	-1,917	-8%	-25,330
<b>19.0%</b>	<b>21.3%</b>	<b>20.8%</b>	<b>-02.3%</b>	<b>-10.7%</b>	<b>-01.8%</b>	<b>-08.4%</b>		<b>Burden % - on all Payroll</b>	<b>19.2%</b>	<b>21.3%</b>	<b>21.2%</b>	<b>-02.1%</b>	<b>-09.9%</b>	<b>-02.0%</b>	<b>-09.4%</b>	<b>22.1%</b>
35.5%	35.9%	31.1%	-00.3%	-01.0%	04.5%	14.4%		Burden % - Salary	37.1%	37.0%	32.4%	00.0%	00.1%	04.7%	14.5%	37.1%
17.5%	19.5%	19.4%	-02.0%	-10.5%	-01.9%	-10.0%		Burden % - Wage-Season	18.2%	19.0%	19.7%	-01.3%	-06.9%	-01.5%	-07.7%	19.5%
17.5%	19.0%	19.4%	-01.5%	-08.0%	-01.9%	-10.0%		Burden % - Wage-FTR&Se	17.7%	19.4%	19.7%	-01.8%	-09.1%	-02.0%	-10.3%	19.4%
<b>-39,532</b>	<b>-34,566</b>	<b>-42,054</b>	<b>-4,966</b>	<b>-14%</b>	<b>2,522</b>	<b>6%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-185,841</b>	<b>-176,640</b>	<b>-163,490</b>	<b>-9,201</b>	<b>-5%</b>	<b>-22,352</b>	<b>-14%</b>	<b>-187,500</b>
<b>19.0%</b>	<b>21.3%</b>	<b>20.8%</b>	<b>-2.3%</b>	<b>-10.7%</b>	<b>-1.8%</b>	<b>-8.4%</b>		<b>Burden % TL</b>	<b>19.2%</b>	<b>21.3%</b>	<b>21.2%</b>	<b>-2.1%</b>	<b>-9.9%</b>	<b>-2.0%</b>	<b>-9.4%</b>	<b>22.1%</b>
12.4%	13.6%	12.7%	-1.2%	-8.9%	-0.3%	-2.5%		Payroll Taxes %	12.4%	13.6%	13.0%	-1.2%	-9.1%	-0.7%	-5.0%	13.7%
4.5%	4.7%	5.9%	-0.2%	-4.7%	-1.4%	-24.0%		Workers Comp %	4.7%	5.3%	5.8%	-0.6%	-12.0%	-1.1%	-19.6%	5.1%
2.0%	3.0%	2.0%	-1.0%	-34.5%	0.0%	-2.1%		Group Insurance %	2.0%	2.4%	2.2%	-0.4%	-17.1%	-0.2%	-8.5%	3.4%
0.2%	0.0%	0.2%	0.2%	0.0%	0.0%	17.2%		Retirement %	0.2%	0.0%	0.2%	0.2%	0.0%	0.0%	-3.6%	0.0%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-661	-1,500	-730	839	56%	69	9%	-1,500
-304	-150	-7	-154	-102%	-297	-4237%	50625	Employee Relations	-355	-290	-53	-65	-22%	-302	-576%	-290
0	0	0	0	0%	0	0%	50630	Uniforms	-1,960	-1,200	-2,128	-760	-63%	168	8%	-1,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Day Camp (145)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	-50	0	0%	50	100%	51095	Travel/Meeting Expense	0	0	-50	0	0%	50	100%	0
<b>-304</b>	<b>-150</b>	<b>-57</b>	<b>-154</b>	<b>-102%</b>	<b>-247</b>	<b>-432%</b>		<b>Total Staff Expense</b>	<b>-2,976</b>	<b>-2,990</b>	<b>-2,960</b>	<b>14</b>	<b>0%</b>	<b>-15</b>	<b>-1%</b>	<b>-2,990</b>
-30	-30	0	0	0%	-30	0%	51090	Telephone	-120	-150	0	30	20%	-120	0%	-210
-20	0	-19	-20	0%	-1	-3%	55003	Cable/Sat TV Service	-59	0	-57	-59	0%	-2	-3%	0
-201	0	-188	-201	0%	-13	-7%	55005	Disposal Fees	-603	0	-396	-603	0%	-207	-52%	0
-170	0	-147	-170	0%	-23	-16%	5501...	Electricity	-456	0	-441	-456	0%	-14	-3%	0
-34	0	-28	-34	0%	-6	-21%	55025	Natural Gas - Buildings	-148	0	-98	-148	0%	-51	-52%	0
<b>-588</b>	<b>-200</b>	<b>-115</b>	<b>-388</b>	<b>-194%</b>	<b>-474</b>	<b>-412%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-1,037</b>	<b>-1,200</b>	<b>-1,106</b>	<b>163</b>	<b>14%</b>	<b>69</b>	<b>6%</b>	<b>-1,200</b>
-14	0	0	-14	0%	-14	0%	55027	Propane (LPG)	-66	0	0	-66	0%	-66	0%	0
-60	-70	-70	10	14%	10	14%	55030	Sewer Fees	-238	-280	-280	42	15%	42	15%	-420
-233	-250	-299	17	7%	66	22%	5503...	Water - Building/Facility	-876	-980	-1,150	104	11%	274	24%	-1,470
-37	0	-35	-37	0%	-3	-7%	55040	Water - Grounds	-93	0	-82	-93	0%	-11	-14%	0
<b>-1,387</b>	<b>-550</b>	<b>-900</b>	<b>-837</b>	<b>-152%</b>	<b>-487</b>	<b>-54%</b>		<b>TOTAL UTILITIES</b>	<b>-3,695</b>	<b>-2,610</b>	<b>-3,609</b>	<b>-1,085</b>	<b>-42%</b>	<b>-86</b>	<b>-2%</b>	<b>-3,300</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-37	0	-76	-37	0%	39	52%	56530	Janitorial Services & Supplies	-184	-150	-387	-34	-23%	203	52%	-150
-36	0	-35	-36	0%	0	-1%	56535	Pest Control	-142	0	-188	-142	0%	46	24%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-236	-300	-130	64	21%	-106	-82%	-300
0	-50	-31	50	100%	31	100%	51060	Office Supplies	-141	-450	-85	309	69%	-56	-66%	-450
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-193	0	0	-193	0%	-193	0%	0
0	0	0	0	0%	0	0%	53530	Signs	-120	-500	-475	380	76%	356	75%	-500
<b>-99</b>	<b>-200</b>	<b>1,222</b>	<b>101</b>	<b>50%</b>	<b>-1,322</b>	<b>-108%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-8,746</b>	<b>-9,560</b>	<b>-7,678</b>	<b>814</b>	<b>9%</b>	<b>-1,068</b>	<b>-14%</b>	<b>-9,660</b>
0	0	-72	0	0%	72	100%	56540	Small Tools & Equipment	-20	-50	-72	30	60%	53	73%	-50
0	0	0	0	0%	0	0%	56545	Safety Equipment	-165	-800	-433	635	79%	269	62%	-800
-4,162	-5,898	-6,640	1,736	29%	2,478	37%	55530	Recreation Programs	-17,533	-22,000	-22,196	4,467	20%	4,663	21%	-22,000
								<b>Repairs &amp; Maintenance</b>								
0	0	0	0	0%	0	0%	54210	General/PM	-235	0	-5	-235	0%	-231	-5125%	0
0	0	0	0	0%	0	0%	54252	Carpentry	0	-300	0	300	100%	0	0%	-300
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-235</b>	<b>-300</b>	<b>-5</b>	<b>65</b>	<b>22%</b>	<b>-231</b>	<b>-5125%</b>	<b>-300</b>
-829	-100	0	-729	-729%	-829	0%	54448	Rolling, Car/Truck/Bus/Van	-1,521	-200	-698	-1,321	-661%	-823	-118%	-200
<b>-829</b>	<b>-100</b>	<b>0</b>	<b>-729</b>	<b>-729%</b>	<b>-829</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>-1,521</b>	<b>-200</b>	<b>-698</b>	<b>-1,321</b>	<b>-661%</b>	<b>-823</b>	<b>-118%</b>	<b>-200</b>
<b>-829</b>	<b>-100</b>	<b>0</b>	<b>-729</b>	<b>-729%</b>	<b>-829</b>	<b>0%</b>		<b>R&amp;M subtotal</b>	<b>-1,756</b>	<b>-500</b>	<b>-703</b>	<b>-1,256</b>	<b>-251%</b>	<b>-1,053</b>	<b>-150%</b>	<b>-500</b>
<b>-5,163</b>	<b>-6,248</b>	<b>-5,632</b>	<b>1,085</b>	<b>17%</b>	<b>469</b>	<b>8%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-29,235</b>	<b>-34,310</b>	<b>-32,347</b>	<b>5,075</b>	<b>15%</b>	<b>3,112</b>	<b>10%</b>	<b>-34,410</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-940	0	-722	-940	0%	-218	-30%	0
0	-100	-77	100	100%	77	100%	51096	Mileage Reimbursement	0	-500	-457	500	100%	457	100%	-500
0	0	-2	2	0%	2	100%	51065	Postage - General	0	0	-3	0	0%	3	100%	0
0	0	-641	641	0%	641	100%	56601	Claims Expense	0	0	-641	0	0%	641	100%	0
-1,291	-1,600	-2,205	309	19%	914	41%	52220	Credit Card Expense	-4,160	-8,400	-8,539	4,240	50%	4,379	51%	-8,400
-300	-300	-300	0	0%	0	0%	52025	Insurance Expense	-1,200	-1,200	-1,200	0	0%	0	0%	-1,800
<b>-1,591</b>	<b>-2,000</b>	<b>-3,225</b>	<b>409</b>	<b>20%</b>	<b>1,634</b>	<b>51%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-6,300</b>	<b>-10,100</b>	<b>-11,562</b>	<b>3,800</b>	<b>38%</b>	<b>5,262</b>	<b>46%</b>	<b>-10,700</b>
<b>-8,445</b>	<b>-8,948</b>	<b>-9,815</b>	<b>503</b>	<b>6%</b>	<b>1,370</b>	<b>14%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-42,206</b>	<b>-50,010</b>	<b>-50,479</b>	<b>7,804</b>	<b>16%</b>	<b>8,272</b>	<b>16%</b>	<b>-51,400</b>
<b>-47,977</b>	<b>-43,514</b>	<b>-51,869</b>	<b>-4,463</b>	<b>-10%</b>	<b>3,892</b>	<b>8%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-228,048</b>	<b>-226,650</b>	<b>-213,968</b>	<b>-1,398</b>	<b>-1%</b>	<b>-14,079</b>	<b>-7%</b>	<b>-238,900</b>
<b>-5,492</b>	<b>7,486</b>	<b>-4,471</b>	<b>-12,978</b>	<b>-173%</b>	<b>-1,021</b>	<b>-23%</b>		<b>NORBO (before AO)</b>	<b>19,671</b>	<b>48,350</b>	<b>42,088</b>	<b>-28,679</b>	<b>-59%</b>	<b>-22,417</b>	<b>-53%</b>	<b>36,100</b>
<b>-5,519</b>	<b>-5,519</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-5,519</b>	<b>0%</b>	<b>59025</b>	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-43,865</b>	<b>-43,865</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-43,865</b>	<b>0%</b>	<b>-67,000</b>
<b>-11,011</b>	<b>1,967</b>	<b>-4,471</b>	<b>-12,978</b>	<b>-660%</b>	<b>-6,540</b>	<b>-146%</b>		<b>NOR (after AO)</b>	<b>-24,194</b>	<b>4,485</b>	<b>42,088</b>	<b>-28,679</b>	<b>-639%</b>	<b>-66,282</b>	<b>-157%</b>	<b>-30,900</b>
-53,496	-49,033	-51,869	-4,463	-9%	-1,627	-3%		T O C post AO	-271,913	-270,515	-213,968	-1,398	-1%	-57,944	-27%	-305,900
<b>-47,977</b>	<b>-43,514</b>	<b>-51,869</b>	<b>-4,463</b>	<b>-10%</b>	<b>3,892</b>	<b>8%</b>		<b>T O C pre AO</b>	<b>-228,048</b>	<b>-226,650</b>	<b>-213,968</b>	<b>-1,398</b>	<b>-1%</b>	<b>-14,079</b>	<b>-7%</b>	<b>-238,900</b>
-79.4%	-104.0%	-91.4%	24.6%	23.6%	12.0%	13.1%		REV to TOC (CRR%)	-91.1%	-101.7%	-119.7%	10.6%	10.4%	28.6%	23.9%	-89.9%
<b>-11,011</b>	<b>1,967</b>	<b>-4,471</b>	<b>-12,978</b>	<b>-660%</b>	<b>-6,540</b>	<b>-146%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-24,194</b>	<b>4,485</b>	<b>42,088</b>	<b>-28,679</b>	<b>-639%</b>	<b>-66,282</b>	<b>-157%</b>	<b>-30,900</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Recreation (140)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
749	1,000	668	-251	-25%	81	12%	36012	Special Events Revenue	2,504	4,000	3,417	-1,496	-37%	-913	-27%	20,000
0	0	0	0	0%	0	0%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000
<b>749</b>	<b>1,000</b>	<b>668</b>	<b>-251</b>	<b>-25%</b>	<b>81</b>	<b>12%</b>		<b>Total Direct Access &amp; Use</b>	<b>144,056</b>	<b>139,000</b>	<b>120,787</b>	<b>5,056</b>	<b>4%</b>	<b>23,269</b>	<b>19%</b>	<b>155,000</b>
0	0	0	0	0%	0	0%		<i>Food Discounts</i>	0	0	-1	0	0%	1	75%	0
0	0	0	0	0%	0	0%	33152	EE Discounts	0	0	-1	0	0%	1	75%	0
0	0	0	0	0%	0	0%		<b>Food subtotal</b>	0	0	-1	0	0%	1	75%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Food and Beverage</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>75%</b>	<b>0</b>
1,197	500	292	697	139%	905	310%	36030	Sales - Retail	2,566	3,800	2,700	-1,234	-32%	-134	-5%	5,000
-55	0	-13	-55	0%	-43	-337%	38015	Employee Discounts	-200	0	-89	-200	0%	-110	-123%	0
0	0	0	0	0%	0	0%	38020	Discounts - Retail	0	0	0	0	0%	0	0%	0
<b>1,141</b>	<b>500</b>	<b>279</b>	<b>641</b>	<b>128%</b>	<b>862</b>	<b>309%</b>		<b>Total Retail Product Reven</b>	<b>2,366</b>	<b>3,800</b>	<b>2,610</b>	<b>-1,434</b>	<b>-38%</b>	<b>-244</b>	<b>-9%</b>	<b>5,000</b>
556	1,300	1,521	-744	-57%	-965	-63%	3604...	Rentals	2,066	3,800	4,702	-1,734	-46%	-2,636	-56%	4,000
5,090	3,000	3,725	2,090	70%	1,365	37%	36058	Rec Programs	15,057	11,000	18,365	4,057	37%	-3,308	-18%	11,000
<b>5,646</b>	<b>4,300</b>	<b>5,246</b>	<b>1,346</b>	<b>31%</b>	<b>400</b>	<b>8%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>17,123</b>	<b>14,800</b>	<b>23,067</b>	<b>2,323</b>	<b>16%</b>	<b>-5,944</b>	<b>-26%</b>	<b>15,000</b>
0	0	0	0	0%	0	0%	34075	Sponsorships	15,100	4,000	10,000	11,100	278%	5,100	51%	5,000
0	0	6	0	0%	-5	-92%	37020	Other Revenue	20	0	71	20	0%	-51	-71%	0
<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0%</b>	<b>-5</b>	<b>-92%</b>		<b>Total Other Revenue</b>	<b>15,120</b>	<b>4,000</b>	<b>10,071</b>	<b>11,120</b>	<b>278%</b>	<b>5,049</b>	<b>50%</b>	<b>5,000</b>
<b>7,537</b>	<b>5,800</b>	<b>6,199</b>	<b>1,737</b>	<b>30%</b>	<b>1,338</b>	<b>22%</b>		<b>GROSS REVENUE (GREV)</b>	<b>178,665</b>	<b>161,600</b>	<b>156,534</b>	<b>17,065</b>	<b>11%</b>	<b>22,131</b>	<b>14%</b>	<b>180,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-419	-450	-347	31	7%	-71	-20%		<b>Retail Product Cogs</b>	-1,196	-3,190	-1,348	1,994	63%	152	11%	-4,000
<b>-419</b>	<b>-450</b>	<b>-347</b>	<b>31</b>	<b>7%</b>	<b>-71</b>	<b>-20%</b>		<b>Total COGS</b>	<b>-1,196</b>	<b>-3,190</b>	<b>-1,348</b>	<b>1,994</b>	<b>63%</b>	<b>152</b>	<b>11%</b>	<b>-4,000</b>
-05.6%	-07.8%	-05.6%	02.2%	28.4%	00.1%	00.9%		Total Cogs / GREV %	-00.7%	-02.0%	-00.9%	01.3%	66.1%	00.2%	22.3%	-02.2%
-36.7%	-90.0%	-124.5%	53.3%	59.3%	87.8%	70.5%		Retail Product Cogs / Retail R	-50.5%	-83.9%	-51.7%	33.4%	39.8%	01.1%	02.1%	-80.0%
-35.0%	-90.0%	-119.1%	55.0%	61.1%	84.1%	70.6%		Retail Product Cogs / Retail R	-46.6%	-83.9%	-49.9%	37.3%	44.5%	03.3%	06.7%	-80.0%
<b>7,118</b>	<b>5,350</b>	<b>5,851</b>	<b>1,768</b>	<b>33%</b>	<b>1,267</b>	<b>22%</b>		<b>Gross Margin (GREV-COG)</b>	<b>177,469</b>	<b>158,410</b>	<b>155,185</b>	<b>19,059</b>	<b>12%</b>	<b>22,284</b>	<b>14%</b>	<b>176,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-2,778	-935	-869	-1,843	-197%	-1,909	-220%	5110...	Salaries - Exempt - Regular & Ot	-13,664	-7,480	-7,214	-6,184	-83%	-6,450	-89%	-11,200
0	-3,680	-947	3,680	100%	947	100%	5122...	Wages - FTRRegular	-1,828	-14,080	-8,986	12,252	87%	7,158	80%	-20,960
-9,372	-7,784	-6,834	-1,588	-20%	-2,539	-37%	5124...	Wages - Seasonal	-39,568	-41,924	-35,343	2,356	6%	-4,225	-12%	-48,440
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-55	0	0%	55	100%	0
-137	0	-274	-137	0%	137	50%	51247	Incentive Program, Seasonal, N	-575	0	-821	-575	0%	246	30%	0
<b>-12,287</b>	<b>-12,399</b>	<b>-8,923</b>	<b>112</b>	<b>1%</b>	<b>-3,364</b>	<b>-38%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-55,634</b>	<b>-63,484</b>	<b>-52,419</b>	<b>7,850</b>	<b>12%</b>	<b>-3,215</b>	<b>-6%</b>	<b>-80,600</b>
-2,778	-935	-869	-1,843	-197%	-1,909	-220%		Salaries sub-total	-13,664	-7,480	-7,269	-6,184	-83%	-6,395	-88%	-11,200
-9,509	-11,464	-8,055	1,955	17%	-1,455	-18%		Wage sub-total	-41,970	-56,004	-45,150	14,034	25%	3,180	7%	-69,400
0	-3,680	-947	3,680	100%	947	100%		Wage-FTR subsubtotal	-1,828	-14,080	-8,986	12,252	87%	7,158	80%	-20,960
-9,509	-7,784	-7,107	-1,725	-22%	-2,402	-34%		Wage-Seasonal subsubto	-40,143	-41,924	-36,164	1,781	4%	-3,978	-11%	-48,440
-163.0%	-213.8%	-144.0%	50.8%	23.7%	-19.1%	-13.2%		PayrollDirect %ofRevenue	-31.1%	-39.3%	-33.5%	08.1%	20.7%	02.3%	07.0%	-44.8%
-68	0	39	-68	0%	-107	-272%	51108	PTO net\$ accrual, in Salaries	59	0	52	59	0%	7	14%	20
0	0	-120	0	0%	120	100%	51228	PTO net\$ accrual, in Wages FTR	0	0	1,564	0	0%	-1,564	-100%	0
-68	0	-81	-68	0%	13	16%		PTO net accrual, in PD Total	59	0	1,616	59	0%	-1,557	-96%	20
-41.2	0.0	-55.2	-41.2	0.0	14.0	0.3		Wage Overtime Hours	-113.6	0.0	-238.8	-113.6	0.0	125.2	0.5	0.0
-658.4	-662.0	-491.7	3.6	0.0	-166.7	-0.3		Wage Total Hours	-2689.9	-3222.6	-2540.1	532.7	0.2	-149.8	-0.1	-3939.0
14.44	17.32	16.14	-2.87	-0.17	-1.69	-0.10		Wage ROP avg	15.60	17.38	18.39	-1.78	-0.10	-2.79	-0.15	17.62
<b>PAYROLL BURDEN</b>																
-1,248	-1,340	-1,080	92	7%	-168	-16%	5130...	Payroll Taxes	-6,039	-6,840	-5,588	801	12%	-451	-8%	-8,610
-569	-920	-559	351	38%	-10	-2%	5130...	Workers Compensation	-2,781	-4,750	-3,290	1,969	41%	509	15%	-6,090
-734	-962	-776	228	24%	41	5%	5130...	Group Insurance	-4,601	-5,059	-4,240	458	9%	-361	-9%	-8,000
-15	0	0	-15	0%	-15	0%	5130...	Retirement Plan	-37	0	-279	-37	0%	242	87%	0
<b>-2,566</b>	<b>-3,222</b>	<b>-2,415</b>	<b>656</b>	<b>20%</b>	<b>-152</b>	<b>-6%</b>		<b>PAYROLL BURDEN Total</b>	<b>-13,459</b>	<b>-16,649</b>	<b>-13,397</b>	<b>3,191</b>	<b>19%</b>	<b>-62</b>	<b>0%</b>	<b>-22,700</b>
-379	-233	-191	-146	-63%	-188	-98%	(513...	subtotal, Burden-Salary	-2,243	-1,904	-1,748	-339	-18%	-495	-28%	-2,900

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Recreation (140)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%	\$	%	
-671	-1,559	-819	888	57%	148	18%	(514...	subtotal, Burden-Wage-FTR	-4,292	-6,995	-5,307	2,703	39%	1,015	19%	-10,830
-1,516	-1,430	-1,404	-86	-6%	-112	-8%	(514...	subtotal, Burden-Wage-Seasonal	-6,924	-7,750	-6,343	826	11%	-581	-9%	-8,970
<b>20.9%</b>	<b>26.0%</b>	<b>27.1%</b>	<b>-05.1%</b>	<b>-19.6%</b>	<b>-06.2%</b>	<b>-22.8%</b>		<b>Burden % - on all Payroll</b>	<b>24.2%</b>	<b>26.2%</b>	<b>25.6%</b>	<b>-02.0%</b>	<b>-07.8%</b>	<b>-01.4%</b>	<b>-05.3%</b>	<b>28.2%</b>
13.7%	24.9%	22.0%	-11.3%	-45.2%	-08.4%	-38.0%		Burden % - Salary	16.4%	25.5%	24.0%	-09.0%	-35.5%	-07.6%	-31.7%	25.9%
00.0%	42.4%	86.5%	-42.4%	-100.0%	-86.5%	-100.0%		Burden % - Wage-FTR	234.8%	49.7%	59.1%	185.1%	372.6%	175.8%	297.6%	51.7%
15.9%	18.4%	19.8%	-02.4%	-13.2%	-03.8%	-19.3%		Burden % - Wage-Season	17.2%	18.5%	17.5%	-01.2%	-06.7%	-00.3%	-01.7%	18.5%
23.0%	26.1%	27.6%	-03.1%	-11.8%	-04.6%	-16.7%		Burden % - Wage-FTR&Se	26.7%	26.3%	25.8%	00.4%	01.5%	00.9%	03.6%	28.5%
<b>-14,853</b>	<b>-15,621</b>	<b>-11,338</b>	<b>768</b>	<b>5%</b>	<b>-3,515</b>	<b>-31%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-69,093</b>	<b>-80,133</b>	<b>-65,816</b>	<b>11,040</b>	<b>14%</b>	<b>-3,277</b>	<b>-5%</b>	<b>-103,300</b>
<b>20.9%</b>	<b>26.0%</b>	<b>27.1%</b>	<b>-5.1%</b>	<b>-19.6%</b>	<b>-6.2%</b>	<b>-22.8%</b>		<b>Burden % TL</b>	<b>24.2%</b>	<b>26.2%</b>	<b>25.6%</b>	<b>-2.0%</b>	<b>-7.8%</b>	<b>-1.4%</b>	<b>-5.3%</b>	<b>28.2%</b>
10.2%	10.8%	12.1%	-0.7%	-6.0%	-1.9%	-16.1%		Payroll Taxes %	10.9%	10.8%	10.7%	0.1%	0.7%	0.2%	1.8%	10.7%
4.6%	7.4%	6.3%	-2.8%	-37.5%	-1.6%	-26.1%		Workers Comp %	5.0%	7.5%	6.3%	-2.5%	-33.2%	-1.3%	-20.3%	7.6%
6.0%	7.8%	8.7%	-1.8%	-23.0%	-2.7%	-31.2%		Group Insurance %	8.3%	8.0%	8.1%	0.3%	3.8%	0.2%	2.3%	9.9%
0.1%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%		Retirement %	0.1%	0.0%	0.5%	0.1%	0.0%	-0.5%	-87.5%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	60	-500	-150	560	112%	210	140%	-500
0	0	0	0	0%	0	0%	50625	Employee Relations	-73	-100	0	27	27%	-73	0%	-500
0	0	0	0	0%	0	0%	50630	Uniforms	-416	-900	-341	484	54%	-75	-22%	-900
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Staff Expense</b>	<b>-429</b>	<b>-1,500</b>	<b>-491</b>	<b>1,071</b>	<b>71%</b>	<b>62</b>	<b>13%</b>	<b>-1,900</b>
-30	-30	0	0	0%	-30	0%	51090	Telephone	-120	-240	-90	120	50%	-30	-33%	-360
<b>-1,046</b>	<b>-600</b>	<b>-540</b>	<b>-446</b>	<b>-74%</b>	<b>-506</b>	<b>-94%</b>	(530...	<b>Fuel &amp; Oil</b>	<b>-1,929</b>	<b>-1,700</b>	<b>-1,820</b>	<b>-229</b>	<b>-13%</b>	<b>-109</b>	<b>-6%</b>	<b>-2,050</b>
0	0	-26	0	0%	26	100%	55027	Propane (LPG)	0	0	-26	0	0%	26	100%	0
<b>-1,076</b>	<b>-630</b>	<b>-566</b>	<b>-446</b>	<b>-71%</b>	<b>-510</b>	<b>-90%</b>		<b>TOTAL UTILITIES</b>	<b>-2,049</b>	<b>-1,940</b>	<b>-1,936</b>	<b>-109</b>	<b>-6%</b>	<b>-113</b>	<b>-6%</b>	<b>-2,410</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	56530	Janitorial Services & Supplies	-36	-100	0	64	64%	-36	0%	-100
0	0	0	0	0%	0	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-200	0	200	100%	0	0%	-200
0	0	-11	0	0%	11	100%	51060	Office Supplies	-39	-250	-15	211	84%	-24	-158%	-350
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-74	0	-126	-74	0%	52	41%	0
0	0	0	0	0%	0	0%	53530	Signs	-1,144	-600	0	-544	-91%	-1,144	0%	-900
<b>-9</b>	<b>-100</b>	<b>-201</b>	<b>91</b>	<b>91%</b>	<b>192</b>	<b>96%</b>	56501	<b>Operating Supplies</b>	<b>-1,116</b>	<b>-890</b>	<b>-1,067</b>	<b>-226</b>	<b>-25%</b>	<b>-50</b>	<b>-5%</b>	<b>-1,290</b>
0	-200	0	200	100%	0	0%	56540	Small Tools & Equipment	-221	-1,000	-301	779	78%	80	27%	-1,000
0	0	0	0	0%	0	0%	56545	Safety Equipment	-17	-150	0	133	89%	-17	0%	-150
-131	-800	-147	669	84%	17	11%	55530	Recreation Programs	-722	-1,900	-1,299	1,178	62%	577	44%	-2,200
-3,559	-1,100	-1,362	-2,459	-224%	-2,197	-161%	55532	Special Programs	-8,316	-8,200	-9,404	-116	-1%	1,087	12%	-24,000
0	0	7,695	0	0%	-7,695	-100%	56013	Concert Expenses	-62,733	-77,000	-75,114	14,267	19%	12,381	16%	-77,000
								<b>Repairs &amp; Maintenance</b>								
-24	0	0	-24	0%	-24	0%	54210	General/PM	-198	0	-518	-198	0%	319	62%	0
0	0	0	0	0%	0	0%	54252	Carpentry	-37	-300	0	263	88%	-37	0%	-300
<b>-24</b>	<b>0</b>	<b>0</b>	<b>-24</b>	<b>0%</b>	<b>-24</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-235</b>	<b>-300</b>	<b>-518</b>	<b>65</b>	<b>22%</b>	<b>282</b>	<b>55%</b>	<b>-300</b>
-9	0	0	-9	0%	-9	0%	54390	Other Grounds Maint	-22	0	-38	-22	0%	16	43%	0
<b>-9</b>	<b>0</b>	<b>0</b>	<b>-9</b>	<b>0%</b>	<b>-9</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-22</b>	<b>0</b>	<b>-38</b>	<b>-22</b>	<b>0%</b>	<b>16</b>	<b>43%</b>	<b>0</b>
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-92	0	0	-92	0%	-92	0%	0
0	-700	-1,122	700	100%	1,122	100%	54448	Rolling, Car/Truck/Bus/Van	-235	-1,900	-1,869	1,665	88%	1,634	87%	-3,000
<b>0</b>	<b>-700</b>	<b>-1,122</b>	<b>700</b>	<b>100%</b>	<b>1,122</b>	<b>100%</b>		<b>R&amp;M Equipment</b>	<b>-327</b>	<b>-1,900</b>	<b>-1,869</b>	<b>1,573</b>	<b>83%</b>	<b>1,542</b>	<b>83%</b>	<b>-3,000</b>
<b>-32</b>	<b>-700</b>	<b>-1,122</b>	<b>668</b>	<b>95%</b>	<b>1,090</b>	<b>97%</b>		<b>R&amp;M subtotal</b>	<b>-584</b>	<b>-2,200</b>	<b>-2,425</b>	<b>1,616</b>	<b>73%</b>	<b>1,841</b>	<b>76%</b>	<b>-3,300</b>
<b>-3,731</b>	<b>-2,900</b>	<b>4,852</b>	<b>-831</b>	<b>-29%</b>	<b>-8,583</b>	<b>-177%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-75,202</b>	<b>-92,490</b>	<b>-89,749</b>	<b>17,288</b>	<b>19%</b>	<b>14,548</b>	<b>16%</b>	<b>-110,490</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-150	0	0	-150	0%	-150	0%	55520	Promotion Expense	3,325	0	-802	3,325	0%	4,127	514%	0
-234	-500	-505	266	53%	271	54%	55540	Resort Advertising	-1,080	-2,000	-1,620	920	46%	540	33%	-3,000
-15	0	0	-15	0%	-15	0%	51020	Dues & Subscriptions	-753	-150	-220	-603	-402%	-533	-242%	-150
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-1,297	-1,300	-1,215	3	0%	-82	-7%	-1,300
-15	-20	0	5	23%	-15	0%	51096	Mileage Reimbursement	-24	-160	0	136	85%	-24	0%	-250
0	0	-13	0	0%	13	100%	51065	Postage - General	-8	0	-26	-8	0%	19	72%	0
0	0	0	0	0%	0	0%	51547	Printing - Other	-60	0	-26	-60	0%	-34	-134%	0
0	0	0	0	0%	0	0%	52215	Collection Expense	0	0	-85	0	0%	85	100%	0
-340	-340	-242	0	0%	-99	-41%	52220	Credit Card Expense	-5,601	-2,730	-2,374	-2,871	-105%	-3,227	-136%	-3,400
404	0	47	404	0%	357	769%	52225	Over/Short	175	0	-39	175	0%	214	542%	0
-100	-100	-100	0	0%	0	0%	52025	Insurance Expense	-400	-400	-400	0	0%	0	0%	-600
<b>-451</b>	<b>-960</b>	<b>-813</b>	<b>509</b>	<b>53%</b>	<b>362</b>	<b>45%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-5,723</b>	<b>-6,740</b>	<b>-6,808</b>	<b>1,017</b>	<b>15%</b>	<b>1,085</b>	<b>16%</b>	<b>-8,700</b>
<b>-5,258</b>	<b>-4,490</b>	<b>3,473</b>	<b>-768</b>	<b>-17%</b>	<b>-8,731</b>	<b>-251%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-83,403</b>	<b>-102,670</b>	<b>-98,985</b>	<b>19,267</b>	<b>19%</b>	<b>15,581</b>	<b>16%</b>	<b>-123,500</b>





Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Public Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>	<b>36053</b>	<b>Revenue</b>								
								<b>ALLOCATED RECREATION FEES</b>	<b>21,779</b>	<b>17,000</b>	<b>5,455</b>	<b>4,779</b>	<b>28%</b>	<b>16,323</b>	<b>299%</b>	<b>23,000</b>
18,467	29,300	28,489	-10,833	-37%	-10,022	-35%	(350...	Golf Passes	61,576	94,900	94,340	-33,324	-35%	-32,765	-35%	135,000
30,939	19,100	20,580	11,839	62%	10,359	50%	3502...	Golf Passes - Packs	30,614	58,600	63,965	-27,986	-48%	-33,351	-52%	85,000
42,112	62,000	56,468	-19,880	-32%	-14,348	-25%	35035	Golf Green Fees - Member	85,422	182,000	166,470	-96,578	-53%	-81,048	-49%	229,000
64,117	74,600	48,850	-10,484	-14%	15,267	31%	35025	Golf Green Fees - Guest	107,812	180,600	138,140	-72,788	-40%	-30,328	-22%	238,000
32,392	43,900	40,149	-11,508	-26%	-7,757	-19%	3503...	Golf Green Fees - Public	60,538	105,000	87,498	-44,462	-42%	-26,960	-31%	154,000
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	216,626	116,800	160,026	99,826	85%	56,599	35%	156,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	210,735	169,900	201,548	40,835	24%	9,187	5%	224,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0
0	0	0	0	0%	0	0%	35594	Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100
0	0	0	0	0%	0	0%	35596	Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400
0	0	0	0	0%	0	0%	35595	Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600
0	0	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
302	300	84	2	1%	218	260%	35615	Public Daily Trail Fee	203,327	200,300	128,297	3,027	2%	75,030	58%	244,000
0	0	0	0	0%	0	0%	35620	Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000
13,319	17,300	13,574	-3,981	-23%	-255	-2%	37040	P.O. Trail Rides	35,648	44,500	34,856	-8,852	-20%	792	2%	50,000
16,835	16,500	15,245	335	2%	1,590	10%	37060	Guest Trail Rides	40,937	48,000	44,353	-7,063	-15%	-3,416	-8%	52,000
2,653	6,000	3,795	-3,347	-56%	-1,142	-30%	37080	Public Trail Rides	6,428	15,000	10,770	-8,572	-57%	-4,342	-40%	17,000
10,861	6,000	4,639	4,861	81%	6,221	134%	36012	Special Events Revenue	16,332	15,600	10,292	732	5%	6,040	59%	25,000
28,282	25,300	27,035	2,982	12%	1,248	5%	38013	Campground Revenue	84,313	66,100	75,268	18,213	28%	9,046	12%	69,300
<b>260,286</b>	<b>300,300</b>	<b>258,908</b>	<b>-40,014</b>	<b>-13%</b>	<b>1,378</b>	<b>1%</b>		<b>Total Direct Access &amp; Use</b>	<b>2,794,001</b>	<b>2,651,900</b>	<b>2,069,915</b>	<b>142,101</b>	<b>5%</b>	<b>724,086</b>	<b>35%</b>	<b>3,412,200</b>
377,926	426,692	371,159	-48,766	-11%	6,767	2%	3310...	Food	2,093,138	2,347,777	2,033,052	-254,639	-11%	60,086	3%	3,243,400
-27,828	-35,750	-23,123	7,922	22%	-4,705	-20%		Food Discounts	-160,984	-215,250	-172,922	54,266	25%	11,938	7%	-294,900
-9,068	-10,050	-9,019	982	10%	-49	-1%	33152	EE Discounts	-65,078	-74,800	-60,670	9,722	13%	-4,408	-7%	-100,700
-5,240	-5,200	-3,270	-40	-1%	-1,971	-60%	33154	Guest Relations aka Manager	-17,026	-23,700	-19,194	6,674	28%	2,168	11%	-31,800
0	-400	-387	400	100%	387	100%	33156	InterDept Discounts	0	-1,450	-1,955	1,450	100%	1,955	100%	-2,000
-13,520	-20,100	-10,447	6,580	33%	-3,072	-29%	3316...	Marketing Discounts	-78,880	-115,300	-91,102	36,420	32%	12,222	13%	-160,400
14,349	16,000	15,774	-1,651	-10%	-1,425	-9%	33180	Food NA Beverage	122,474	141,400	115,567	-18,926	-13%	6,908	6%	181,800
<b>364,447</b>	<b>406,942</b>	<b>363,810</b>	<b>-42,495</b>	<b>-10%</b>	<b>636</b>	<b>0%</b>		<b>Food subtotal</b>	<b>2,054,628</b>	<b>2,273,927</b>	<b>1,975,697</b>	<b>-219,299</b>	<b>-10%</b>	<b>78,932</b>	<b>4%</b>	<b>3,130,300</b>
45,293	43,332	44,313	1,961	5%	979	2%	3322...	Beer	246,817	259,676	236,878	-12,859	-5%	9,939	4%	356,000
-1,317	0	-1,052	-1,317	0%	-265	-25%	3322...	Beer Discounts	-5,892	0	-5,419	-5,892	0%	-473	-9%	0
55,732	32,910	48,335	22,822	69%	7,397	15%	33242	Liquor	263,620	194,100	225,288	69,520	36%	38,332	17%	272,100
-737	0	-1,613	-737	0%	876	54%	3324...	Liquor Discounts	-5,519	0	-7,762	-5,519	0%	2,243	29%	0
60,788	68,636	55,435	-7,848	-11%	5,354	10%	33262	Wine	290,207	349,237	278,275	-59,030	-17%	11,933	4%	501,300
-872	0	-1,301	-872	0%	429	33%	3326...	Wine Discounts	-6,113	0	-9,375	-6,113	0%	3,262	35%	0
3,997	0	3,989	3,997	0%	8	0%	33268	Corkage Fees	16,451	0	12,607	16,451	0%	3,844	30%	0
-1,520	0	-720	-1,520	0%	-800	-111%	33269	Corkage Fee Discounts	-9,980	0	-5,043	-9,980	0%	-4,938	-98%	0
<b>161,363</b>	<b>144,878</b>	<b>147,386</b>	<b>16,485</b>	<b>11%</b>	<b>13,977</b>	<b>9%</b>		<b>Beverage subtotal</b>	<b>789,591</b>	<b>803,013</b>	<b>725,449</b>	<b>-13,422</b>	<b>-2%</b>	<b>64,142</b>	<b>9%</b>	<b>1,129,400</b>
46,294	34,380	51,382	11,914	35%	-5,088	-10%	3328...	Misc other F&B	140,798	97,160	138,122	43,638	45%	2,676	2%	162,100
0	100	0	-100	-100%	0	0%	33299	InterDept Food Sales	0	1,800	0	-1,800	-100%	0	0%	2,000
<b>46,294</b>	<b>34,480</b>	<b>51,382</b>	<b>11,814</b>	<b>34%</b>	<b>-5,088</b>	<b>-10%</b>		<b>Other F&amp;B subtotal</b>	<b>140,798</b>	<b>98,960</b>	<b>138,122</b>	<b>41,838</b>	<b>42%</b>	<b>2,676</b>	<b>2%</b>	<b>164,100</b>
<b>572,104</b>	<b>586,300</b>	<b>562,579</b>	<b>-14,196</b>	<b>-2%</b>	<b>9,525</b>	<b>2%</b>		<b>Total Food and Beverage</b>	<b>2,985,017</b>	<b>3,175,900</b>	<b>2,839,267</b>	<b>-190,883</b>	<b>-6%</b>	<b>145,750</b>	<b>5%</b>	<b>4,423,800</b>
<b>572,104</b>	<b>505,800</b>	<b>562,579</b>	<b>66,304</b>	<b>13%</b>	<b>9,525</b>	<b>2%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>2,601,908</b>	<b>2,339,600</b>	<b>2,566,951</b>	<b>262,308</b>	<b>11%</b>	<b>34,957</b>	<b>1%</b>	<b>3,350,000</b>
224,464	168,900	220,895	55,564	33%	3,569	2%	33910	F&B-Dining Room	1,145,874	905,100	1,181,825	240,774	27%	-35,951	-3%	1,262,000
93,154	83,200	85,032	9,954	12%	8,122	10%	33920	F&B-Pub	538,379	550,500	513,606	-12,121	-2%	24,773	5%	793,000
151,856	163,700	158,904	-11,844	-7%	-7,048	-4%	33930	F&B-Banquets	446,782	443,500	420,898	3,282	1%	25,884	6%	730,000
8,045	24,600	30,428	-16,555	-67%	-22,383	-74%	33940	F&B-Lunch	41,675	75,200	112,581	-33,525	-45%	-70,906	-63%	86,000
20,717	23,800	22,880	-3,083	-13%	-2,163	-9%	33950	SmrF&B-Snack Bar	52,805	79,400	79,179	-26,595	-33%	-26,375	-33%	107,000
35,934	18,500	16,826	17,434	94%	19,108	114%	33970	SmrF&B-Pool BBQ	73,755	54,200	52,337	19,555	36%	21,417	41%	58,000
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	5,629	0	7,392	5,629	0%	-1,762	-24%	0
37,935	17,600	27,615	20,335	116%	10,320	37%	33990	Cafeteria	297,009	217,200	199,133	79,809	37%	97,876	49%	295,000
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	14,500	0	-14,500	-100%	0	0%	19,000
-2,011	0	-2,004	-2,011	0%	-8	0%	33163	Mkt Discounts, Happy Hour Foo	-17,563	0	-20,785	-17,563	0%	3,221	15%	0
-823	0	-596	-823	0%	-226	-38%	33226	Mkt Discounts, Happy Hour Bev	-3,917	0	-2,419	-3,917	0%	-1,498	-62%	0
-132	0	-661	-132	0%	529	80%	33246	Mkt Discounts, Happy Hour Bev	-602	0	-2,797	-602	0%	2,195	78%	0
-356	0	-809	-356	0%	453	56%	33266	Mkt Discounts, Happy Hour Bev	-2,742	0	-5,310	-2,742	0%	2,568	48%	0
-1,311	0	-2,066	-1,311	0%	755	37%		Mkt Discounts, Happy Hour Bev,	-7,261	0	-10,526	-7,261	0%	3,265	31%	0
-3,322	0	-4,070	-3,322	0%	747	18%		Mkt Discounts, Happy Hour F	-24,824	0	-31,311	-24,824	0%	6,486	21%	0
43,760	38,800	37,749	4,960	13%	6,011	16%	36030	Sales - Retail	377,							

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Public Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-1,041	-1,100	-1,273	59	5%	232	18%	38015	Employee Discounts	-14,227	-7,200	-8,430	-7,027	-98%	-5,797	-69%	-8,900
-1,491	-1,100	-1,116	-391	-36%	-375	-34%	38017	Homeowner Discounts	-4,118	-3,400	-4,085	-718	-21%	-33	-1%	-4,000
-1,976	-3,400	-3,667	1,424	42%	1,691	46%	38020	Discounts - Retail	-29,894	-38,700	-45,362	8,806	23%	15,468	34%	-50,400
0	0	2,634	0	0%	-2,634	-100%	38025	Promotion Discounts	-1,244	-2,000	-2,521	756	38%	1,277	51%	-2,000
<b>39,251</b>	<b>33,200</b>	<b>34,326</b>	<b>6,051</b>	<b>18%</b>	<b>4,926</b>	<b>14%</b>		<b>Total Retail Product Reven</b>	<b>328,065</b>	<b>295,000</b>	<b>277,025</b>	<b>33,065</b>	<b>11%</b>	<b>51,040</b>	<b>18%</b>	<b>399,000</b>
24,537	43,500	49,363	-18,963	-44%	-24,826	-50%	(350...	Golf Cart Rentals	55,500	120,400	136,890	-64,900	-54%	-81,390	-59%	161,000
2,885	0	3,690	2,885	0%	-805	-22%	35018	Golf Club Set Rentals	5,674	0	9,400	5,674	0%	-3,727	-40%	0
11,098	13,700	12,809	-2,602	-19%	-1,711	-13%	35020	Golf - Driving Range	30,372	44,600	43,303	-14,229	-32%	-12,932	-30%	53,000
0	0	0	0	0%	0	0%	(355...	Lessons - Group	301,382	305,200	183,505	-3,818	-1%	117,877	64%	370,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	395,272	271,600	285,564	123,672	46%	109,708	38%	360,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
0	0	0	0	0%	0	0%	3604...	Rentals	794,271	796,400	551,479	-2,129	0%	242,792	44%	1,000,000
14,173	12,000	11,659	2,173	18%	2,514	22%	36043	Rentals, Bikes	37,830	38,000	36,771	-170	0%	1,059	3%	44,000
692	700	544	-8	-1%	148	27%	36060	Lessons - Public	2,374	2,050	1,424	324	16%	950	67%	2,300
2,409	2,600	2,192	-191	-7%	217	10%	36070	Lessons - P.O.	5,405	7,150	6,988	-1,745	-24%	-1,583	-23%	8,500
0	0	0	0	0%	0	0%	36080	Lessons - Guest	-223	0	0	-223	0%	-223	0%	0
10,014	9,000	7,881	1,014	11%	2,134	27%	37090	Equestrian - Boarding	23,535	22,000	17,800	1,535	7%	5,735	32%	27,000
17,170	14,000	13,575	3,170	23%	3,595	26%	37095	Equestrian - Camps	76,864	67,000	64,369	9,864	15%	12,495	19%	67,000
<b>82,978</b>	<b>95,500</b>	<b>101,712</b>	<b>-12,522</b>	<b>-13%</b>	<b>-18,734</b>	<b>-18%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>2,049,059</b>	<b>1,901,800</b>	<b>1,553,830</b>	<b>147,259</b>	<b>8%</b>	<b>495,229</b>	<b>32%</b>	<b>2,383,800</b>
2,267	0	0	2,267	0%	2,267	0%	34075	Sponsorships	5,600	0	0	5,600	0%	5,600	0%	0
0	0	2,000	0	0%	-2,000	-100%	37018	Lease Revenue	0	0	6,000	0	0%	-6,000	-100%	0
7,139	7,800	6,373	-661	-8%	766	12%	37020	Other Revenue	55,826	52,900	44,076	2,926	6%	11,750	27%	63,200
3,107	5,500	3,429	-2,393	-44%	-322	-9%	38005	Employee Housing Revenue	84,100	50,500	91,678	33,600	67%	-7,578	-8%	69,000
<b>12,513</b>	<b>13,300</b>	<b>11,802</b>	<b>-787</b>	<b>-6%</b>	<b>711</b>	<b>6%</b>		<b>Total Other Revenue</b>	<b>145,526</b>	<b>103,400</b>	<b>141,754</b>	<b>42,126</b>	<b>41%</b>	<b>3,772</b>	<b>3%</b>	<b>132,200</b>
<b>967,133</b>	<b>1,028,600</b>	<b>969,326</b>	<b>-61,467</b>	<b>-6%</b>	<b>-2,194</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>8,323,447</b>	<b>8,145,000</b>	<b>6,887,246</b>	<b>178,447</b>	<b>2%</b>	<b>1,436,201</b>	<b>21%</b>	<b>10,776,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	-13,250	0	0%	13,250	100%	4310...	Food	0	0	-13,250	0	0%	13,250	100%	0
-34,741	-39,720	-30,286	4,979	13%	-4,455	-15%	43110	Meat	-193,646	-225,050	-182,427	31,404	14%	-11,219	-6%	-311,400
-23,203	-29,950	-15,967	6,747	23%	-7,236	-45%	43120	Seafood	-116,534	-137,810	-105,050	21,276	15%	-11,484	-11%	-195,270
-25,100	-20,670	-24,292	-4,430	-21%	-808	-3%	43130	Produce	-136,478	-109,180	-131,593	-27,298	-25%	-4,885	-4%	-151,480
-13,473	-19,140	-12,407	5,667	30%	-1,066	-9%	43140	Dairy	-69,940	-102,770	-102,770	32,830	32%	2,980	4%	-140,450
-5,241	-8,070	-7,117	2,829	35%	1,876	26%	43150	NA Beverage	-36,696	-49,400	-38,775	12,704	26%	2,079	5%	-65,010
-27,429	-24,558	-26,663	-2,871	-12%	-765	-3%	43160	Food Other	-189,983	-162,855	-189,971	-27,128	-17%	-12	0%	-221,551
8,588	11,670	6,862	-3,082	-26%	1,727	25%	43190	Mktg Discounts credit	42,101	54,400	49,911	-12,299	-23%	-7,809	-16%	76,200
3,906	4,118	3,937	-212	-5%	-31	-1%	43192	EE Meals credit	23,804	28,785	25,713	-4,982	-17%	-1,910	-7%	41,951
<b>-116,693</b>	<b>-126,320</b>	<b>-119,185</b>	<b>9,627</b>	<b>8%</b>	<b>2,491</b>	<b>2%</b>		<b>Food Cogs</b>	<b>-677,372</b>	<b>-703,880</b>	<b>-658,362</b>	<b>26,508</b>	<b>4%</b>	<b>-19,010</b>	<b>-3%</b>	<b>-967,010</b>
-10,272	-10,480	-12,638	208	2%	2,366	19%	43270	Beer	-60,537	-63,880	-59,532	3,343	5%	-1,004	-2%	-87,290
-9,382	-6,800	-7,261	-2,582	-38%	-2,121	-29%	43280	Liquor	-44,393	-39,560	-43,220	-4,833	-12%	-1,173	-3%	-55,550
-17,721	-20,600	-15,173	2,879	14%	-2,548	-17%	43290	Wine	-87,191	-105,080	-84,523	17,889	17%	-2,668	-3%	-150,650
<b>-37,375</b>	<b>-37,880</b>	<b>-35,072</b>	<b>505</b>	<b>1%</b>	<b>-2,303</b>	<b>-7%</b>		<b>Beverage Cogs</b>	<b>-192,121</b>	<b>-208,520</b>	<b>-187,276</b>	<b>16,399</b>	<b>8%</b>	<b>-4,845</b>	<b>-3%</b>	<b>-293,490</b>
<b>-23,566</b>	<b>-22,000</b>	<b>-21,575</b>	<b>-1,566</b>	<b>-7%</b>	<b>-1,992</b>	<b>-9%</b>		<b>Retail Product Cogs</b>	<b>-186,500</b>	<b>-172,850</b>	<b>-168,773</b>	<b>-13,650</b>	<b>-8%</b>	<b>-17,727</b>	<b>-11%</b>	<b>-232,600</b>
<b>-177,635</b>	<b>-186,200</b>	<b>-175,831</b>	<b>8,566</b>	<b>5%</b>	<b>-1,803</b>	<b>-1%</b>		<b>Total COGS</b>	<b>-1,055,993</b>	<b>-1,085,250</b>	<b>-1,014,411</b>	<b>29,257</b>	<b>3%</b>	<b>-41,582</b>	<b>-4%</b>	<b>-1,493,100</b>
-18.4%	-18.1%	-18.1%	-00.3%	-01.5%	-00.2%	-01.3%		Total Cogs / GREV %	-12.7%	-13.3%	-14.7%	00.6%	04.8%	02.0%	13.9%	-13.9%
-60.0%	-66.3%	-62.9%	06.2%	09.4%	02.8%	04.5%		Retail Product Cogs / Retail R	-56.8%	-58.6%	-60.9%	01.7%	03.0%	04.1%	06.7%	-58.3%
-53.9%	-56.7%	-57.2%	02.8%	05.0%	03.3%	05.8%		Retail Product Cogs / Retail R	-49.4%	-49.9%	-50.0%	00.5%	01.0%	00.6%	01.2%	-50.1%
-26.9%	-28.0%	-27.4%	01.1%	03.8%	00.5%	01.8%		F&B Cogs / F&B Rev %	-29.1%	-28.7%	-29.0%	-00.4%	-01.4%	00.7%	02.2%	-28.5%
-29.7%	-28.5%	-30.8%	-01.2%	-04.3%	01.1%	03.4%		Food %, preDiscounts	-30.6%	-28.3%	-30.6%	-02.3%	-08.1%	00.1%	00.2%	-28.2%
-32.0%	-31.0%	-32.8%	-01.0%	-03.2%	00.7%	02.3%		Food %, postDiscounts	-33.0%	-31.0%	-33.3%	-02.0%	-06.5%	00.4%	01.1%	-30.9%
-36.5%	-50.4%	-45.1%	13.9%	27.6%	08.6%	19.0%		Food NA Beverage %	-30.0%	-34.9%	-33.6%	05.0%	14.2%	03.6%	10.7%	-35.8%
-23.2%	-26.1%	-23.8%	03.0%	11.4%	00.6%	02.7%		COGS % Beverage, incld CF,ne	-24.3%	-26.0%	-25.8%	01.6%	06.3%	01.5%	05.7%	-26.0%
-23.4%	-24.2%	-29.2%	00.8%	03.4%	05.9%	20.0%		COGS % Beer,net	-25.1%	-24.6%	-25.7%	-00.5%	-02.1%	00.6%	02.3%	-24.5%
-17.1%	-20.7%	-15.5%	03.6%	17.4%	-01.5%	-09.8%		COGS % Liquor,net	-17.2%	-20.4%	-19.9%	03.2%	15.6%	02.7%	13.4%	-20.4%
-29.6%	-30.0%	-28.0%	00.4%	01.5%	-01.5%	-05.5%		COGS % Wine,net	-30.7%	-30.1%	-31.4%	-00.6%	-02.0%	00.7%	02.4%	-30.1%
<b>789,498</b>	<b>842,400</b>	<b>793,495</b>	<b>-52,902</b>	<b>-6%</b>	<b>-3,997</b>	<b>-1%</b>		<b>Gross Margin (GREV-COG)</b>	<b>7,267,454</b>	<b>7,059,750</b>	<b>5,872,835</b>	<b>207,704</b>	<b>3%</b>	<b>1,394,619</b>	<b>24%</b>	<b>9,282,900</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-110,748	-119,871	-120,410	9,123	8%	9,662	8%	5110...	Salaries - Exempt - Regular & Ot	-961,218	-956,865	-931,923	-4,353	0%	-29,295	-3%	-1,432,300
0	0	0	0	0%	0	0%	51106	Salaries - Exempt - Commissions	-6,966	0	0	-6,966	0%	-6,966	0%	0
-38,686	-47,610	-44,319	8,924	19%	5,633	13%	5122...	Wages - FTRRegular	-375,621	-387,167	-355,167	11,546	3%	-20,453	-6%	-568,861
-272,471	-270,154	-258,856	-2,317	-1%	-13,615	-5%	5124...	Wages - Seasonal	-2,076,132	-2,093,923	-1,893,728	17,791	1%	-182,404	-10%	-2,858,539

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Public Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-3,821	-8,000	-10,339	4,179	52%	6,519	63%	5122...	Wages-FTR-Commissions	-4,670	-14,000	-21,857	9,330	67%	17,186	79%	-30,000
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-16,149	-13,600	-21,236	-2,549	-19%	5,087	24%	-17,900
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	-547	0	-602	-547	0%	55	9%	0
-137	0	-411	-137	0%	274	67%	51227	Incentive Program, FTR, NonExe	-4,570	0	-5,741	-4,570	0%	1,171	20%	0
-3,642	0	-2,596	-3,642	0%	-1,046	-40%	51247	Incentive Program, Seasonal, N	-35,697	0	-20,360	-35,697	0%	-15,336	-75%	0
8,146	0	12,340	8,146	0%	-4,194	-34%	51299	Capitalized Payroll Direct S&W	10,395	0	22,479	10,395	0%	-12,085	-54%	0
<b>-421,358</b>	<b>-445,635</b>	<b>-424,590</b>	<b>24,277</b>	<b>5%</b>	<b>3,233</b>	<b>1%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-3,471,176</b>	<b>-3,465,555</b>	<b>-3,228,135</b>	<b>-5,621</b>	<b>0%</b>	<b>-243,041</b>	<b>-8%</b>	<b>-4,907,600</b>
-102,602	-119,871	-108,070	17,269	14%	5,468	5%		Salaries sub-total	-958,337	-956,865	-910,046	-1,472	0%	-48,291	-5%	-1,432,300
-318,756	-325,764	-316,520	7,008	2%	-2,236	-1%		Wage sub-total	-2,512,839	-2,508,690	-2,318,089	-4,149	0%	-194,749	-8%	-3,475,300
-42,643	-55,610	-55,069	12,967	23%	12,425	23%		Wage-FTR subtotal	-384,861	-401,167	-382,765	16,306	4%	-2,096	-1%	-598,861
-276,112	-270,154	-261,452	-5,958	-2%	-14,661	-6%		Wage-Seasonal subsubto	-2,127,977	-2,107,523	-1,935,324	-20,454	-1%	-192,653	-10%	-2,876,439
-43.6%	-43.3%	-43.8%	-00.2%	-00.6%	00.2%	00.5%		PayrollDirect %ofRevenue	-41.7%	-42.5%	-46.9%	00.8%	02.0%	05.2%	11.0%	-45.5%
-2,690	0	-4,034	1,344	33%	1,344	33%	51108	PTO net\$ accrual, in Salaries	2,084	0	-13,738	2,084	0%	15,822	115%	-86
1,791	0	-1,093	1,791	0%	2,884	264%	51228	PTO net\$ accrual, in Wages FTR	2,788	0	-5,860	2,788	0%	8,647	148%	0
-899	0	-5,127	4,228	82%	4,228	82%		PTO net accrual, in PD Total	4,872	0	-19,586	4,872	0%	24,470	125%	-86
-1210.0	0.0	-967.0	-1210.0	0.0	-243.0	-0.3		Wage Overtime Hours	-9132.0	0.0	-7533.0	-9132.0	0.0	-1598.7	-0.2	0.0
-20633.3	-20904.1	-20727.7	270.9	0.0	94.4	0.0		Wage Total Hours	-156281.2	-158071.5	-151736.0	1790.3	0.0	-4545.2	0.0	-216969.7
15.54	15.58	15.22	-0.05	0.00	0.32	0.02		Wage ROP avg	16.10	15.87	15.24	0.23	0.01	0.86	0.06	16.02
								<b>PAYROLL BURDEN</b>								
-45,666	-53,210	-48,352	7,544	14%	2,686	6%	5130...	Payroll Taxes	-381,765	-417,860	-372,811	36,095	9%	-8,954	-2%	-592,580
-25,949	-27,380	-28,185	1,431	5%	2,236	8%	5130...	Workers Compensation	-243,782	-257,200	-253,893	13,418	5%	10,111	4%	-368,820
-19,762	-28,297	-22,102	8,535	30%	2,339	11%	5130...	Group Insurance	-220,018	-236,190	-239,228	16,172	7%	-26,790	-14%	-352,500
-2,934	-3,636	-3,063	702	19%	129	4%	5130...	Retirement Plan	-26,465	-28,028	-24,463	1,563	6%	-2,002	-8%	-41,900
1,466	0	2,221	1,466	0%	-755	-34%	51499	Capitalized Payroll Burden	1,871	0	4,046	1,871	0%	-2,175	-54%	0
<b>-92,846</b>	<b>-112,523</b>	<b>-99,481</b>	<b>19,677</b>	<b>17%</b>	<b>6,635</b>	<b>7%</b>		<b>PAYROLL BURDEN Total</b>	<b>-870,158</b>	<b>-939,278</b>	<b>-840,349</b>	<b>69,120</b>	<b>7%</b>	<b>-29,809</b>	<b>-4%</b>	<b>-1,355,800</b>
-29,410	-38,932	-34,194	9,522	24%	4,784	14%	(513...	subtotal, Burden-Salary	-295,444	-318,207	-289,148	22,763	7%	-6,296	-2%	-477,100
-13,495	-20,361	-14,984	6,866	34%	1,489	10%	(514...	subtotal, Burden-Wage-FTR	-148,170	-176,021	-132,791	27,851	16%	-15,379	-12%	-260,530
-51,407	-53,230	-52,524	1,823	3%	1,116	2%	(514...	subtotal, Burden-Wage-Seasonal	-428,414	-445,050	-422,456	16,636	4%	-9,559	-1%	-618,170
<b>22.0%</b>	<b>25.3%</b>	<b>23.4%</b>	<b>-03.2%</b>	<b>-12.7%</b>	<b>-01.4%</b>	<b>-06.0%</b>		<b>Burden % - on all Payroll</b>	<b>25.1%</b>	<b>27.1%</b>	<b>26.0%</b>	<b>-02.0%</b>	<b>-07.5%</b>	<b>-01.0%</b>	<b>-03.7%</b>	<b>27.6%</b>
28.7%	32.5%	31.6%	-03.8%	-11.7%	-03.0%	-09.4%		Burden % - Salary	30.8%	33.3%	31.8%	-02.4%	-07.3%	-00.9%	-03.0%	33.3%
31.6%	36.6%	27.2%	-05.0%	-13.6%	04.4%	16.3%		Burden % - Wage-FTR	38.5%	43.9%	34.7%	-05.4%	-12.3%	03.8%	11.0%	43.5%
18.6%	19.7%	20.1%	-01.1%	-05.5%	-01.5%	-07.3%		Burden % - Wage-Season	20.1%	21.1%	21.8%	-01.0%	-04.7%	-01.7%	-07.8%	21.5%
20.4%	22.6%	21.3%	-02.2%	-09.9%	-01.0%	-04.5%		Burden % - Wage-FTR&Se	22.9%	24.8%	24.0%	-01.8%	-07.3%	-01.0%	-04.2%	25.3%
<b>-514,204</b>	<b>-558,158</b>	<b>-524,071</b>	<b>43,954</b>	<b>8%</b>	<b>9,868</b>	<b>2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-4,341,333</b>	<b>-4,404,833</b>	<b>-4,068,484</b>	<b>63,500</b>	<b>1%</b>	<b>-272,850</b>	<b>-7%</b>	<b>-6,263,400</b>
<b>22.0%</b>	<b>25.3%</b>	<b>23.4%</b>	<b>-3.2%</b>	<b>-12.7%</b>	<b>-1.4%</b>	<b>-6.0%</b>		<b>Burden % TL</b>	<b>25.1%</b>	<b>27.1%</b>	<b>26.0%</b>	<b>-2.0%</b>	<b>-7.5%</b>	<b>-1.0%</b>	<b>-3.7%</b>	<b>27.6%</b>
10.8%	11.9%	11.4%	-1.1%	-9.2%	-0.6%	-4.8%		Payroll Taxes %	11.0%	12.1%	11.5%	-1.1%	-8.8%	-0.6%	-4.8%	12.1%
6.2%	6.1%	6.6%	0.0%	0.2%	-0.5%	-7.2%		Workers Comp %	7.0%	7.4%	7.9%	-0.4%	-5.4%	-0.8%	-10.7%	7.5%
4.7%	6.3%	5.2%	-1.7%	-26.1%	-0.5%	-9.9%		Group Insurance %	6.3%	6.8%	6.0%	-0.5%	-7.0%	0.4%	5.9%	7.2%
0.7%	0.8%	0.7%	-0.1%	-14.7%	0.0%	-3.5%		Retirement %	0.8%	0.8%	0.8%	0.0%	-5.7%	0.0%	0.6%	0.9%
-0.3%	0.0%	-0.5%	-0.3%	0.0%	0.2%	33.5%		Capz PB %	-0.1%	0.0%	-0.1%	-0.1%	0.0%	0.1%	57.0%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
-3,906	-4,118	-3,937	212	5%	31	1%	50530	Employee Meals	-27,132	-29,685	-28,583	2,553	9%	1,451	5%	-43,201
-2,593	-5,400	-5,402	2,807	52%	2,809	52%	50605	Employee Housing expenses	-110,991	-91,600	-102,876	-19,391	-21%	-8,115	-8%	-137,400
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	-240	-240	0%	-240	0%	0
0	0	0	0	0%	0	0%	50615	Employee Recruiting	-750	0	-750	-750	0%	-750	0%	-1,000
-22	0	-695	-22	0%	673	97%	50620	Employee Dev/Training	-2,897	-5,300	-2,553	2,403	45%	-344	-13%	-10,000
-232	-665	-673	433	65%	440	65%	50625	Employee Relations	-20,329	-19,340	-15,655	-989	-5%	-4,673	-30%	-27,090
-1,094	-130	-405	-964	-742%	-689	-170%	50630	Uniforms	-10,973	-14,020	-11,245	3,047	22%	272	2%	-28,750
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-4,845	-5,050	-1,105	2,055	4%	-3,740	-338%	-6,250
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-4,665	-7,420	-901	2,755	37%	-3,764	-418%	-8,130
<b>-7,848</b>	<b>-10,313</b>	<b>-11,112</b>	<b>2,465</b>	<b>24%</b>	<b>3,263</b>	<b>29%</b>		<b>Total Staff Expense</b>	<b>-182,823</b>	<b>-172,415</b>	<b>-162,918</b>	<b>-10,408</b>	<b>-6%</b>	<b>-19,905</b>	<b>-12%</b>	<b>-261,821</b>
-1,036	-1,090	-1,016	54	5%	-19	-2%	51090	Telephone	-8,189	-9,450	-8,349	1,261	13%	160	2%	-14,290
-476	-1,120	-885	644	58%	409	46%	55003	Cable/Sat TV Service	-6,714	-9,440	-7,610	2,726	29%	896	12%	-14,130
-7,423	-7,250	-6,120	-1,777	-2%	-1,303	-21%	55005	Disposal Fees	-48,383	-48,675	-44,166	293	1%	-4,216	-10%	-65,700
-18,857	-17,080	-17,410	-1,447	-8%	-1,447	-8%	5501...	Electricity	-117,617	-104,030	-110,492	-13,587	-13%	-7,125	-6%	-168,940
-1,869	-2,020	-1,691	151	7%	-178	-11%	55025	Natural Gas - Buildings	-43,702	-39,730	-33,774	-3,972	-10%	-9,928	-29%	-55,000
<b>-4,181</b>	<b>-4,100</b>	<b>-6,696</b>	<b>-81</b>	<b>-2%</b>	<b>2,515</b>	<b>38%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-102,317</b>	<b>-74,150</b>	<b>-61,715</b>	<b>-28,167</b>	<b>-38%</b>	<b>-40,602</b>	<b>-66%</b>	<b>-92,100</b>
-316	-120	-377	-196	-164%	61	16%	55027	Propane (LPG)	-1,740	-1,200	-1,726	-540	-45%	-14	-1%	-1,850
-4,902	-5,160	-4,796	258	5%	-106	-2%	55030	Sewer Fees	-38,884	-39,770	-38,083	886	2%	-801	-2%	-60,320
-1,364	-1,880	-1,651	516	27%	287	17%	5503...	Water - Building/Facility	-11,640	-10,720	-9,938	-920	-9%	-1,702	-17%	-15,220
-23,228	-18,950	-17,781	-4,278	-23%	-5,447	-31%	55040	Water - Grounds	-49,283	-49,080	-63,913	-203	0%	14,631	23%	-97,170
<b>-63,653</b>	<b>-58,770</b>	<b>-58,425</b>	<b>-4,883</b>	<b>-8%</b>	<b>-5,228</b>	<b>-9%</b>		<b>TOTAL UTILITIES</b>	<b>-428,468</b>	<b>-386,245</b>	<b>-379,765</b>	<b>-42,223</b>	<b>-11%</b>	<b>-48,703</b>	<b>-13%</b>	<b>-584,720</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Public Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-10	0	10	100%	0	0%	56010	Security Exp	0	-160	0	160	100%	0	0%	-250
-430	0	-120	-430	0%	-310	-258%	52505	Hazardous Waste Clean Up	-667	-1,000	-120	333	33%	-547	-456%	-1,500
-7,025	-6,600	-7,118	-425	-6%	93	1%	56520	Linen Service	-35,762	-40,740	-40,284	4,978	12%	4,522	11%	-59,959
-2,423	-2,300	-1,997	-123	-5%	-425	-21%	56530	Janitorial Services & Supplies	-25,108	-20,350	-22,704	-4,758	-23%	-2,404	-11%	-28,700
-595	-408	-324	-187	-46%	-271	-84%	56535	Pest Control	-4,240	-4,297	-4,297	57	1%	-656	-18%	-6,125
-2,071	-1,800	-3,721	-271	-15%	1,650	44%	52022	Veterinary Services	-4,401	-5,500	-10,098	1,099	20%	5,697	56%	-5,800
-193	-2,200	-2,185	2,007	91%	1,991	91%	52023	Equine Care Services	-5,671	-7,000	-6,916	1,329	19%	1,245	18%	-9,300
0	0	0	0	0%	0	0%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
-519	-510	-431	-9	-2%	-88	-20%	53705	Equipment Rental	-7,584	-9,370	-10,046	1,786	19%	2,462	25%	-19,450
0	0	-639	0	0%	639	100%	57035	Rental Property Expense	0	0	0	0	0%	639	100%	0
-1,166	-2,500	-3,047	1,334	53%	1,881	62%	56505	Feed Hay Grain	-13,374	-12,500	-10,882	-874	-7%	-2,492	-23%	-13,500
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-6,162	-11,600	-7,829	5,438	47%	1,667	21%	-16,410
0	0	0	0	0%	0	0%	51038	Computer Hardware	-48	0	0	-48	0%	-48	0%	0
-339	-200	-111	-139	-70%	-229	-207%	51050	Furniture and Office Equip	-5,175	-3,825	-1,955	-1,350	-35%	-3,220	-165%	-7,775
-493	-335	-669	-158	-47%	176	26%	51060	Office Supplies	-4,537	-4,615	-3,432	78	2%	-1,106	-32%	-7,460
-1,319	-400	-501	-919	-230%	-818	-163%	51061	Toner Cartridges	-5,377	-2,800	-3,129	-2,577	-92%	-2,247	-72%	-4,600
-309	-150	-892	-159	-106%	583	65%	53530	Signs	-3,328	-3,500	-4,896	172	5%	1,567	32%	-8,990
<b>-1,647</b>	<b>-1,105</b>	<b>-2,513</b>	<b>-542</b>	<b>-49%</b>	<b>866</b>	<b>34%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-22,603</b>	<b>-20,570</b>	<b>-20,959</b>	<b>-2,033</b>	<b>-10%</b>	<b>-1,644</b>	<b>-8%</b>	<b>-30,960</b>
-7,325	-7,900	-7,645	575	7%	320	4%	56502	Paper Products - Restaurant	-52,266	-55,320	-53,478	3,054	6%	1,211	2%	-77,720
-154	0	0	-154	0%	-154	0%	56504	Candle & TableTop Supplies	-1,304	-1,000	-1,372	-304	-30%	68	5%	-2,000
-2,224	-3,800	-3,588	1,576	41%	1,363	38%	56511	Cleaning Supplies - Restaurant	-17,848	-23,450	-23,486	5,602	24%	5,638	24%	-34,550
-2,309	-900	-1,634	-1,409	-157%	-676	-41%	56540	Small Tools & Equipment	-14,533	-17,300	-13,241	2,767	16%	-1,292	-10%	-27,050
-842	-175	-52	-667	-381%	-789	-1504%	56545	Safety Equipment	-5,635	-7,100	-2,424	1,465	21%	-3,211	-132%	-14,550
-114	0	-132	-114	0%	18	14%	56550	Spoilage	-10,421	0	-3,734	-10,421	0%	-6,686	-179%	0
0	-600	0	600	100%	0	0%	51025	Entertainment	-132	-9,590	-250	5,818	98%	118	47%	-7,850
-2,519	-1,000	-2,208	-1,519	-152%	-312	-14%	55532	Special Programs	-12,125	-11,200	-10,947	-925	-8%	-1,177	-11%	-21,600
-380	-600	-1,867	220	37%	1,487	80%	55537	Catering Rentals	-4,985	-2,800	-6,449	-2,185	-78%	1,464	23%	-7,400
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
								<b>Repairs &amp; Maintenance</b>								
-2,813	-1,600	-2,796	-1,213	-76%	-17	-1%	54210	General/PM	-13,113	-11,200	-17,061	-1,913	-17%	3,948	23%	-18,100
-51	0	-134	-51	0%	82	62%	54220	Plumbing	-874	-1,400	-2,186	526	38%	1,312	60%	-2,350
37	-100	-56	137	137%	93	166%	54240	Lighting and Electrical	-1,040	-1,300	-529	260	20%	-511	-97%	-2,000
-75	0	0	-75	0%	-75	0%	54250	HVAC	-152	-250	-321	98	39%	169	53%	-700
0	0	0	0	0%	0	0%	54252	Carpentry	0	-850	0	850	100%	0	0%	-2,400
-359	-350	-1,146	-9	-3%	787	69%	54254	Elevators	-3,880	-2,800	-3,903	-1,080	-39%	24	1%	-4,200
-106	-600	-1,205	494	82%	1,099	91%	54256	Fire Suppression	-6,827	-4,250	-6,209	-2,577	-61%	-618	-10%	-9,500
0	0	-183	0	0%	183	100%	54274	Painting	-47	-300	-183	253	84%	136	74%	-700
0	-700	-397	700	100%	397	100%	54290	Other Building	-2,049	-4,150	-5,072	2,101	51%	3,024	60%	-8,300
<b>-3,366</b>	<b>-3,350</b>	<b>-5,917</b>	<b>-16</b>	<b>0%</b>	<b>2,551</b>	<b>43%</b>		<b>R&amp;M Building</b>	<b>-27,983</b>	<b>-26,500</b>	<b>-35,465</b>	<b>-1,483</b>	<b>-6%</b>	<b>7,482</b>	<b>21%</b>	<b>-48,250</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-97	0	-778	778	89%	0	0%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-96	0	-270	96	0%	174	64%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-102	-300	-279	198	66%	177	63%	-300
0	0	0	0	0%	0	0%	54350	Ski Trails	-208	-600	-147	392	65%	-60	-41%	-1,000
-1,400	-1,400	-1,400	0	0%	0	0%	54380	Snow Removal	-77,504	-53,460	-51,158	-24,044	-45%	-26,346	-51%	-77,300
<b>-1,400</b>	<b>-1,400</b>	<b>-1,400</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	54390	Other Grounds Maint	<b>-9,057</b>	<b>-8,600</b>	<b>-9,862</b>	<b>-457</b>	<b>-5%</b>	<b>804</b>	<b>8%</b>	<b>-12,400</b>
-1,611	-1,500	-97	-111	-7%	-1,513	-1554%	54412	<b>R&amp;M Grounds (nonGolf)</b>	<b>-87,065</b>	<b>-62,960</b>	<b>-62,592</b>	<b>-24,105</b>	<b>-38%</b>	<b>-24,473</b>	<b>-39%</b>	<b>-91,000</b>
0	-500	0	500	100%	0	0%	54412	Ski Lifts, Fixed Grip	-4,465	-5,700	-3,481	1,235	22%	-983	-28%	-9,300
0	0	0	0	0%	0	0%	54416	Ski Lifts, Surface	-646	-1,600	-414	954	60%	-233	-56%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
-1,024	-1,000	-736	1,000	100%	736	100%	54419	Snowmaking	-379	-3,500	-901	3,121	89%	522	58%	-5,400
-14,500	-747	-134	13,476	93%	-277	-37%	54421	Snowcats	-46,779	-56,300	-26,195	9,521	17%	-20,584	-79%	-92,000
0	-100	-179	100	100%	179	100%	54426	Snowmobiles	-1,116	-7,550	-5,896	6,434	85%	4,580	80%	-12,600
-3,030	-5,300	-4,926	2,270	43%	1,896	38%	54434	Golf Maint Eq	-9,283	-9,300	-6,869	17	0%	-2,414	-35%	-14,000
-149	-500	-719	351	70%	571	79%	54438	Golf Carts Fleet	-1,555	-1,700	-2,099	145	9%	544	26%	-2,000
-30	-100	-46	70	70%	16	35%	54443	Rolling, Heavy	-3,118	-1,700	-2,455	-1,418	-83%	-663	-27%	-2,700
-4,055	-550	-1,250	-3,505	-637%	-2,804	-224%	54448	Rolling, Car/Truck/Bus/Van	-19,059	-10,400	-15,971	-8,659	-83%	-3,088	-19%	-16,900
-755	-1,200	-1,476	445	37%	721	49%	54452	F&B Kitchen Equip	-9,505	-10,600	-10,579	1,095	10%	1,074	10%	-16,200
0	-175	-162	175	100%	162	100%	54454	F&B GlassSilverChina	-195	-1,400	-382	1,205	86%	187	49%	-2,100
0	-50	-242	50	100%	242	100%	54461	Bicycles	-834	-900	-1,478	66	7%	643	44%	-1,400
-274	-275	-274	1	0%	0	0%	54481	Computer Software Maint	-2,192	-2,200	-2,192	8	0%	0	0%	-3,300
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-52	-290	-132	238	82%	80	60%	-660
0	-100	-208	100	100%	208	100%	54499	Other Operating Equip R&M	-5	-1,100	-452	1,095	100%	447	99%	-1,850
<b>-10,927</b>	<b>-25,850</b>	<b>-11,064</b>	<b>14,923</b>	<b>58%</b>	<b>137</b>	<b>1%</b>		<b>R&amp;M Equipment</b>	<b>-99,183</b>	<b>-114,240</b>	<b>-79,437</b>	<b>15,057</b>	<b>13%</b>	<b>-19,747</b>	<b>-25%</b>	<b>-183,310</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,200	-4,163	-3,400	-55%	-5,437	-131%	-7,500
-4,601	-5,100	-8,497	499	10%	3,896	46%	54520	Fertilizer	-12,219	-14,200	-16,054	1,981	14%	3,835	24%	-16,500
0	-900	0	900	100%	0	0%	54530	Top Dressing	-6,733	-5,400	-7,053	-1,333	-25%	320	5%	-9,000
0	0	1	0	0%	-1	-100%	54540	Sand, Gravel, Rock	-2,500	-3,000	-5,361	500	17%	2,861	53%	-3,000
0	0	-1,111	0	0%	1,111	100%	54560	Pesticides	-6,476	-6,700	-7,895	224	3%	1,419	18%	-9,300
-1,386	-240	-51	-1,146	-478%	-1,335	-2606%	54570	Irrigation and Drainage	-3,780	-2,200	-1,455	-1,580	-72%	-2,325	-160%	-3,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Public Amenities Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-5,987</b>	<b>-6,940</b>	<b>-9,659</b>	<b>953</b>	<b>14%</b>	<b>3,672</b>	<b>38%</b>		<b>R&amp;M Golf Course</b>	<b>-41,309</b>	<b>-37,950</b>	<b>-41,982</b>	<b>-3,359</b>	<b>-9%</b>	<b>672</b>	<b>2%</b>	<b>-48,800</b>
-461	-100	-272	-361	-361%	-188	-69%	57528	Trails Maintenance	-1,143	-1,400	-2,284	257	18%	1,141	50%	-1,600
<b>-461</b>	<b>-100</b>	<b>-272</b>	<b>-361</b>	<b>-361%</b>	<b>-188</b>	<b>-69%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-1,143</b>	<b>-1,400</b>	<b>-2,284</b>	<b>257</b>	<b>18%</b>	<b>1,141</b>	<b>50%</b>	<b>-1,600</b>
5,376	6,166	6,350	-790	-13%	-974	-15%	59010	Contra - Inter-Dept. Charges	36,718	45,768	43,705	-9,050	-20%	-6,987	-16%	74,000
<b>-16,765</b>	<b>-31,474</b>	<b>-21,962</b>	<b>14,709</b>	<b>47%</b>	<b>5,198</b>	<b>24%</b>		<b>R&amp;M subtotal</b>	<b>-219,966</b>	<b>-197,282</b>	<b>-178,054</b>	<b>-22,684</b>	<b>-11%</b>	<b>-41,911</b>	<b>-24%</b>	<b>-298,960</b>
<b>-51,162</b>	<b>-64,967</b>	<b>-63,356</b>	<b>13,805</b>	<b>21%</b>	<b>12,193</b>	<b>19%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-496,974</b>	<b>-480,529</b>	<b>-451,576</b>	<b>-16,445</b>	<b>-3%</b>	<b>-45,398</b>	<b>-10%</b>	<b>-731,059</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	0	0	0%	0	0%	52015	Consulting Expense	0	0	-500	0	0%	500	100%	0
-404	-100	-74	-304	-304%	-330	-444%	51070	Public Relations	-3,435	-3,500	-16,000	65	2%	12,565	79%	-5,150
-400	0	-150	-400	0%	-250	-167%	55520	Promotion Expense	-1,306	-4,500	-6,100	3,194	71%	4,794	79%	-6,500
-5,408	-1,600	-3,476	-3,808	-238%	-1,932	-56%	55540	Resort Advertising	-36,543	-52,810	-35,691	16,267	31%	-852	-2%	-94,130
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-4,800	3,000	4,800	100%	3,000	100%	-7,000
0	-300	-203	300	100%	203	100%	55560	Sales specific	-2,634	-2,500	-1,783	-134	-5%	-852	-48%	-3,700
-214	0	0	-214	0%	-214	0%	51520	Charitable Contributions	-333	-300	-478	-33	-11%	145	30%	-300
0	0	-620	0	0%	620	100%	51530	Community Relations	-39	0	-620	-39	0%	581	94%	0
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-8,588	-11,670	-6,862	3,082	26%	-1,727	-25%	55525	Marketing Discounts CoGS	-42,101	-54,400	-49,851	12,299	23%	7,750	16%	-76,200
-911	-650	-527	-261	-40%	-384	-73%	51020	Dues & Subscriptions	-4,156	-10,000	-5,293	5,844	58%	1,137	21%	-12,600
-1,785	-1,500	-2,707	-285	-19%	922	34%	51035	Licenses, Permits, Fees	-25,746	-23,400	-23,407	-2,346	-10%	-2,339	-10%	-43,590
-191	-300	-62	109	36%	-129	-209%	51096	Mileage Reimbursement	-1,900	-2,700	-2,248	800	30%	348	15%	-4,160
-40	-45	-10	5	10%	-30	-290%	51065	Postage - General	-203	-415	-188	212	51%	-15	-8%	-590
0	0	0	0	0%	0	0%	51535	Digital Content	-2,300	0	0	-2,300	0%	-2,300	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-9,842	-6,000	-3,731	-3,842	-64%	-6,111	-164%	-9,500
0	0	-504	0	0%	504	100%	51547	Printing - Other	-205	0	-1,511	-205	0%	1,306	86%	0
0	0	-601	0	0%	601	100%	56601	Claims Expense	0	0	-4,456	0	0%	4,456	100%	0
-5	0	0	-5	0%	-5	0%	52215	Collection Expense	-161	0	-617	-161	0%	455	74%	0
-23,598	-22,710	-20,731	-888	-4%	-2,868	-14%	52220	Credit Card Expense	-210,669	-191,110	-159,766	-19,559	-10%	-50,903	-32%	-255,980
-177	0	760	-177	0%	-936	-123%	52225	Over/Short	-1,306	0	753	-1,306	0%	-2,060	-273%	0
-11,200	-11,200	-10,900	0	0%	-300	-3%	52025	Insurance Expense	-192,000	-192,000	-182,400	0	0%	-9,600	-5%	-288,000
<b>-54,222</b>	<b>-51,275</b>	<b>-47,753</b>	<b>-2,947</b>	<b>-6%</b>	<b>-6,469</b>	<b>-14%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-543,198</b>	<b>-556,535</b>	<b>-504,424</b>	<b>13,337</b>	<b>2%</b>	<b>-38,774</b>	<b>-8%</b>	<b>-818,600</b>
<b>-176,885</b>	<b>-185,325</b>	<b>-180,644</b>	<b>8,440</b>	<b>5%</b>	<b>3,759</b>	<b>2%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-1,651,463</b>	<b>-1,595,724</b>	<b>-1,498,683</b>	<b>-55,739</b>	<b>-3%</b>	<b>-152,779</b>	<b>-10%</b>	<b>-2,396,200</b>
<b>-691,089</b>	<b>-743,483</b>	<b>-704,716</b>	<b>52,394</b>	<b>7%</b>	<b>13,627</b>	<b>2%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-5,992,796</b>	<b>-6,000,557</b>	<b>-5,567,167</b>	<b>7,761</b>	<b>0%</b>	<b>-425,629</b>	<b>-8%</b>	<b>-8,659,600</b>
<b>98,409</b>	<b>98,917</b>	<b>88,779</b>	<b>-508</b>	<b>-1%</b>	<b>9,630</b>	<b>11%</b>		<b>NORBO (before AO)</b>	<b>1,274,658</b>	<b>1,059,193</b>	<b>305,668</b>	<b>215,465</b>	<b>20%</b>	<b>968,990</b>	<b>317%</b>	<b>623,300</b>
<b>-153,583</b>	<b>-153,583</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-153,583</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-1,220,755</b>	<b>-1,220,755</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-1,220,755</b>	<b>0%</b>	<b>-1,864,600</b>
<b>-55,174</b>	<b>-54,666</b>	<b>88,779</b>	<b>-508</b>	<b>-1%</b>	<b>-143,953</b>	<b>-162%</b>		<b>NOR (after AO)</b>	<b>53,903</b>	<b>-161,562</b>	<b>305,668</b>	<b>215,465</b>	<b>133%</b>	<b>-251,765</b>	<b>-82%</b>	<b>-1,241,300</b>
-1,022,306	-1,083,266	-880,547	60,960	6%	-141,759	-16%		T O C post AO	-8,269,544	-8,306,562	-6,581,578	37,018	0%	-1,687,966	-26%	-12,017,300
<b>-868,723</b>	<b>-929,683</b>	<b>-880,547</b>	<b>60,960</b>	<b>7%</b>	<b>11,824</b>	<b>1%</b>		<b>T O C pre AO</b>	<b>-7,048,789</b>	<b>-7,085,807</b>	<b>-6,581,578</b>	<b>37,018</b>	<b>1%</b>	<b>-467,211</b>	<b>-7%</b>	<b>-10,152,700</b>
-94.6%	-95.0%	-110.1%	00.4%	00.4%	15.5%	14.1%		REV to TOC (CRR%)	-100.7%	-98.1%	-104.6%	-02.6%	-02.6%	04.0%	03.8%	-89.7%
<b>-55,174</b>	<b>-54,666</b>	<b>88,779</b>	<b>-508</b>	<b>-1%</b>	<b>-143,953</b>	<b>-162%</b>		<b>NOR AFTER Assessment Reven</b>	<b>53,903</b>	<b>-161,562</b>	<b>305,668</b>	<b>215,465</b>	<b>133%</b>	<b>-251,765</b>	<b>-82%</b>	<b>-1,241,300</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Golf

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
18,467	29,300	28,489	-10,833	-37%	-10,022	-35%	(350...	Golf Passes	61,576	94,900	94,340	-33,324	-35%	-32,765	-35%	135,000
30,939	19,100	20,580	11,839	62%	10,359	50%	3502...	Golf Passes - Packs	30,614	58,600	63,965	-27,986	-48%	-33,351	-52%	85,000
42,120	62,000	56,468	-19,880	-32%	-14,348	-25%	35035	Golf Green Fees - Member	85,422	182,000	166,470	-96,578	-53%	-81,048	-49%	229,000
64,117	74,600	48,850	-10,484	-14%	15,267	31%	35025	Golf Green Fees - Guest	107,812	180,600	138,140	-72,788	-40%	-30,328	-22%	238,000
32,392	43,900	40,149	-11,508	-26%	-7,757	-19%	3503...	Golf Green Fees - Public	60,538	105,000	87,498	-44,462	-42%	-26,960	-31%	154,000
<b>188,035</b>	<b>228,900</b>	<b>194,536</b>	<b>-40,865</b>	<b>-18%</b>	<b>-6,502</b>	<b>-3%</b>		<b>Total Direct Access &amp; Use</b>	<b>345,961</b>	<b>621,100</b>	<b>550,413</b>	<b>-275,139</b>	<b>-44%</b>	<b>-204,452</b>	<b>-37%</b>	<b>841,000</b>
<b>Expenses</b>																
26,019	28,000	27,443	-1,981	-7%	-1,423	-5%	36030	Sales - Retail	55,313	81,600	92,456	-26,287	-32%	-37,143	-40%	109,000
-361	-200	-415	-161	-81%	54	13%	38015	Employee Discounts	-812	-800	-1,049	-12	-1%	237	23%	-1,000
-688	-600	-515	-88	-15%	-173	-34%	38017	Homeowner Discounts	-1,802	-1,700	-2,010	-102	-6%	208	10%	-2,000
-1,499	-3,000	-3,510	1,501	50%	2,011	57%	38020	Discounts - Retail	-3,423	-10,700	-16,190	7,277	68%	12,767	79%	-16,000
0	0	2,634	0	0%	-2,634	-100%	38025	Promotion Discounts	0	0	0	0	0%	0	0%	0
<b>23,471</b>	<b>24,200</b>	<b>25,637</b>	<b>-729</b>	<b>-3%</b>	<b>-2,166</b>	<b>-8%</b>		<b>Total Retail Product Reven</b>	<b>49,277</b>	<b>68,400</b>	<b>73,208</b>	<b>-19,123</b>	<b>-28%</b>	<b>-23,931</b>	<b>-33%</b>	<b>90,000</b>
24,537	43,500	49,363	-18,963	-44%	-24,826	-50%	(350...	Golf Cart Rentals	55,500	120,400	136,890	-64,900	-54%	-81,390	-59%	161,000
2,885	0	3,690	2,885	0%	-805	-22%	35018	Golf Club Set Rentals	5,674	0	9,400	5,674	0%	-3,727	-40%	0
11,098	13,700	12,809	-2,602	-19%	-1,711	-13%	35020	Golf - Driving Range	30,372	44,600	43,303	-14,229	-32%	-12,932	-30%	53,000
336	200	40	136	68%	296	741%	36060	Lessons - Public	1,197	850	322	347	41%	875	272%	1,000
829	900	564	-71	-8%	265	47%	36070	Lessons - P.O.	1,929	2,750	2,770	-821	-30%	-841	-30%	3,000
0	0	0	0	0%	0	0%	36080	Lessons - Guest	-223	0	0	-223	0%	-223	0%	0
<b>39,685</b>	<b>58,300</b>	<b>66,466</b>	<b>-18,615</b>	<b>-32%</b>	<b>-26,781</b>	<b>-40%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>94,448</b>	<b>168,600</b>	<b>192,685</b>	<b>-74,152</b>	<b>-44%</b>	<b>-98,237</b>	<b>-51%</b>	<b>218,000</b>
667	0	0	667	0%	667	0%	34075	Sponsorships	2,000	0	0	2,000	0%	2,000	0%	0
0	1,600	0	-1,600	-100%	0	0%	37020	Other Revenue	198	8,100	241	-7,902	-98%	-43	-18%	11,000
<b>667</b>	<b>1,600</b>	<b>0</b>	<b>-933</b>	<b>-58%</b>	<b>667</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>2,198</b>	<b>8,100</b>	<b>241</b>	<b>-5,902</b>	<b>-73%</b>	<b>1,957</b>	<b>812%</b>	<b>11,000</b>
<b>251,857</b>	<b>313,000</b>	<b>286,639</b>	<b>-61,143</b>	<b>-20%</b>	<b>-34,782</b>	<b>-12%</b>		<b>GROSS REVENUE (GREV)</b>	<b>491,885</b>	<b>866,200</b>	<b>816,547</b>	<b>-374,315</b>	<b>-43%</b>	<b>-324,662</b>	<b>-40%</b>	<b>1,160,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-13,811	-15,600	-15,183	1,789	11%	1,372	9%		<b>Retail Product Cogs</b>	<b>-28,427</b>	<b>-45,500</b>	<b>-47,596</b>	<b>17,073</b>	<b>38%</b>	<b>19,168</b>	<b>40%</b>	<b>-61,000</b>
<b>-13,811</b>	<b>-15,600</b>	<b>-15,183</b>	<b>1,789</b>	<b>11%</b>	<b>1,372</b>	<b>9%</b>		<b>Total COGS</b>	<b>-28,427</b>	<b>-45,500</b>	<b>-47,596</b>	<b>17,073</b>	<b>38%</b>	<b>19,168</b>	<b>40%</b>	<b>-61,000</b>
-05.5%	-05.0%	-05.3%	-00.5%	-10.0%	-00.2%	-03.5%		Total Cogs / GREV %	-05.8%	-05.3%	-05.8%	-00.5%	-10.0%	00.0%	00.9%	-05.3%
-58.8%	-64.5%	-59.2%	05.6%	08.7%	00.4%	00.6%		Retail Product Cogs / Retail R	-57.7%	-66.5%	-65.0%	08.8%	13.3%	07.3%	11.3%	-67.8%
-53.1%	-55.7%	-55.3%	02.6%	04.7%	02.2%	04.1%		Retail Product Cogs / Retail R	-51.4%	-55.8%	-51.5%	04.4%	07.8%	00.1%	00.2%	-56.0%
<b>238,046</b>	<b>297,400</b>	<b>271,456</b>	<b>-59,354</b>	<b>-20%</b>	<b>-33,410</b>	<b>-12%</b>		<b>Gross Margin (GREV-COG)</b>	<b>463,457</b>	<b>820,700</b>	<b>768,951</b>	<b>-357,243</b>	<b>-44%</b>	<b>-305,494</b>	<b>-40%</b>	<b>1,099,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-16,451	-14,332	-15,140	-2,119	-15%	-1,311	-9%	5110...	Salaries - Exempt - Regular & Ot	-125,473	-100,701	-83,669	-24,772	-25%	-41,804	-50%	-151,100
-4,341	-4,862	-5,082	521	11%	741	15%	5122...	Wages - FTRRegular	-41,902	-37,008	-38,951	-4,894	-13%	-2,951	-8%	-55,381
-90,907	-96,737	-88,137	5,830	6%	-2,770	-3%	5124...	Wages - Seasonal	-296,338	-375,355	-340,378	79,017	21%	44,404	13%	-504,719
0	0	-536	0	0%	536	100%	5122...	Wages-FTR-Commissions	0	0	826	0	0%	826	100%	0
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-55	0	0%	55	100%	0
0	0	-137	0	0%	137	100%	51227	Incentive Program, FTR, NonExe	-575	0	-3,004	-575	0%	2,430	81%	0
-137	0	-684	-137	0%	547	80%	51247	Incentive Program, Seasonal, N	-2,463	0	-3,284	-2,463	0%	821	25%	0
0	0	2,380	0	0%	-2,380	-100%	51299	Capitalized Payroll Direct S&W	0	0	2,380	0	0%	-2,380	-100%	0
<b>-111,836</b>	<b>-115,931</b>	<b>-107,335</b>	<b>4,095</b>	<b>4%</b>	<b>-4,501</b>	<b>-4%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-466,751</b>	<b>-513,064</b>	<b>-467,787</b>	<b>46,313</b>	<b>9%</b>	<b>1,036</b>	<b>0%</b>	<b>-711,200</b>
-16,451	-14,332	-12,760	-2,119	-15%	-3,692	-29%		Salaries sub-total	-125,473	-100,701	-81,344	-24,772	-25%	-44,130	-54%	-151,100
-95,385	-101,599	-94,576	6,214	6%	-809	-1%		Wage sub-total	-341,278	-412,363	-386,443	71,085	17%	45,165	12%	-560,100
-4,341	-4,862	-5,754	521	11%	1,413	25%		Wage-FTR subsubtotal	-42,477	-37,008	-42,781	-5,469	-15%	304	1%	-55,381
-91,044	-96,737	-88,821	5,693	6%	-2,222	-3%		Wage-Seasonal subsubto	-298,801	-375,355	-343,662	76,554	20%	44,861	13%	-504,719
-44.4%	-37.0%	-37.4%	-07.4%	-19.9%	-07.0%	-18.6%		PayrollDirect %ofRevenue	-94.9%	-59.2%	-57.3%	-35.7%	-60.2%	-37.6%	-65.6%	-61.3%
2,186	0	-1,225	2,186	0%	3,411	278%	51108	PTO net\$ accrual, in Salaries	-2,139	0	1,636	-2,139	0%	-3,775	-231%	-47
-92	0	-302	-92	0%	209	69%	51228	PTO net\$ accrual, in Wages FTR	-1,011	0	-113	-1,011	0%	-898	-792%	0
2,093	0	-1,527	2,093	0%	3,620	237%		PTO net accrual, in PD Total	-3,150	0	1,523	-3,150	0%	-4,673	-307%	-47
-392.6	0.0	-382.7	-392.6	0.0	-10.0	0.0		Wage Overtime Hours	-1738.9	0.0	-1791.7	-1738.9	0.0	52.8	0.0	0.0
-6039.3	-6483.7	-6220.7	444.4	0.1	181.4	0.0		Wage Total Hours	-20085.4	-25254.9	-24143.5	5169.6	0.2	4058.1	0.2	-34012.1
15.78	15.67	15.15	0.11	0.01	0.62	0.04		Wage ROP avg	16.94	16.33	16.00	0.61	0.04	0.94	0.06	16.47
<b>PAYROLL BURDEN</b>																

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Golf

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-11,724	-13,880	-10,904	2,156	16%	-821	-8%	5130...	Payroll Taxes	-51,221	-59,830	-54,642	8,609	14%	3,421	6%	-82,420
-7,328	-7,150	-7,139	-178	-2%	-189	-3%	5130...	Workers Compensation	-28,970	-30,460	-30,467	1,490	5%	1,497	5%	-42,380
-2,825	-3,576	-2,916	751	21%	91	3%	5130...	Group Insurance	-22,285	-26,148	-23,262	3,863	15%	977	4%	-39,100
-474	-701	-470	227	32%	-4	-1%	5130...	Retirement Plan	-3,842	-5,608	-3,289	1,766	31%	-553	-17%	-8,400
0	0	428	0	0%	-428	-100%	51499	Capitalized Payroll Burden	0	0	428	0	0%	-428	-100%	0
<b>-22,351</b>	<b>-25,307</b>	<b>-21,000</b>	<b>2,956</b>	<b>12%</b>	<b>-1,352</b>	<b>-6%</b>		<b>PAYROLL BURDEN Total</b>	<b>-106,317</b>	<b>-122,046</b>	<b>-111,231</b>	<b>15,729</b>	<b>13%</b>	<b>4,914</b>	<b>4%</b>	<b>-172,300</b>
-5,119	-5,038	-4,595	-81	-2%	-523	-11%	(513...	subtotal, Burden-Salary	-39,474	-36,434	-32,627	-3,040	-8%	-6,847	-21%	-54,700
-1,233	-1,959	-1,410	726	37%	177	13%	(514...	subtotal, Burden-Wage-FTR	-9,672	-15,532	-12,303	5,860	38%	2,631	21%	-23,370
-16,000	-18,310	-15,423	2,310	13%	-577	-4%	(514...	subtotal, Burden-Wage-Seasonal	-57,171	-70,080	-66,729	12,909	18%	9,559	14%	-94,230
<b>20.0%</b>	<b>21.8%</b>	<b>19.6%</b>	<b>-01.8%</b>	<b>-08.4%</b>	<b>00.4%</b>	<b>02.2%</b>		<b>Burden % - on all Payroll</b>	<b>22.8%</b>	<b>23.8%</b>	<b>23.8%</b>	<b>-01.0%</b>	<b>-04.2%</b>	<b>-01.0%</b>	<b>-04.2%</b>	<b>24.2%</b>
31.1%	35.2%	36.0%	-04.0%	-11.5%	-04.9%	-13.6%		Burden % - Salary	31.5%	36.2%	40.1%	-04.7%	-13.0%	-08.6%	-21.6%	36.2%
28.4%	40.3%	24.5%	-11.9%	-29.5%	03.9%	16.0%		Burden % - Wage-FTR	22.8%	42.0%	28.8%	-19.2%	-45.7%	-06.0%	-20.8%	42.2%
17.6%	18.9%	17.4%	-01.4%	-07.2%	00.2%	01.2%		Burden % - Wage-Season	19.1%	18.7%	19.4%	00.5%	02.5%	-00.3%	-01.5%	18.7%
18.1%	19.9%	17.8%	-01.9%	-09.4%	00.3%	01.5%		Burden % - Wage-FTR&Se	19.6%	20.8%	20.5%	-01.2%	-05.7%	-00.9%	-04.2%	21.0%
<b>-134,187</b>	<b>-141,238</b>	<b>-128,335</b>	<b>7,051</b>	<b>5%</b>	<b>-5,852</b>	<b>-5%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-573,068</b>	<b>-635,110</b>	<b>-579,018</b>	<b>62,042</b>	<b>10%</b>	<b>5,950</b>	<b>1%</b>	<b>-883,500</b>
<b>20.0%</b>	<b>21.8%</b>	<b>19.6%</b>	<b>-1.8%</b>	<b>-8.4%</b>	<b>0.4%</b>	<b>2.2%</b>		<b>Burden % TL</b>	<b>22.8%</b>	<b>23.8%</b>	<b>23.8%</b>	<b>-1.0%</b>	<b>-4.2%</b>	<b>-1.0%</b>	<b>-4.2%</b>	<b>24.2%</b>
10.5%	12.0%	10.2%	-1.5%	-12.4%	0.3%	3.2%		Payroll Taxes %	11.0%	11.7%	11.7%	-0.7%	-5.9%	-0.7%	-6.1%	11.6%
6.6%	6.2%	6.7%	0.4%	6.2%	-0.1%	-1.5%		Workers Comp %	6.2%	5.9%	6.5%	0.3%	4.5%	-0.3%	-4.7%	6.0%
2.5%	3.1%	2.7%	-0.6%	-18.1%	-0.2%	-7.0%		Group Insurance %	4.8%	5.1%	5.0%	-0.3%	-6.3%	-0.2%	-4.0%	5.5%
0.4%	0.6%	0.4%	-0.2%	-29.9%	0.0%	-3.1%		Retirement %	0.8%	1.1%	0.7%	-0.3%	-24.7%	0.1%	17.1%	1.2%
0.0%	0.0%	-0.4%	0.0%	0.0%	0.4%	100.0%		Capz PB %	0.0%	0.0%	-0.1%	0.0%	0.0%	0.1%	100.0%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-149	0	-32	-149	0%	-117	-360%	0
0	-195	-56	195	100%	56	100%	50625	Employee Relations	-50	-860	-413	810	94%	363	88%	-1,800
-897	-100	-158	-797	-797%	-739	-466%	50630	Uniforms	-6,431	-6,400	-5,890	-31	0%	-541	-9%	-6,900
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-660	-100	0	-560	-560%	-660	0%	-100
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-1,984	-2,940	-96	956	33%	-1,888	-1963%	-3,000
<b>-897</b>	<b>-295</b>	<b>-214</b>	<b>-602</b>	<b>-204%</b>	<b>-683</b>	<b>-318%</b>		<b>Total Staff Expense</b>	<b>-9,274</b>	<b>-10,300</b>	<b>-6,432</b>	<b>1,026</b>	<b>10%</b>	<b>-2,843</b>	<b>-44%</b>	<b>-11,800</b>
-475	-400	-455	-75	-19%	-20	-4%	51090	Telephone	-3,522	-3,300	-3,491	-222	-7%	-31	-1%	-5,000
-58	-200	-185	142	71%	126	68%	55003	Cable/Sat TV Service	-1,552	-1,600	-1,802	48	3%	250	14%	-2,400
-347	-400	-275	53	13%	-72	-26%	55005	Disposal Fees	-5,166	-4,300	-5,210	-866	-20%	44	1%	-5,600
-10,294	-9,160	-9,144	-1,134	-12%	-1,150	-13%	55011	Electricity	-32,354	-27,480	-35,838	-4,874	-18%	3,484	10%	-47,420
-159	-130	-147	-29	-22%	-12	-8%	55025	Natural Gas - Buildings	-5,610	-5,060	-4,699	-550	-11%	-911	-19%	-7,400
<b>-2,994</b>	<b>-2,600</b>	<b>-4,514</b>	<b>-394</b>	<b>-15%</b>	<b>1,520</b>	<b>34%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-18,369</b>	<b>-14,800</b>	<b>-16,856</b>	<b>-3,569</b>	<b>-24%</b>	<b>-1,513</b>	<b>-9%</b>	<b>-20,000</b>
-278	-280	-272	2	1%	-6	-2%	55030	Sewer Fees	-2,189	-2,210	-2,144	21	1%	-45	-2%	-3,330
-22,378	-18,600	-16,982	-3,778	-20%	-5,396	-32%	55040	Water - Grounds	-44,310	-47,200	-43,481	2,890	6%	-830	-2%	-65,000
<b>-36,984</b>	<b>-31,770</b>	<b>-31,974</b>	<b>-5,214</b>	<b>-16%</b>	<b>-5,010</b>	<b>-16%</b>		<b>TOTAL UTILITIES</b>	<b>-113,071</b>	<b>-105,950</b>	<b>-113,521</b>	<b>-7,121</b>	<b>-7%</b>	<b>450</b>	<b>0%</b>	<b>-156,150</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-1,329	-1,100	-989	-229	-21%	-340	-34%	56530	Janitorial Services & Supplies	-4,626	-5,100	-4,599	474	9%	-27	-1%	-7,100
0	0	0	0	0%	0	0%	56535	Pest Control	-18	0	0	-18	0%	-18	0%	0
0	0	0	0	0%	0	0%	53705	Equipment Rental	-2,121	-2,750	-3,350	629	23%	1,229	37%	-9,250
0	-150	-111	150	100%	111	100%	51050	Furniture and Office Equip	-1,899	-350	-262	-1,549	-443%	-1,637	-625%	-350
-149	-25	-204	-124	-494%	55	27%	51060	Office Supplies	-752	-375	-538	-377	-101%	-214	-40%	-400
-975	0	0	-975	0%	-975	0%	51061	Toner Cartridges	-1,185	0	-218	-1,185	0%	-967	-444%	0
0	0	0	0	0%	0	0%	53530	Signs	-241	-100	-74	-141	-141%	-167	-227%	-100
<b>-961</b>	<b>-400</b>	<b>-1,584</b>	<b>-561</b>	<b>-140%</b>	<b>622</b>	<b>39%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-8,743</b>	<b>-5,390</b>	<b>-12,707</b>	<b>-3,353</b>	<b>-62%</b>	<b>3,964</b>	<b>31%</b>	<b>-6,610</b>
-877	-200	0	-677	-338%	-877	0%	56540	Small Tools & Equipment	-2,908	-1,500	-972	-1,408	-94%	-1,936	-199%	-2,000
0	-25	-36	25	100%	36	100%	56545	Safety Equipment	-1,020	-900	-129	-120	-13%	-890	-688%	-1,000
0	0	-28	0	0%	28	100%	56550	Spoilage	0	0	-28	0	0%	28	100%	0
-400	0	-260	-400	0%	-140	-54%	55532	Special Programs	-400	0	-260	-400	0%	-140	-54%	0
								<b>Repairs &amp; Maintenance</b>								
-199	0	-1,034	-199	0%	835	81%	54210	General/PM	-549	0	-1,190	-549	0%	641	54%	0
0	0	0	0	0%	0	0%	54220	Plumbing	0	0	-216	0	0%	216	100%	0
37	0	0	37	0%	37	0%	54240	Lighting and Electrical	-115	0	0	-115	0%	-115	0%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-273	-400	-366	127	32%	93	25%	-400
0	-250	0	250	100%	0	0%	54290	Other Building	-415	-500	-93	85	17%	-322	-344%	-500
<b>-162</b>	<b>-250</b>	<b>-1,034</b>	<b>88</b>	<b>35%</b>	<b>873</b>	<b>84%</b>		<b>R&amp;M Building</b>	<b>-1,352</b>	<b>-900</b>	<b>-1,866</b>	<b>-452</b>	<b>-50%</b>	<b>513</b>	<b>28%</b>	<b>-900</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-38	0	-38	0	0%	-38	0%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	0	0	-270	0	0%	270	100%	0
-1,400	-1,400	-1,400	0	0%	0	0%	54390	Other Grounds Maint	-5,600	-5,600	-5,600	0	0%	0	0%	-8,400
<b>-1,400</b>	<b>-1,400</b>	<b>-1,400</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-5,638</b>	<b>-5,600</b>	<b>-5,870</b>	<b>-38</b>	<b>-1%</b>	<b>232</b>	<b>4%</b>	<b>-8,400</b>
-8	0	0	-8	0%	-8	0%	54421	Snowcats	-3,821	-1,500	-1,972	-2,321	-155%	-1,849	-94%	-1,500
-3,030	-5,300	-4,926	2,270	43%	1,896	38%	54434	Golf Maint Eq	-9,283	-9,300	-6,869	17	0%	-2,414	-35%	-14,000
-149	-500	-719	351	70%	571	79%	54438	Golf Carts Fleet	-1,555	-1,700	-2,099	145	9%	544	26%	-2,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Golf

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	-242	0	0%	242	100%	54448	Rolling, Car/Truck/Bus/Van	0	0	-242	0	0%	242	100%	0
-274	-275	-274	1	0%	0	0%	54481	Computer Software Maint	-2,192	-2,200	-2,192	8	0%	0	0%	-3,300
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	0	0	-132	0	0%	132	100%	0
0	-50	0	50	100%	0	0%	54499	Other Operating Equip R&M	0	-100	0	100	100%	0	0%	-150
<b>-3,460</b>	<b>-6,125</b>	<b>-6,161</b>	<b>2,665</b>	<b>44%</b>	<b>2,701</b>	<b>44%</b>		<b>R&amp;M Equipment</b>	<b>-16,851</b>	<b>-14,800</b>	<b>-13,506</b>	<b>-2,051</b>	<b>-14%</b>	<b>-3,345</b>	<b>-25%</b>	<b>-20,950</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,200	-4,163	-3,400	-55%	-5,437	-131%	-7,500
-4,601	-5,100	-8,497	499	10%	3,896	46%	54520	Fertilizer	-12,219	-14,200	-16,054	1,981	14%	3,835	24%	-16,500
0	-900	0	900	100%	0	0%	54530	Top Dressing	-6,733	-5,400	-7,053	-1,333	-25%	320	5%	-9,000
0	0	1	0	0%	-1	-100%	54540	Sand, Gravel, Rock	-2,500	-3,000	-5,361	500	17%	2,861	53%	-3,000
0	0	-1,111	0	0%	1,111	100%	54560	Pesticides	-6,476	-6,700	-7,895	224	3%	1,419	18%	-9,300
-1,386	-240	-51	-1,146	-478%	-1,335	-2606%	54570	Irrigation and Drainage	-3,780	-2,200	-1,455	-1,580	-72%	-2,325	-160%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-5,987</b>	<b>-6,940</b>	<b>-9,659</b>	<b>953</b>	<b>14%</b>	<b>3,672</b>	<b>38%</b>		<b>R&amp;M Golf Course</b>	<b>-41,309</b>	<b>-37,950</b>	<b>-41,982</b>	<b>-3,359</b>	<b>-9%</b>	<b>672</b>	<b>2%</b>	<b>-48,800</b>
5,166	5,166	5,250	0	0%	-84	-2%	59010	Contra - Inter-Dept. Charges	23,668	26,168	25,700	-2,500	-10%	-2,032	-8%	38,600
<b>-5,843</b>	<b>-9,549</b>	<b>-13,004</b>	<b>3,706</b>	<b>39%</b>	<b>7,161</b>	<b>55%</b>		<b>R&amp;M subtotal</b>	<b>-41,483</b>	<b>-33,082</b>	<b>-37,523</b>	<b>-8,401</b>	<b>-25%</b>	<b>-3,960</b>	<b>-11%</b>	<b>-40,450</b>
<b>-10,534</b>	<b>-11,449</b>	<b>-16,216</b>	<b>915</b>	<b>8%</b>	<b>5,682</b>	<b>35%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-65,395</b>	<b>-49,547</b>	<b>-60,660</b>	<b>-15,848</b>	<b>-32%</b>	<b>-4,735</b>	<b>-8%</b>	<b>-67,260</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-80	-100	0	20	20%	-80	0%	51070	Public Relations	-1,363	-400	-4	-963	-241%	-1,359	-33968%	-400
0	0	0	0	0%	0	0%	55520	Promotion Expense	-230	0	0	-230	0%	-230	0%	0
-1,331	-500	-1,363	-831	-166%	33	2%	55540	Resort Advertising	-4,140	-3,500	-5,596	-640	-18%	1,456	26%	-5,000
0	0	0	0	0%	0	0%	51530	Community Relations	-39	0	0	-39	0%	-39	0%	0
-700	-200	-300	-500	-250%	-400	-133%	51020	Dues & Subscriptions	-1,055	-1,600	-1,284	545	34%	229	18%	-1,600
-70	0	0	-70	0%	-70	0%	51035	Licenses, Permits, Fees	-1,527	-1,200	-1,183	-327	-27%	-344	-29%	-2,300
0	-30	0	30	100%	0	0%	51096	Mileage Reimbursement	0	-100	-39	100	100%	39	100%	-100
-40	-35	-1	-5	-14%	-39	-4150%	51065	Postage - General	-41	-150	-14	109	73%	-27	-197%	-190
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-264	0	0	-264	0%	-264	0%	0
0	0	-504	0	0%	504	100%	51547	Printing - Other	-29	0	-1,410	-29	0%	1,382	98%	0
-4,556	-4,950	-4,209	394	8%	-347	-8%	56601	Claims Expense	0	0	-4,385	0	0%	4,385	100%	0
2	0	144	2	0%	-142	-98%	52220	Credit Card Expense	-10,954	-15,550	-17,394	4,596	30%	6,440	37%	-19,900
-7,200	-7,200	-7,000	0	0%	-200	-3%	52225	Over/Short	124	0	148	124	0%	-24	-16%	0
<b>-13,974</b>	<b>-13,015</b>	<b>-13,835</b>	<b>-959</b>	<b>-7%</b>	<b>-140</b>	<b>-1%</b>	52025	Insurance Expense	<b>-36,800</b>	<b>-36,800</b>	<b>-36,000</b>	<b>0</b>	<b>0%</b>	<b>-800</b>	<b>-2%</b>	<b>-55,200</b>
<b>-62,389</b>	<b>-56,529</b>	<b>-62,239</b>	<b>-5,860</b>	<b>-10%</b>	<b>-150</b>	<b>0%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-56,318</b>	<b>-59,300</b>	<b>-67,161</b>	<b>2,982</b>	<b>5%</b>	<b>10,843</b>	<b>16%</b>	<b>-84,690</b>
<b>-196,576</b>	<b>-197,767</b>	<b>-190,574</b>	<b>1,191</b>	<b>1%</b>	<b>-6,003</b>	<b>-3%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-244,059</b>	<b>-225,097</b>	<b>-247,774</b>	<b>-18,962</b>	<b>-8%</b>	<b>3,715</b>	<b>1%</b>	<b>-319,900</b>
<b>41,470</b>	<b>99,633</b>	<b>80,883</b>	<b>-58,163</b>	<b>-58%</b>	<b>-39,413</b>	<b>-49%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-817,127</b>	<b>-860,207</b>	<b>-826,792</b>	<b>43,080</b>	<b>5%</b>	<b>9,665</b>	<b>1%</b>	<b>-1,203,400</b>
<b>-18,360</b>	<b>-18,360</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-18,360</b>	<b>0%</b>	59025	<b>NORBO (before AO)</b>	<b>-353,669</b>	<b>-39,507</b>	<b>-57,841</b>	<b>-314,162</b>	<b>-795%</b>	<b>-295,829</b>	<b>-511%</b>	<b>-104,400</b>
<b>23,110</b>	<b>81,273</b>	<b>80,883</b>	<b>-58,163</b>	<b>-72%</b>	<b>-57,773</b>	<b>-71%</b>		<b>ALLOCATED OVERHEAD (AO)</b>	<b>-145,931</b>	<b>-145,931</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-145,931</b>	<b>0%</b>	<b>-222,900</b>
-228,748	-231,727	-205,756	2,979	1%	-22,991	-11%		<b>NOR (after AO)</b>	<b>-499,600</b>	<b>-185,438</b>	<b>-57,841</b>	<b>-314,162</b>	<b>-169%</b>	<b>-441,760</b>	<b>-764%</b>	<b>-327,300</b>
-210,388	-213,367	-205,756	2,979	1%	-4,631	-2%		T O C post AO	-991,485	-1,051,638	-874,388	60,153	6%	-117,097	-13%	-1,487,300
-110.1%	-135.1%	-139.3%	25.0%	18.5%	29.2%	21.0%		T O C pre AO	-845,554	-905,707	-874,388	60,153	7%	28,834	3%	-1,264,400
23,110	81,273	80,883	-58,163	-72%	-57,773	-71%		REV to TOC (CRR%)	-49.6%	-82.4%	-93.4%	32.8%	39.8%	43.8%	46.9%	-78.0%
								<b>NOR AFTER Assessment Reven</b>	<b>-499,600</b>	<b>-185,438</b>	<b>-57,841</b>	<b>-314,162</b>	<b>-169%</b>	<b>-441,760</b>	<b>-764%</b>	<b>-327,300</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Golf Course Operations (120)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
18,467	29,300	28,489	-10,833	-37%	-10,022	-35%	(350...	Golf Passes	61,576	94,900	94,340	-33,324	-35%	-32,765	-35%	135,000
30,939	19,100	20,580	11,839	62%	10,359	50%	3502...	Golf Passes - Packs	30,614	58,600	63,965	-27,986	-48%	-33,351	-52%	85,000
42,120	62,000	56,468	-19,880	-32%	-14,348	-25%	35035	Golf Green Fees - Member	85,422	182,000	166,470	-96,578	-53%	-81,048	-49%	229,000
64,117	74,600	48,850	-10,484	-14%	15,267	31%	35025	Golf Green Fees - Guest	107,812	180,600	138,140	-72,788	-40%	-30,328	-22%	238,000
32,392	43,900	40,149	-11,508	-26%	-7,757	-19%	3503...	Golf Green Fees - Public	60,538	105,000	87,498	-44,462	-42%	-26,960	-31%	154,000
<b>188,035</b>	<b>228,900</b>	<b>194,536</b>	<b>-40,865</b>	<b>-18%</b>	<b>-6,502</b>	<b>-3%</b>		<b>Total Direct Access &amp; Use</b>	<b>345,961</b>	<b>621,100</b>	<b>550,413</b>	<b>-275,139</b>	<b>-44%</b>	<b>-204,452</b>	<b>-37%</b>	<b>841,000</b>
<b>Other Revenue</b>																
26,019	28,000	27,443	-1,981	-7%	-1,423	-5%	36030	Sales - Retail	55,313	81,600	92,456	-26,287	-32%	-37,143	-40%	109,000
-361	-200	-415	-161	-81%	54	13%	38015	Employee Discounts	-812	-800	-1,049	-12	-1%	237	23%	-1,000
-688	-600	-515	-88	-15%	-173	-34%	38017	Homeowner Discounts	-1,802	-1,700	-2,010	-102	-6%	208	10%	-2,000
-1,499	-3,000	-3,510	1,501	50%	2,011	57%	38020	Discounts - Retail	-3,423	-10,700	-16,190	7,277	68%	12,767	79%	-16,000
0	0	2,634	0	0%	-2,634	-100%	38025	Promotion Discounts	0	0	0	0	0%	0	0%	0
<b>23,471</b>	<b>24,200</b>	<b>25,637</b>	<b>-729</b>	<b>-3%</b>	<b>-2,166</b>	<b>-8%</b>		<b>Total Retail Product Reven</b>	<b>49,277</b>	<b>68,400</b>	<b>73,208</b>	<b>-19,123</b>	<b>-28%</b>	<b>-23,931</b>	<b>-33%</b>	<b>90,000</b>
<b>Lessons &amp; Rentals</b>																
24,537	43,500	49,363	-18,963	-44%	-24,826	-50%	(350...	Golf Cart Rentals	55,500	120,400	136,890	-64,900	-54%	-81,390	-59%	161,000
2,885	0	3,690	2,885	0%	-805	-22%	35018	Golf Club Set Rentals	5,674	0	9,400	5,674	0%	-3,727	-40%	0
11,098	13,700	12,809	-2,602	-19%	-1,711	-13%	35020	Golf - Driving Range	30,372	44,600	43,303	-14,229	-32%	-12,932	-30%	53,000
336	200	40	136	68%	296	74%	36060	Lessons - Public	1,197	850	322	347	41%	875	272%	1,000
829	900	564	-71	-8%	265	47%	36070	Lessons - P.O.	1,929	2,750	2,770	-821	-30%	-841	-30%	3,000
0	0	0	0	0%	0	0%	36080	Lessons - Guest	-223	0	0	-223	0%	-223	0%	0
<b>39,685</b>	<b>58,300</b>	<b>66,466</b>	<b>-18,615</b>	<b>-32%</b>	<b>-26,781</b>	<b>-40%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>94,448</b>	<b>168,600</b>	<b>192,685</b>	<b>-74,152</b>	<b>-44%</b>	<b>-98,237</b>	<b>-51%</b>	<b>218,000</b>
<b>Other Revenue</b>																
667	0	0	667	0%	667	0%	34075	Sponsorships	2,000	0	0	2,000	0%	2,000	0%	0
0	1,600	0	-1,600	-100%	0	0%	37020	Other Revenue	198	8,100	241	-7,902	-98%	-43	-18%	11,000
<b>667</b>	<b>1,600</b>	<b>0</b>	<b>-933</b>	<b>-58%</b>	<b>667</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>2,198</b>	<b>8,100</b>	<b>241</b>	<b>-5,902</b>	<b>-73%</b>	<b>1,957</b>	<b>812%</b>	<b>11,000</b>
<b>251,857</b>	<b>313,000</b>	<b>286,639</b>	<b>-61,143</b>	<b>-20%</b>	<b>-34,782</b>	<b>-12%</b>		<b>GROSS REVENUE (GREV)</b>	<b>491,885</b>	<b>866,200</b>	<b>816,547</b>	<b>-374,315</b>	<b>-43%</b>	<b>-324,662</b>	<b>-40%</b>	<b>1,160,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-13,811	-15,600	-15,183	1,789	11%	1,372	9%		<b>Retail Product Cogs</b>	-28,427	-45,500	-47,596	17,073	38%	19,168	40%	-61,000
<b>-13,811</b>	<b>-15,600</b>	<b>-15,183</b>	<b>1,789</b>	<b>11%</b>	<b>1,372</b>	<b>9%</b>		<b>Total COGS</b>	<b>-28,427</b>	<b>-45,500</b>	<b>-47,596</b>	<b>17,073</b>	<b>38%</b>	<b>19,168</b>	<b>40%</b>	<b>-61,000</b>
-05.5%	-05.0%	-05.3%	-00.5%	-10.0%	-00.2%	-03.5%		Total Cogs / GREV %	-05.8%	-05.3%	-05.8%	-00.5%	-10.0%	00.0%	00.9%	-05.3%
-58.8%	-64.5%	-59.2%	05.6%	08.7%	00.4%	00.6%		Retail Product Cogs / Retail R	-57.7%	-66.5%	-65.0%	08.8%	13.3%	07.3%	11.3%	-67.8%
-53.1%	-55.7%	-55.3%	02.6%	04.7%	02.2%	04.1%		Retail Product Cogs / Retail R	-51.4%	-55.8%	-51.5%	04.4%	07.8%	00.1%	00.2%	-56.0%
<b>238,046</b>	<b>297,400</b>	<b>271,456</b>	<b>-59,354</b>	<b>-20%</b>	<b>-33,410</b>	<b>-12%</b>		<b>Gross Margin (GREV-COG)</b>	<b>463,457</b>	<b>820,700</b>	<b>768,951</b>	<b>-357,243</b>	<b>-44%</b>	<b>-305,494</b>	<b>-40%</b>	<b>1,099,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-6,359	-5,918	-6,060	-441	-7%	-299	-5%	5110...	Salaries - Exempt - Regular & Ot	-33,963	-33,391	-33,668	-572	-2%	-295	-1%	-50,100
-31,721	-35,175	-30,864	3,454	10%	-857	-3%	5124...	Wages - Seasonal	-77,231	-109,098	-92,636	31,867	29%	15,406	17%	-143,000
0	0	-536	0	0%	536	100%	5122...	Wages-FTR-Commissions	0	0	-826	0	0%	826	100%	0
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-55	0	0%	55	100%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-274	0	-547	-274	0%	274	50%	0
<b>-38,080</b>	<b>-41,093</b>	<b>-37,460</b>	<b>3,013</b>	<b>7%</b>	<b>-620</b>	<b>-2%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-111,467</b>	<b>-142,489</b>	<b>-127,732</b>	<b>31,022</b>	<b>22%</b>	<b>16,265</b>	<b>13%</b>	<b>-193,100</b>
-6,359	-5,918	-6,060	-441	-7%	-299	-5%		Salaries sub-total	-33,963	-33,391	-33,723	-572	-2%	-240	-1%	-50,100
-31,721	-35,175	-31,400	3,454	10%	-321	-1%		Wage sub-total	-77,504	-109,098	-94,009	31,594	29%	16,505	18%	-143,000
0	0	-536	0	0%	536	100%		Wage-FTR subtotal	0	0	-826	0	0%	826	100%	0
-31,721	-35,175	-30,864	3,454	10%	-857	-3%		Wage-Seasonal subsubto	-77,504	-109,098	-93,184	31,594	29%	15,679	17%	-143,000
-15.1%	-13.1%	-13.1%	-02.0%	-15.2%	-02.1%	-15.7%		PayrollDirect %ofRevenue	-22.7%	-16.4%	-15.6%	-06.2%	-37.8%	-07.0%	-44.9%	-16.6%
-428	0	-314	-428	0%	-114	-36%	51108	PTO net\$ accrual, in Salaries	-580	0	-1,247	-580	0%	666	53%	-41
-428	0	-314	-428	0%	-114	-36%		PTO net accrual, in PD Total	-580	0	-1,247	-580	0%	666	53%	-41
-42.9	0.0	-54.9	-42.9	0.0	12.1	0.2		Wage Overtime Hours	-87.3	0.0	-100.2	-87.3	0.0	12.9	0.1	0.0
-2328.4	-2592.4	-2428.3	263.9	0.1	99.9	0.0		Wage Total Hours	-5665.4	-8061.4	-7359.5	2395.9	0.3	1694.0	0.2	-10551.0
13.62	13.57	12.93	0.05	0.00	0.69	0.05		Wage ROP avg	13.68	13.53	12.77	0.15	0.01	0.91	0.07	13.55
<b>PAYROLL BURDEN</b>																
-5,166	-5,770	-4,944	604	10%	-222	-4%	5130...	Payroll Taxes	-14,867	-19,360	-17,174	4,493	23%	2,308	13%	-26,020
-2,687	-2,700	-2,700	13	0%	13	0%	5130...	Workers Compensation	-7,738	-9,180	-9,159	1,442	16%	1,421	16%	-12,480
-738	-967	-775	229	24%	37	5%	5130...	Group Insurance	-4,811	-5,276	-4,407	465	9%	-404	-9%	-7,800
-159	-242	-153	83	34%	-6	-4%	5130...	Retirement Plan	-1,235	-1,936	-1,203	701	36%	-32	-3%	-2,900

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Golf Course Operations (120)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%	\$	%	
<b>-8,750</b>	<b>-9,679</b>	<b>-8,571</b>	<b>929</b>	<b>10%</b>	<b>-179</b>	<b>-2%</b>						<b>7,102</b>	<b>20%</b>	<b>3,293</b>	<b>10%</b>	<b>-49,200</b>
-1,737	-1,979	-1,772	242	12%	35	2%	(513...	subtotal, Burden-Salary	-10,798	-11,562	-10,635	764	7%	-162	-2%	-17,300
0	-50	0	50	100%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	-400	0	400	100%	0	0%	-650
-7,013	-7,650	-6,799	637	8%	-214	-3%	(514...	subtotal, Burden-Wage-Seasonal	-17,852	-23,790	-21,308	5,938	25%	3,456	16%	-31,250
<b>23.0%</b>	<b>23.6%</b>	<b>22.9%</b>	<b>-00.6%</b>	<b>-02.4%</b>	<b>00.1%</b>	<b>00.4%</b>		<b>Burden % - on all Payroll</b>	<b>25.7%</b>	<b>25.1%</b>	<b>25.0%</b>	<b>00.6%</b>	<b>02.4%</b>	<b>00.7%</b>	<b>02.8%</b>	<b>25.5%</b>
27.3%	33.4%	29.2%	-06.1%	-18.3%	-01.9%	-06.6%		Burden % - Salary	31.8%	34.6%	31.5%	-02.8%	-08.2%	00.3%	00.8%	34.5%
22.1%	21.7%	22.0%	00.4%	01.7%	00.1%	00.4%		Burden % - Wage-Season	23.0%	21.8%	22.9%	01.2%	05.6%	00.2%	00.7%	21.9%
22.1%	21.9%	21.7%	00.2%	01.0%	00.5%	02.1%		Burden % - Wage-FTR&Se	23.0%	22.2%	22.7%	00.9%	03.9%	00.4%	01.6%	22.3%
<b>-46,830</b>	<b>-50,772</b>	<b>-46,031</b>	<b>3,942</b>	<b>8%</b>	<b>-799</b>	<b>-2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-140,117</b>	<b>-178,241</b>	<b>-159,675</b>	<b>38,124</b>	<b>21%</b>	<b>19,558</b>	<b>12%</b>	<b>-242,300</b>
<b>23.0%</b>	<b>23.6%</b>	<b>22.9%</b>	<b>-0.6%</b>	<b>-2.4%</b>	<b>0.1%</b>	<b>0.4%</b>		<b>Burden % TL</b>	<b>25.7%</b>	<b>25.1%</b>	<b>25.0%</b>	<b>0.6%</b>	<b>2.4%</b>	<b>0.7%</b>	<b>2.8%</b>	<b>25.5%</b>
13.6%	14.0%	13.2%	-0.5%	-3.4%	0.4%	2.8%		Payroll Taxes %	13.3%	13.6%	13.4%	-0.2%	-1.8%	-0.1%	-0.8%	13.5%
7.1%	6.6%	7.2%	0.5%	7.4%	-0.2%	-2.1%		Workers Comp %	6.9%	6.4%	7.2%	0.5%	7.7%	-0.2%	-3.2%	6.5%
1.9%	2.4%	2.1%	-0.4%	-17.6%	-0.1%	-6.3%		Group Insurance %	4.3%	3.7%	3.4%	0.6%	16.6%	0.9%	25.1%	4.0%
0.4%	0.6%	0.4%	-0.2%	-29.0%	0.0%	2.4%		Retirement %	1.1%	1.4%	0.9%	-0.3%	-18.5%	0.2%	17.6%	1.5%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-149	0	-32	-149	0%	-117	-360%	0
0	-20	0	20	100%	0	0%	50625	Employee Relations	0	-60	-33	60	100%	33	100%	-300
-41	0	-140	-41	0%	99	71%	50630	Uniforms	-1,571	-1,400	-1,184	-171	-12%	-387	-33%	-1,400
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-60	-100	0	40	40%	-60	0%	-100
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-152	0	-96	-152	0%	-56	-58%	0
<b>-41</b>	<b>-20</b>	<b>-140</b>	<b>-21</b>	<b>-104%</b>	<b>99</b>	<b>71%</b>		<b>Total Staff Expense</b>	<b>-1,932</b>	<b>-1,560</b>	<b>-1,345</b>	<b>-172</b>	<b>-24%</b>	<b>-587</b>	<b>-44%</b>	<b>-1,800</b>
-287	-200	-269	-87	-43%	-18	-7%	51090	Telephone	-1,996	-1,700	-1,981	-296	-17%	-16	-1%	-2,600
-58	-50	-54	-8	-17%	-4	-7%	55003	Cable/Sat TV Service	-469	-400	-396	-69	-17%	-73	-18%	-600
-1,442	-1,160	-1,214	-282	-24%	-228	-19%	5501...	Electricity	-7,320	-3,880	-10,686	-3,440	-89%	3,366	31%	-6,120
-143	-100	-131	-43	-43%	-12	-9%	55025	Natural Gas - Buildings	-1,898	-1,800	-1,538	-98	-5%	-359	-23%	-2,400
-101	-100	-99	-1	-1%	-2	-2%	55030	Sewer Fees	-793	-800	-778	7	1%	-15	-2%	-1,200
<b>-2,031</b>	<b>-1,610</b>	<b>-1,767</b>	<b>-421</b>	<b>-26%</b>	<b>-264</b>	<b>-15%</b>		<b>TOTAL UTILITIES</b>	<b>-12,476</b>	<b>-8,580</b>	<b>-15,379</b>	<b>-3,896</b>	<b>-45%</b>	<b>2,904</b>	<b>19%</b>	<b>-12,920</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-600	-600	-610	0	0%	10	2%	56530	Janitorial Services & Supplies	-2,370	-2,600	-2,513	230	9%	143	6%	-3,800
0	0	0	0	0%	0	0%	56535	Pest Control	-18	0	0	-18	0%	-18	0%	0
0	-50	-111	50	100%	111	100%	51050	Furniture and Office Equip	-141	-150	-262	9	6%	121	46%	-150
-149	-25	-204	-124	-494%	55	27%	51060	Office Supplies	-369	-175	-507	-194	-111%	138	27%	-200
-751	0	0	-751	0%	-751	0%	51061	Toner Cartridges	-960	0	-218	-960	0%	-742	-341%	0
0	0	0	0	0%	0	0%	53530	Signs	-241	-100	-74	-141	-141%	-167	-227%	-100
<b>-95</b>	<b>-210</b>	<b>-260</b>	<b>115</b>	<b>55%</b>	<b>165</b>	<b>63%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-1,986</b>	<b>-1,920</b>	<b>-3,060</b>	<b>-66</b>	<b>-3%</b>	<b>1,074</b>	<b>35%</b>	<b>-2,180</b>
0	0	0	0	0%	0	0%	56545	Safety Equipment	-114	0	0	-114	0%	-114	0%	0
0	0	-28	0	0%	28	100%	56550	Spoilage	0	0	-28	0	0%	28	100%	0
-400	0	-260	-400	0%	-140	-54%	55532	Special Programs	-400	0	-260	-400	0%	-140	-54%	0
								<b>Repairs &amp; Maintenance</b>								
-199	0	0	-199	0%	-199	0%	54210	General/PM	-549	0	-114	-549	0%	-435	-380%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	0	-100	0	100	100%	0	0%	-100
0	-150	0	150	100%	0	0%	54290	Other Building	0	-300	0	300	100%	0	0%	-300
<b>-199</b>	<b>-150</b>	<b>0</b>	<b>-49</b>	<b>-33%</b>	<b>-199</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-549</b>	<b>-400</b>	<b>-114</b>	<b>-149</b>	<b>-37%</b>	<b>-435</b>	<b>-380%</b>	<b>-400</b>
-1,400	-1,400	-1,400	0	0%	0	0%	54390	Other Grounds Maint	-5,600	-5,600	-5,600	0	0%	0	0%	-8,400
<b>-1,400</b>	<b>-1,400</b>	<b>-1,400</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-5,600</b>	<b>-5,600</b>	<b>-5,600</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>-8,400</b>
-149	-500	-719	351	70%	571	79%	54438	Golf Carts Fleet	-1,555	-1,700	-2,099	145	9%	544	26%	-2,000
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	0	0	-132	0	0%	132	100%	0
0	-50	0	50	100%	0	0%	54499	Other Operating Equip R&M	0	-100	0	100	100%	0	0%	-150
<b>-149</b>	<b>-550</b>	<b>-719</b>	<b>401</b>	<b>73%</b>	<b>571</b>	<b>79%</b>		<b>R&amp;M Equipment</b>	<b>-1,555</b>	<b>-1,800</b>	<b>-2,231</b>	<b>245</b>	<b>14%</b>	<b>676</b>	<b>30%</b>	<b>-2,150</b>
<b>-1,748</b>	<b>-2,100</b>	<b>-2,119</b>	<b>352</b>	<b>17%</b>	<b>372</b>	<b>18%</b>		<b>R&amp;M subtotal</b>	<b>-7,704</b>	<b>-7,800</b>	<b>-7,946</b>	<b>96</b>	<b>1%</b>	<b>242</b>	<b>3%</b>	<b>-10,950</b>
<b>-3,742</b>	<b>-2,985</b>	<b>-3,592</b>	<b>-757</b>	<b>-25%</b>	<b>-150</b>	<b>-4%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-14,303</b>	<b>-12,745</b>	<b>-14,867</b>	<b>-1,558</b>	<b>-12%</b>	<b>564</b>	<b>4%</b>	<b>-17,380</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-80	-100	0	20	20%	-80	0%	51070	Public Relations	-1,363	-400	-4	-963	-241%	-1,359	-33968%	-400
0	0	0	0	0%	0	0%	55520	Promotion Expense	-230	0	0	-230	0%	-230	0%	0
-1,331	-500	-1,363	-831	-166%	33	2%	55540	Resort Advertising	-4,140	-3,500	-5,596	-640	-18%	1,456	26%	-5,000
0	0	0	0	0%	0	0%	51530	Community Relations	-39	0	0	-39	0%	-39	0%	0
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-355	-800	-604	445	56%	249	41%	-800
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-194	0	0	-194	0%	-194	0%	0
0	-30	0	30	100%	0	0%	51096	Mileage Reimbursement	0	-100	-39	100	100%	39	100%	-100
-40	-20	0	-20	-100%	-39	-8400%	51065	Postage - General	-41	-80	-12	39	49%	-29	-231%	-100



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Golf Course Operations (120)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-264	0	0	-264	0%	-264	0%	0
0	0	-504	0	0%	504	100%	51547	Printing - Other	0	0	-1,410	0	0%	1,410	100%	0
0	0	-601	0	0%	601	100%	56601	Claims Expense	0	0	-4,385	0	0%	4,385	100%	0
-4,556	-4,950	-4,209	394	8%	-347	-8%	52220	Credit Card Expense	-10,954	-15,550	-17,394	4,596	30%	6,440	37%	-19,900
2	0	144	2	0%	-142	-98%	52225	Over/Short	124	0	148	124	0%	-24	-16%	0
-5,100	-5,100	-5,000	0	0%	-100	-2%	52025	Insurance Expense	-20,400	-20,400	-20,000	0	0%	-400	-2%	-30,600
<b>-11,104</b>	<b>-10,700</b>	<b>-11,534</b>	<b>-404</b>	<b>-4%</b>	<b>430</b>	<b>4%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-37,856</b>	<b>-40,830</b>	<b>-49,297</b>	<b>2,974</b>	<b>7%</b>	<b>11,441</b>	<b>23%</b>	<b>-56,900</b>
<b>-16,918</b>	<b>-15,315</b>	<b>-17,033</b>	<b>-1,603</b>	<b>-10%</b>	<b>115</b>	<b>1%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-66,567</b>	<b>-63,715</b>	<b>-80,889</b>	<b>-2,852</b>	<b>-4%</b>	<b>14,322</b>	<b>18%</b>	<b>-89,000</b>
<b>-63,748</b>	<b>-66,087</b>	<b>-63,064</b>	<b>2,339</b>	<b>4%</b>	<b>-684</b>	<b>-1%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-206,684</b>	<b>-241,956</b>	<b>-240,563</b>	<b>35,272</b>	<b>15%</b>	<b>33,880</b>	<b>14%</b>	<b>-331,300</b>
<b>174,298</b>	<b>231,313</b>	<b>208,393</b>	<b>-57,015</b>	<b>-25%</b>	<b>-34,095</b>	<b>-16%</b>		<b>NORBO (before AO)</b>	<b>256,774</b>	<b>578,744</b>	<b>528,388</b>	<b>-321,970</b>	<b>-56%</b>	<b>-271,615</b>	<b>-51%</b>	<b>767,700</b>
-11,466	-11,466	0	0	0%	-11,466	0%	59025	ALLOCATED OVERHEAD (AO)	-91,134	-91,134	0	0	0%	-91,134	0%	-139,200
<b>162,832</b>	<b>219,847</b>	<b>208,393</b>	<b>-57,015</b>	<b>-26%</b>	<b>-45,561</b>	<b>-22%</b>		<b>NOR (after AO)</b>	<b>165,640</b>	<b>487,610</b>	<b>528,388</b>	<b>-321,970</b>	<b>-66%</b>	<b>-362,749</b>	<b>-69%</b>	<b>628,500</b>
-89,025	-93,153	-78,246	4,128	4%	-10,779	-14%		T O C post AO	-326,245	-378,590	-288,159	52,345	14%	-38,086	-13%	-531,500
<b>-77,559</b>	<b>-81,687</b>	<b>-78,246</b>	<b>4,128</b>	<b>5%</b>	<b>687</b>	<b>1%</b>		<b>T O C pre AO</b>	<b>-235,111</b>	<b>-287,456</b>	<b>-288,159</b>	<b>52,345</b>	<b>18%</b>	<b>53,048</b>	<b>18%</b>	<b>-392,300</b>
-282.9%	-336.0%	-366.3%	53.1%	15.8%	83.4%	22.8%		REV to TOC (CRR%)	-150.8%	-228.8%	-283.4%	78.0%	34.1%	132.6%	46.8%	-218.3%
<b>162,832</b>	<b>219,847</b>	<b>208,393</b>	<b>-57,015</b>	<b>-26%</b>	<b>-45,561</b>	<b>-22%</b>		<b>NOR AFTER Assessment Reven</b>	<b>165,640</b>	<b>487,610</b>	<b>528,388</b>	<b>-321,970</b>	<b>-66%</b>	<b>-362,749</b>	<b>-69%</b>	<b>628,500</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Golf Course Maintenance (125)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
<b>COST OF GOODS SOLD (COGS)</b>																
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-10,093	-8,414	-9,080	-1,679	-20%	-1,012	-11%	5110...	-91,510	-67,310	-50,001	-24,200	-36%	-41,509	-83%	-101,000	
-4,341	-4,862	-5,082	521	11%	741	15%	5122...	-41,902	-37,008	-38,951	-4,894	-13%	-2,951	-8%	-55,381	
-59,185	-61,562	-57,273	2,377	4%	-1,913	-3%	5124...	-219,107	-266,257	-247,742	47,150	18%	28,634	12%	-361,719	
0	0	-137	0	0%	137	100%	51227	0	0	-3,004	-575	0%	2,430	81%	0	
-137	0	-684	-137	0%	547	80%	51247	-2,189	0	-2,737	-2,189	0%	547	20%	0	
0	0	2,380	0	0%	-2,380	-100%	51299	0	0	2,380	0	0%	-2,380	-100%	0	
<b>-73,756</b>	<b>-74,838</b>	<b>-69,876</b>	<b>1,082</b>	<b>1%</b>	<b>-3,880</b>	<b>-6%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-355,284</b>	<b>-370,575</b>	<b>-340,055</b>	<b>15,291</b>	<b>4%</b>	<b>-15,229</b>	<b>-4%</b>	<b>-518,100</b>
-10,093	-8,414	-6,700	-1,679	-20%	-3,393	-51%		Salaries sub-total	-91,510	-67,310	-47,621	-24,200	-36%	-43,889	-92%	-101,000
-63,663	-66,424	-63,176	2,761	4%	-487	-1%		Wage sub-total	-263,774	-303,265	-292,434	39,491	13%	28,660	10%	-417,100
-4,341	-4,862	-5,219	521	11%	878	17%		Wage-FTR subsubtotal	-42,477	-37,008	-41,956	-5,469	-15%	-521	-1%	-55,381
-59,322	-61,562	-57,957	2,240	4%	-1,365	-2%		Wage-Seasonal subsubto	-221,297	-266,257	-250,478	44,960	17%	29,181	12%	-361,719
2,614	0	-911	2,614	0%	3,525	387%	51108	PTO net\$ accrual, in Salaries	-1,558	0	-1,558	0%	-4,442	-154%	-6	
-92	0	-302	-92	0%	209	69%	51228	PTO net\$ accrual, in Wages FTR	-1,011	0	-1,011	0%	-898	-792%	0	
2,521	0	-1,213	2,521	0%	3,734	308%		PTO net accrual, in PD Total	-2,570	0	-2,570	0%	-5,340	-193%	-6	
-349.7	0.0	-327.7	-349.7	0.0	-22.0	-0.1		Wage Overtime Hours	-1651.7	0.0	-1691.5	-1651.7	0.0	39.9	0.0	0.0
-3710.9	-3891.3	-3792.4	180.4	0.0	81.5	0.0		Wage Total Hours	-14420.0	-17193.6	-16784.0	2773.6	0.2	2364.1	0.1	-23461.1
17.13	17.07	16.58	0.06	0.00	0.55	0.03		Wage ROP avg	18.22	17.64	17.42	0.58	0.03	0.81	0.05	17.78
<b>PAYROLL BURDEN</b>																
-6,559	-8,110	-5,960	1,551	19%	-599	-10%	5130...	Payroll Taxes	-36,354	-40,470	-37,468	4,116	10%	1,114	3%	-56,400
-4,641	-4,450	-4,439	-191	-4%	-202	-5%	5130...	Workers Compensation	-21,232	-21,280	-21,308	48	0%	76	0%	-29,900
-2,087	-2,609	-2,141	522	20%	54	3%	5130...	Group Insurance	-17,474	-18,855	-18,855	3,398	16%	1,381	7%	-31,300
-315	-459	-317	144	31%	2	1%	5130...	Retirement Plan	-2,607	-3,672	-2,086	1,065	29%	-521	-25%	-5,500
0	0	428	0	0%	-428	-100%	51499	Capitalized Payroll Burden	0	0	428	0	0%	-428	-100%	0
<b>-13,602</b>	<b>-15,628</b>	<b>-12,429</b>	<b>2,027</b>	<b>13%</b>	<b>-1,173</b>	<b>-9%</b>		<b>PAYROLL BURDEN Total</b>	<b>-77,667</b>	<b>-86,294</b>	<b>-79,288</b>	<b>8,627</b>	<b>10%</b>	<b>1,621</b>	<b>2%</b>	<b>-123,100</b>
-3,382	-3,059	-2,823	-323	-11%	-559	-20%	(513...	subtotal, Burden-Salary	-28,677	-24,872	-21,992	-3,805	-15%	-6,685	-30%	-37,400
-1,233	-1,909	-1,410	676	35%	177	13%	(514...	subtotal, Burden-Wage-FTR	-9,672	-15,132	-12,303	5,460	36%	2,631	21%	-22,720
-8,986	-10,660	-8,624	1,674	16%	-362	-4%	(514...	subtotal, Burden-Wage-Seasonal	-39,319	-46,290	-45,422	6,971	15%	6,103	13%	-62,980
<b>18.4%</b>	<b>20.9%</b>	<b>17.8%</b>	<b>-02.4%</b>	<b>-11.7%</b>	<b>00.7%</b>	<b>03.7%</b>		<b>Burden % - on all Payroll</b>	<b>21.9%</b>	<b>23.3%</b>	<b>23.3%</b>	<b>-01.4%</b>	<b>-06.1%</b>	<b>-01.5%</b>	<b>-06.2%</b>	<b>23.8%</b>
33.5%	36.4%	42.1%	-02.8%	-07.8%	-08.6%	-20.5%		Burden % - Salary	31.3%	37.0%	46.2%	-05.6%	-15.2%	-14.8%	-32.1%	37.0%
28.4%	39.3%	27.0%	-10.9%	-27.6%	01.4%	05.2%		Burden % - Wage-FTR	22.8%	40.9%	29.3%	-18.1%	-44.3%	-06.6%	-22.4%	41.0%
15.1%	17.3%	14.9%	-02.2%	-12.5%	00.3%	01.8%		Burden % - Wage-Season	17.8%	17.4%	18.1%	00.4%	02.2%	-00.4%	-02.0%	17.4%
16.1%	18.9%	15.9%	-02.9%	-15.2%	00.2%	01.1%		Burden % - Wage-FTR&Se	18.6%	20.3%	19.7%	-01.7%	-08.3%	-07.2%	-05.9%	20.5%
<b>-87,358</b>	<b>-90,466</b>	<b>-82,304</b>	<b>3,108</b>	<b>3%</b>	<b>-5,053</b>	<b>-6%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-432,951</b>	<b>-456,869</b>	<b>-419,343</b>	<b>23,918</b>	<b>5%</b>	<b>-13,608</b>	<b>-3%</b>	<b>-641,200</b>
<b>18.4%</b>	<b>20.9%</b>	<b>17.8%</b>	<b>-2.4%</b>	<b>-11.7%</b>	<b>0.7%</b>	<b>3.7%</b>		<b>Burden % TL</b>	<b>21.9%</b>	<b>23.3%</b>	<b>23.3%</b>	<b>-1.4%</b>	<b>-6.1%</b>	<b>-1.5%</b>	<b>-6.2%</b>	<b>23.8%</b>
8.9%	10.8%	8.5%	-1.9%	-17.9%	0.4%	4.3%		Payroll Taxes %	10.2%	10.9%	11.0%	-0.7%	-6.3%	-0.8%	-7.1%	10.9%
6.3%	5.9%	6.4%	0.3%	5.8%	-0.1%	-1.0%		Workers Comp %	6.0%	5.7%	6.3%	0.2%	4.1%	-0.3%	-4.6%	5.8%
2.8%	3.5%	3.1%	-0.7%	-18.8%	-0.2%	-7.7%		Group Insurance %	4.9%	5.6%	5.5%	-0.7%	-12.7%	-0.6%	-11.3%	6.0%
0.4%	0.6%	0.5%	-0.2%	-30.4%	0.0%	-5.8%		Retirement %	0.7%	1.0%	0.6%	-0.3%	-26.0%	0.1%	19.6%	1.1%
0.0%	0.0%	-0.6%	0.0%	0.0%	0.6%	100.0%		Capz PB %	0.0%	0.0%	-0.1%	0.0%	0.0%	0.1%	100.0%	0.0%
<b>OPERATING EXPENSES (OE)</b>																
0	-175	-56	175	100%	56	100%	50625	Employee Relations	-50	-800	-380	750	94%	330	87%	-1,500
-856	-100	-18	-756	-756%	-838	-4555%	50630	Uniforms	-4,860	-5,000	-4,706	140	3%	-154	-3%	-5,500
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-600	0	0	-600	0%	-600	0%	0
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-1,832	-2,940	0	1,108	38%	-1,832	0%	-3,000
<b>-856</b>	<b>-275</b>	<b>-74</b>	<b>-581</b>	<b>-211%</b>	<b>-782</b>	<b>-1051%</b>		<b>Total Staff Expense</b>	<b>-7,343</b>	<b>-8,740</b>	<b>-5,087</b>	<b>1,398</b>	<b>16%</b>	<b>-2,256</b>	<b>-44%</b>	<b>-10,000</b>
-188	-200	-186	12	6%	-2	-1%	51090	Telephone	-1,526	-1,600	-1,511	74	5%	-15	-1%	-2,400
0	-150	-130	150	100%	130	100%	55003	Cable/Sat TV Service	-1,083	-1,200	-1,406	117	10%	323	23%	-1,800

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Golf Course Maintenance (125)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-347	-400	-275	53	13%	-72	-26%	55005	Disposal Fees	-5,166	-4,300	-5,210	-866	-20%	44	1%	-5,600
-8,852	-8,000	-7,930	-852	-11%	-921	-12%	5501...	Electricity	-25,034	-23,600	-25,152	-1,434	-6%	118	0%	-41,300
-16	-30	-15	14	47%	-1	-4%	55025	Natural Gas - Buildings	-3,712	-3,260	-3,161	-452	-14%	-552	-17%	-5,000
<b>-2,994</b>	<b>-2,600</b>	<b>-4,514</b>	<b>-394</b>	<b>-15%</b>	<b>1,520</b>	<b>34%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-18,369</b>	<b>-14,800</b>	<b>-16,856</b>	<b>-3,569</b>	<b>-24%</b>	<b>-1,513</b>	<b>-9%</b>	<b>-20,000</b>
-177	-180	-174	3	2%	-4	-2%	55030	Sewer Fees	-1,395	-1,410	-1,366	15	1%	-30	-2%	-2,130
-22,378	-18,600	-16,982	-3,778	-20%	-5,396	-32%	55040	Water - Grounds	-44,310	-47,200	-43,481	2,890	6%	-830	-2%	-65,000
<b>-34,953</b>	<b>-30,160</b>	<b>-30,207</b>	<b>-4,793</b>	<b>-16%</b>	<b>-4,746</b>	<b>-16%</b>		<b>TOTAL UTILITIES</b>	<b>-100,596</b>	<b>-97,370</b>	<b>-98,142</b>	<b>-3,226</b>	<b>-3%</b>	<b>-2,454</b>	<b>-3%</b>	<b>-143,230</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-729	-500	-379	-229	-46%	-350	-92%	56530	Janitorial Services & Supplies	-2,255	-2,500	-2,086	245	10%	-169	-8%	-3,300
0	0	0	0	0%	0	0%	53705	Equipment Rental	-2,121	-2,750	-3,350	629	23%	1,229	37%	-9,250
0	-100	0	100	100%	0	0%	51050	Furniture and Office Equip	-1,759	-200	0	-1,559	-779%	-1,759	0%	-200
0	0	0	0	0%	0	0%	51060	Office Supplies	-384	-200	-31	-184	-92%	-352	-1124%	-200
-224	0	0	-224	0%	-224	0%	51061	Toner Cartridges	-224	0	0	-224	0%	-224	0%	0
<b>-866</b>	<b>-190</b>	<b>-1,323</b>	<b>-676</b>	<b>-356%</b>	<b>457</b>	<b>35%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-6,757</b>	<b>-3,470</b>	<b>-9,647</b>	<b>-3,287</b>	<b>-95%</b>	<b>2,890</b>	<b>30%</b>	<b>-4,430</b>
-877	-200	0	-677	-338%	-877	0%	56540	Small Tools & Equipment	-2,908	-1,500	-972	-1,408	-94%	-1,936	-199%	-2,000
0	-25	-36	25	100%	36	100%	56545	Safety Equipment	-906	-900	-129	-6	-1%	-777	-601%	-1,000
								<b>Repairs &amp; Maintenance</b>								
0	0	-1,034	0	0%	1,034	100%	54210	General/PM	0	0	-1,076	0	0%	1,076	100%	0
0	0	0	0	0%	0	0%	54220	Plumbing	0	0	-216	0	0%	216	100%	0
37	0	0	37	0%	37	0%	54240	Lighting and Electrical	-115	0	0	-115	0%	-115	0%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-273	-300	-366	27	9%	93	25%	-300
0	-100	0	100	100%	0	0%	54290	Other Building	-415	-200	-93	-215	-108%	-322	-344%	-200
<b>37</b>	<b>-100</b>	<b>-1,034</b>	<b>137</b>	<b>137%</b>	<b>1,072</b>	<b>104%</b>		<b>R&amp;M Building</b>	<b>-803</b>	<b>-500</b>	<b>-1,751</b>	<b>-303</b>	<b>-61%</b>	<b>948</b>	<b>54%</b>	<b>-500</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-38	0	0	-38	0%	-38	0%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	0	0	-270	0	0%	270	100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-38</b>	<b>0</b>	<b>-270</b>	<b>-38</b>	<b>0%</b>	<b>232</b>	<b>86%</b>	<b>0</b>
-8	0	0	-8	0%	-8	0%	54421	Snowcats	-3,821	-1,500	-1,972	-2,321	-155%	-1,849	-94%	-1,500
-3,030	-5,300	-4,926	2,270	43%	1,896	38%	54434	Golf Maint Eq	-9,283	-9,300	-6,869	17	0%	-2,414	-35%	-14,000
0	0	-242	242	100%	242	100%	54448	Rolling, Car/Truck/Bus/Jan	0	0	-242	0	0%	242	100%	0
-274	-275	-274	1	0%	0	0%	54481	Computer Software Maint	-2,192	-2,200	-2,192	8	0%	0	0%	-3,300
<b>-3,312</b>	<b>-5,575</b>	<b>-5,442</b>	<b>2,263</b>	<b>41%</b>	<b>2,130</b>	<b>39%</b>		<b>R&amp;M Equipment</b>	<b>-15,296</b>	<b>-13,000</b>	<b>-11,274</b>	<b>-2,296</b>	<b>-18%</b>	<b>-4,022</b>	<b>-36%</b>	<b>-18,800</b>
0	-700	0	700	100%	0	0%	54510	Seed & Sod	-9,600	-6,200	-4,163	-3,400	-55%	-5,437	-131%	-7,500
-4,601	-5,100	-8,497	499	10%	3,896	46%	54520	Fertilizer	-12,219	-14,200	-16,054	1,981	14%	3,835	24%	-16,500
0	-900	0	900	100%	0	0%	54530	Top Dressing	-6,733	-5,400	-7,053	-1,333	-25%	320	5%	-9,000
0	0	1	0	0%	-1	-100%	54540	Sand, Gravel, Rock	-2,500	-3,000	-5,361	500	17%	2,861	53%	-3,000
0	0	-1,111	0	0%	1,111	100%	54560	Pesticides	-6,476	-6,700	-7,895	224	3%	1,419	18%	-9,300
-1,386	-240	-51	-1,146	-478%	-1,335	-2606%	54570	Irrigation and Drainage	-3,780	-2,200	-1,455	-1,580	-72%	-2,325	-160%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
<b>-5,987</b>	<b>-6,940</b>	<b>-9,659</b>	<b>953</b>	<b>14%</b>	<b>3,672</b>	<b>38%</b>		<b>R&amp;M Golf Course</b>	<b>-41,309</b>	<b>-37,950</b>	<b>-41,982</b>	<b>-3,359</b>	<b>-9%</b>	<b>672</b>	<b>2%</b>	<b>-48,800</b>
5,166	5,166	5,250	0	0%	-84	-2%	59010	Contra - Inter-Dept. Charges	23,668	26,168	25,700	-2,500	-10%	-2,032	-8%	38,600
<b>-4,096</b>	<b>-7,449</b>	<b>-10,885</b>	<b>3,353</b>	<b>45%</b>	<b>6,790</b>	<b>62%</b>		<b>R&amp;M subtotal</b>	<b>-33,779</b>	<b>-25,282</b>	<b>-29,577</b>	<b>-8,497</b>	<b>-34%</b>	<b>-4,202</b>	<b>-14%</b>	<b>-29,500</b>
<b>-6,792</b>	<b>-8,464</b>	<b>-12,624</b>	<b>1,672</b>	<b>20%</b>	<b>5,832</b>	<b>46%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-51,092</b>	<b>-36,802</b>	<b>-45,793</b>	<b>-14,290</b>	<b>-39%</b>	<b>-5,299</b>	<b>-12%</b>	<b>-49,880</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-700	-200	-300	-500	-250%	-400	-133%	51020	Dues & Subscriptions	-700	-800	-680	100	13%	-20	-3%	-800
-70	0	0	-70	0%	-70	0%	51035	Licenses, Permits, Fees	-1,333	-1,200	-1,183	-133	-11%	-150	-13%	-2,300
0	-15	0	15	100%	0	100%	51065	Postage - General	0	-70	-1	70	100%	1	100%	-90
0	0	0	0	0%	0	0%	51547	Printing - Other	-29	0	0	-29	0%	-29	0%	0
-2,100	-2,100	-2,000	0	0%	-100	-5%	52025	Insurance Expense	-16,400	-16,400	-16,000	0	0%	-400	-3%	-24,600
<b>-2,870</b>	<b>-2,315</b>	<b>-2,300</b>	<b>-555</b>	<b>-24%</b>	<b>-570</b>	<b>-25%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-18,462</b>	<b>-18,470</b>	<b>-17,864</b>	<b>8</b>	<b>0%</b>	<b>-597</b>	<b>-3%</b>	<b>-27,790</b>
<b>-45,471</b>	<b>-41,214</b>	<b>-45,206</b>	<b>-4,257</b>	<b>-10%</b>	<b>-265</b>	<b>-1%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-177,492</b>	<b>-161,382</b>	<b>-166,886</b>	<b>-16,110</b>	<b>-10%</b>	<b>-10,606</b>	<b>-6%</b>	<b>-230,900</b>
<b>-132,829</b>	<b>-131,680</b>	<b>-127,510</b>	<b>-1,149</b>	<b>-1%</b>	<b>-5,319</b>	<b>-4%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-610,443</b>	<b>-618,251</b>	<b>-586,229</b>	<b>7,808</b>	<b>1%</b>	<b>-24,214</b>	<b>-4%</b>	<b>-872,100</b>
<b>-132,829</b>	<b>-131,680</b>	<b>-127,510</b>	<b>-1,149</b>	<b>-1%</b>	<b>-5,319</b>	<b>-4%</b>		<b>NORBO (before AO)</b>	<b>-610,443</b>	<b>-618,251</b>	<b>-586,229</b>	<b>7,808</b>	<b>1%</b>	<b>-24,214</b>	<b>-4%</b>	<b>-872,100</b>
-6,894	-6,894	0	0	0%	-6,894	0%	59025	ALLOCATED OVERHEAD (AO)	-54,797	-54,797	0	0	0%	-54,797	0%	-83,700
<b>-139,723</b>	<b>-138,574</b>	<b>-127,510</b>	<b>-1,149</b>	<b>-1%</b>	<b>-12,213</b>	<b>-10%</b>		<b>NOR (after AO)</b>	<b>-665,240</b>	<b>-673,048</b>	<b>-586,229</b>	<b>7,808</b>	<b>1%</b>	<b>-79,011</b>	<b>-13%</b>	<b>-955,800</b>
-139,723	-138,574	-127,510	-1,149	-1%	-12,213	-10%		T O C post AO	-665,240	-673,048	-586,229	7,808	1%	-79,011	-13%	-955,800
-132,829	-131,680	-127,510	-1,149	-1%	-5,319	-4%		T O C pre AO	-610,443	-618,251	-586,229	7,808	1%	-24,214	-4%	-872,100
-139,723	-138,574	-127,510	-1,149	-1%	-12,213	-10%		NOR AFTER Assessment Reven	-665,240	-673,048	-586,229	7,808	1%	-79,011	-13%	-955,800

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Cross Country Center (110)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	126,762	99,800	119,806	26,962	27%	6,955	6%	136,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	126,285	124,900	140,352	1,385	1%	-14,067	-10%	170,000
0	0	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
0	0	0	0	0%	0	0%	35615	Public Daily Trail Fee	202,813	199,400	127,954	3,413	2%	74,859	59%	243,000
0	0	0	0	0%	0	0%	35620	Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000
0	0	0	0	0%	0	0%	36012	Special Events Revenue	160	1,600	60	-1,440	-90%	100	167%	2,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Direct Access &amp; Use</b>	<b>573,546</b>	<b>486,200</b>	<b>422,428</b>	<b>87,346</b>	<b>18%</b>	<b>151,118</b>	<b>36%</b>	<b>638,000</b>
<b> </b>																
0	0	0	0	0%	0	0%	36030	Sales - Retail	116,907	90,700	92,181	26,207	29%	24,726	27%	135,600
0	0	0	0	0%	0	0%	38015	Employee Discounts	-1,249	-900	-766	-349	-39%	-483	-63%	-1,900
0	0	0	0	0%	0	0%	38020	Discounts - Retail	-20,937	-18,500	-21,795	-2,437	-13%	858	4%	-23,700
0	0	0	0	0%	0	0%	38025	Promotion Discounts	0	0	-2,103	0	0%	2,103	100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>94,721</b>	<b>71,300</b>	<b>67,517</b>	<b>23,421</b>	<b>33%</b>	<b>27,204</b>	<b>40%</b>	<b>110,000</b>
<b> </b>																
0	0	0	0	0%	0	0%	(355...	Lessons - Group	64,786	41,500	33,198	23,286	56%	31,588	95%	52,000
0	0	0	0	0%	0	0%	(355...	Lessons - Private	31,413	24,200	14,078	7,213	30%	17,335	123%	31,000
0	0	0	0	0%	0	0%	3604...	Rentals	192,655	151,400	89,397	41,255	27%	103,258	116%	204,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>288,854</b>	<b>217,100</b>	<b>136,673</b>	<b>71,754</b>	<b>33%</b>	<b>152,181</b>	<b>111%</b>	<b>287,000</b>
<b> </b>																
0	0	0	0	0%	0	0%	37020	Other Revenue	10,218	6,000	6,624	4,218	70%	3,594	54%	8,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>10,218</b>	<b>6,000</b>	<b>6,624</b>	<b>4,218</b>	<b>70%</b>	<b>3,594</b>	<b>54%</b>	<b>8,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>967,339</b>	<b>780,600</b>	<b>633,243</b>	<b>186,739</b>	<b>24%</b>	<b>334,096</b>	<b>53%</b>	<b>1,043,000</b>
<b> </b>																
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	0	0	0%	0	0%		<b>Retail Product Cogs</b>	<b>-54,269</b>	<b>-38,500</b>	<b>-43,877</b>	<b>-15,769</b>	<b>-41%</b>	<b>-10,392</b>	<b>-24%</b>	<b>-59,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total COGS</b>	<b>-54,269</b>	<b>-38,500</b>	<b>-43,877</b>	<b>-15,769</b>	<b>-41%</b>	<b>-10,392</b>	<b>-24%</b>	<b>-59,000</b>
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Total Cogs / GREV %	-05.6%	-04.9%	-06.9%	-00.7%	-13.7%	01.3%	19.0%	-05.7%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Retail Product Cogs / Retail R	-57.3%	-54.0%	-65.0%	-03.3%	-06.1%	07.7%	11.8%	-53.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Retail Product Cogs / Retail R	-46.4%	-42.4%	-47.6%	-04.0%	-09.4%	01.2%	02.5%	-43.5%
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>913,070</b>	<b>742,100</b>	<b>589,366</b>	<b>170,970</b>	<b>23%</b>	<b>323,704</b>	<b>55%</b>	<b>984,000</b>
<b> </b>																
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-10,677	-10,292	-8,868	-385	-4%	-1,809	-20%	5110...	Salaries - Exempt - Regular & Ot	-83,061	-82,334	-90,815	-727	-1%	7,753	9%	-123,500
-1,930	-42	-2,059	-1,888	-4496%	128	6%	5124...	Wages - Seasonal	-248,674	-201,663	-137,363	-47,011	-23%	-111,311	-81%	-270,500
0	0	0	0	0%	0	0%	5122...	Wages-FTR-Commissions	0	0	-2,257	0	0%	2,257	100%	0
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-804	-1,100	-561	296	27%	-243	-43%	-1,400
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-164	0	0%	164	100%	0
0	0	-411	0	0%	411	100%	51247	Incentive Program, Seasonal, N	-7,730	0	-3,731	-7,730	0%	-3,999	-107%	0
1,830	0	1,879	1,830	0%	-49	-3%	51299	Capitalized Payroll Direct S&W	2,875	0	6,071	2,875	0%	-3,196	-53%	0
<b>-10,777</b>	<b>-10,334</b>	<b>-9,458</b>	<b>-443</b>	<b>-4%</b>	<b>-1,320</b>	<b>-14%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-337,394</b>	<b>-285,097</b>	<b>-228,819</b>	<b>-52,297</b>	<b>-18%</b>	<b>-108,574</b>	<b>-47%</b>	<b>-395,400</b>
-8,847	-10,292	-6,988	1,445	14%	-1,858	-27%		Salaries sub-total	-80,186	-82,334	-84,908	2,148	3%	4,722	6%	-123,500
-1,930	-42	-2,469	-1,888	-4496%	539	22%		Wage sub-total	-257,208	-202,763	-143,912	-54,445	-27%	-113,296	-79%	-271,900
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	0	0	-2,257	0	0%	2,257	100%	0
-1,930	-42	-2,469	-1,888	-4496%	539	22%		Wage-Seasonal subsubto	-257,208	-202,763	-141,655	-54,445	-27%	-115,553	-82%	-271,900
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		PayrollDirect %ofRevenue	-34.9%	-36.5%	-36.1%	01.6%	04.5%	01.3%	03.5%	-37.9%
-203	0	1,125	-203	0%	-1,328	-118%	51108	PTO net\$ accrual, in Salaries	-4	0	-2,943	-4	0%	2,939	100%	50
-203	0	1,125	-203	0%	-1,328	-118%		PTO net accrual, in PD Total	-4	0	-2,943	-4	0%	2,939	100%	50
0.0	0.0	-1.3	0.0	0.0	1.3	1.0		Wage Overtime Hours	-797.8	0.0	-425.7	-797.8	0.0	-372.1	-0.9	0.0
-121.8	-2.0	-117.8	-119.8	-59.9	-4.0	0.0		Wage Total Hours	-15107.9	-11986.3	-8659.6	-3121.7	-0.3	-6448.3	-0.7	-16429.8
15.85	21.00	20.95	-5.15	-0.25	-5.11	-0.24		Wage ROP avg	17.02	16.92	16.62	0.11	0.01	0.41	0.02	16.55
<b> </b>																
<b>PAYROLL BURDEN</b>																
-982	-830	-1,033	-152	-18%	51	5%	5130...	Payroll Taxes	-38,002	-37,880	-27,301	-122	0%	-10,701	-39%	-52,080
-566	-300	-693	-266	-89%	128	18%	5130...	Workers Compensation	-15,526	-16,410	-13,323	884	5%	-2,204	-17%	-22,520
-965	-1,143	-1,313	178	16%	349	27%	5130...	Group Insurance	-9,270	-9,144	-12,256	-126	-1%	2,986	24%	-13,600
-337	-267	-218	-70	-26%	-119	-54%	5130...	Retirement Plan	-2,660	-2,136	-1,940	-524	-25%	-719	-37%	-3,200
329	0	338	329	0%	-9	-3%	51499	Capitalized Payroll Burden	518	0	1,093	518	0%	-575	-53%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Cross Country Center (110)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%			
-2,520	-2,540	-2,920	20	1%	400	14%		<b>PAYROLL BURDEN Total</b>	-64,940	-65,570	-53,727	630	1%	-11,213	-21%	-91,400
-2,542	-2,530	-2,508	-12	0%	-34	-1%	(513...	subtotal, Burden-Salary	-21,378	-20,710	-23,715	-668	-3%	2,337	10%	-30,900
0	0	-354	0	0%	354	100%	(514...	subtotal, Burden-Wage-FTR	0	0	-2,997	0	0%	2,997	100%	110
-307	-10	-396	-297	-2975%	88	22%	(514...	subtotal, Burden-Wage-Seasonal	-44,080	-44,860	-28,108	780	2%	-15,972	-57%	-60,610
<b>23.4%</b>	<b>24.6%</b>	<b>30.9%</b>	<b>-01.2%</b>	<b>-04.9%</b>	<b>-07.5%</b>	<b>-24.3%</b>		<b>Burden % - on all Payroll</b>	<b>19.2%</b>	<b>23.0%</b>	<b>23.5%</b>	<b>-03.8%</b>	<b>-16.3%</b>	<b>-04.2%</b>	<b>-18.0%</b>	<b>23.1%</b>
28.7%	24.6%	35.9%	04.2%	16.9%	-07.2%	-19.9%		Burden % - Salary	26.7%	25.2%	27.9%	01.5%	06.0%	-01.3%	-04.5%	25.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR	00.0%	00.0%	132.8%	00.0%	00.0%	-132.8%	-100.0%	00.0%
15.9%	23.8%	16.0%	-07.9%	-33.1%	-00.1%	-00.6%		Burden % - Wage-Season	17.1%	22.1%	19.8%	-05.0%	-22.5%	-02.7%	-13.6%	22.3%
15.9%	23.8%	30.4%	-07.9%	-33.1%	-14.4%	-47.6%		Burden % - Wage-FTR&Se	17.1%	22.1%	21.6%	-05.0%	-22.5%	-04.5%	-20.7%	22.3%
<b>-13,297</b>	<b>-12,874</b>	<b>-12,378</b>	<b>-423</b>	<b>-3%</b>	<b>-920</b>	<b>-7%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-402,334</b>	<b>-350,667</b>	<b>-282,546</b>	<b>-51,667</b>	<b>-15%</b>	<b>-119,787</b>	<b>-42%</b>	<b>-486,800</b>
<b>23.4%</b>	<b>24.6%</b>	<b>30.9%</b>	<b>-1.2%</b>	<b>-4.9%</b>	<b>-7.5%</b>	<b>-24.3%</b>		<b>Burden % TL</b>	<b>19.2%</b>	<b>23.0%</b>	<b>23.5%</b>	<b>-3.8%</b>	<b>-16.3%</b>	<b>-4.2%</b>	<b>-18.0%</b>	<b>23.1%</b>
9.1%	8.0%	10.9%	1.1%	13.4%	-1.8%	-16.6%		Payroll Taxes %	11.3%	13.3%	11.9%	-2.0%	-15.2%	-0.7%	-5.6%	13.2%
5.3%	2.9%	7.3%	2.3%	80.9%	-2.1%	-28.4%		Workers Comp %	4.6%	5.8%	5.8%	-1.2%	-20.1%	-1.2%	-21.0%	5.7%
9.0%	11.1%	13.9%	-2.1%	-19.1%	-4.9%	-35.5%		Group Insurance %	2.7%	3.2%	5.4%	-0.5%	-14.3%	-2.6%	-48.7%	3.4%
3.1%	2.6%	2.3%	0.5%	21.0%	0.8%	35.6%		Retirement %	0.8%	0.7%	0.8%	0.0%	5.2%	-0.1%	-7.0%	0.8%
-3.1%	0.0%	-3.6%	-3.1%	0.0%	0.5%	14.5%		Capz PB %	-0.2%	0.0%	-0.5%	-0.2%	0.0%	0.3%	67.9%	0.0%
								<b>OPERATING EXPENSES (OE)</b>								
0	0	-695	0	0%	695	100%	50620	Employee Dev/Training	-118	-200	-741	82	41%	623	84%	-1,900
0	0	0	0	0%	0	0%	50625	Employee Relations	-2,380	-1,500	-1,509	-880	-59%	-871	-58%	-1,800
0	0	0	0	0%	0	0%	50630	Uniforms	-159	-1,300	-240	1,141	88%	81	34%	-4,000
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-626	-900	0	274	30%	-626	0%	-900
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-742	-1,650	-29	908	55%	-713	-2434%	-1,650
<b>0</b>	<b>0</b>	<b>-695</b>	<b>0</b>	<b>0%</b>	<b>695</b>	<b>100%</b>		<b>Total Staff Expense</b>	<b>-4,025</b>	<b>-5,550</b>	<b>-2,520</b>	<b>1,525</b>	<b>27%</b>	<b>-1,506</b>	<b>-60%</b>	<b>-10,250</b>
-40	0	-40	-40	0%	0	0%	51090	Telephone	-320	-500	-320	180	36%	0	0%	-800
0	0	0	0	0%	0	-50%	55003	Cable/Sat TV Service	-633	-800	-568	167	21%	-65	-1%	-1,200
0	0	-378	0	0%	378	100%	55005	Disposal Fees	-2,247	-2,925	-2,047	678	23%	-200	-10%	-4,400
0	0	0	0	0%	0	0%	5501...	Electricity	-8,932	-10,300	-6,958	1,368	13%	-1,974	-28%	-12,600
0	0	0	0	0%	0	0%	55025	Natural Gas - Buildings	-6,879	-8,200	-4,172	1,321	16%	-2,707	-65%	-10,100
0	0	0	0	0%	0	0%	(530...	<b>Fuel &amp; Oil</b>	<b>-33,714</b>	<b>-22,200</b>	<b>-13,532</b>	<b>-11,514</b>	<b>-52%</b>	<b>-20,182</b>	<b>-149%</b>	<b>-26,100</b>
0	0	0	0	0%	0	0%	55030	Sewer Fees	-1,893	-1,900	-1,855	7	0%	-39	-2%	-2,900
0	0	0	0	0%	0	0%	5503...	Water - Building/Facility	-640	-800	-489	160	20%	-151	-31%	-1,200
0	0	0	0	0%	0	0%	55040	Water - Grounds	-417	0	-233	-417	0%	-184	-79%	0
<b>-40</b>	<b>0</b>	<b>-418</b>	<b>-40</b>	<b>0%</b>	<b>378</b>	<b>90%</b>		<b>TOTAL UTILITIES</b>	<b>-55,675</b>	<b>-47,625</b>	<b>-30,173</b>	<b>-8,050</b>	<b>-17%</b>	<b>-25,502</b>	<b>-85%</b>	<b>-59,300</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-172	0	0	-172	0%	-172	0%	0
0	0	0	0	0%	0	0%	56530	Janitorial Services & Supplies	-2,159	-3,500	-1,030	1,341	38%	-1,128	-110%	-4,400
0	0	0	0	0%	0	0%	56535	Pest Control	-316	-400	-280	84	21%	-36	-13%	-600
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	0	-207	0	0%	207	100%	0
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-1,739	-3,300	-1,799	1,561	47%	60	3%	-4,100
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-571	-200	-1,175	-371	-185%	605	51%	-800
0	0	-11	0	0%	11	100%	51060	Office Supplies	-624	-500	-300	-124	-25%	-324	-108%	-1,100
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-110	-400	-63	290	72%	-47	-75%	-500
0	0	0	0	0%	0	0%	53530	Signs	-743	0	-522	-743	0%	-221	-42%	-1,500
0	0	0	0	0%	0	0%	56501	<b>Operating Supplies</b>	<b>-2,531</b>	<b>-1,640</b>	<b>-1,405</b>	<b>-891</b>	<b>-54%</b>	<b>-1,126</b>	<b>-80%</b>	<b>-3,200</b>
0	0	0	0	0%	0	0%	56540	Small Tools & Equipment	-1,109	-1,600	-491	491	31%	-690	-165%	-2,500
0	0	0	0	0%	0	0%	56545	Safety Equipment	-1,702	-1,400	-1,071	-302	-22%	-631	-59%	-3,000
0	0	0	0	0%	0	0%	51025	Entertainment	0	-500	0	500	100%	0	0%	-700
0	0	0	0	0%	0	0%	55532	Special Programs	-1,340	-1,900	-1,637	560	29%	297	18%	-2,600
								<b>Repairs &amp; Maintenance</b>								
-503	-300	-83	-203	-68%	-420	-506%	54210	General/PM	-1,401	-2,500	-2,909	1,099	44%	1,509	52%	-4,200
0	0	0	0	0%	0	0%	54220	Plumbing	-3	0	-127	-3	0%	124	98%	0
0	0	-20	0	0%	20	100%	54240	Lighting and Electrical	0	0	-27	0	0%	27	100%	0
0	0	0	0	0%	0	0%	54250	HVAC	-12	0	0	-12	0%	-12	0%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-100	0	-348	-100	0%	248	71%	-1,000
0	0	0	0	0%	0	0%	54274	Painting	-47	0	0	-47	0%	-47	0%	0
0	-100	0	100	100%	0	0%	54290	Other Building	-480	-800	-308	320	40%	-172	-56%	-1,200
<b>-503</b>	<b>-400</b>	<b>-103</b>	<b>-103</b>	<b>-26%</b>	<b>-400</b>	<b>-390%</b>		<b>R&amp;M Building</b>	<b>-2,043</b>	<b>-3,300</b>	<b>-3,719</b>	<b>1,257</b>	<b>38%</b>	<b>1,676</b>	<b>45%</b>	<b>-6,400</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-59	0	-35	-59	0%	-24	-68%	0
0	0	0	0	0%	0	0%	54350	Ski Trails	-208	-600	-147	392	65%	-60	-41%	-1,000
0	0	0	0	0%	0	0%	54380	Snow Removal	-25,546	-16,200	-13,545	-9,346	-58%	-12,001	-89%	-24,000
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>-25,813</b>	<b>-16,800</b>	<b>-13,727</b>	<b>-9,013</b>	<b>-54%</b>	<b>-12,086</b>	<b>-88%</b>	<b>-25,000</b>
0	-8,000	-747	8,000	100%	747	100%	54421	Snowcats	-32,747	-34,000	-15,510	1,253	4%	-17,237	-111%	-58,000
0	0	-26	0	0%	26	100%	54426	Snowmobiles	-843	-4,700	-3,283	3,857	82%	2,440	74%	-8,000
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-634	0	-491	-634	0%	-143	-29%	0
-226	-100	-104	-126	-126%	-122	-117%	54448	Rolling, Car/Truck/Bus/Van	-1,241	-1,900	-1,428	659	35%	187	13%	-2,700



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Cross Country Center (110)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	0	0	0%	0	0%	54461	Bicycles	0	-500	-673	500	100%	673	100%	-900
0	0	0	0	0%	0	0%	54499	Other Operating Equip R&M	-5	0	0	-5	0%	-5	0%	0
-226	-8,100	-877	7,874	97%	651	74%		<b>R&amp;M Equipment</b>	-35,471	-41,100	-21,385	5,629	14%	-14,086	-66%	-69,600
-729	-8,500	-980	7,771	91%	251	26%		<b>R&amp;M subtotal</b>	-63,326	-61,200	-38,831	-2,126	-3%	-24,495	-63%	-101,000
<b>-729</b>	<b>-8,500</b>	<b>-991</b>	<b>7,771</b>	<b>91%</b>	<b>262</b>	<b>26%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-76,440</b>	<b>-76,540</b>	<b>-48,738</b>	<b>100</b>	<b>0%</b>	<b>-27,702</b>	<b>-57%</b>	<b>-126,000</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	-78	0	-14	-78	0%	-64	-45%	0
0	0	0	0	0%	0	0%	55520	Promotion Expense	-300	0	-450	-300	0%	150	33%	0
0	0	0	0	0%	0	0%	55540	Resort Advertising	-8,976	-12,500	-7,386	3,524	28%	-1,590	-22%	-20,000
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-1,800	-3,000	1,800	100%	3,000	100%	-3,000
-211	-200	-227	-11	-6%	16	7%	51020	Dues & Subscriptions	-2,837	-2,500	-2,709	-337	-13%	-128	-5%	-4,000
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-979	-1,300	-576	322	25%	-403	-70%	-2,000
0	-50	0	50	100%	0	0%	51096	Mileage Reimbursement	-325	-400	-404	75	19%	79	20%	-600
0	0	0	0	0%	0	0%	51065	Postage - General	-20	-30	-49	10	33%	29	59%	-50
0	0	0	0	0%	0	0%	51535	Digital Content	-167	0	0	-167	0%	-167	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-3,469	0	0	-3,469	0%	-3,469	0%	-2,500
0	0	0	0	0%	0	0%	52215	Collection Expense	0	0	-152	0	0%	152	100%	0
0	-40	0	40	100%	0	0%	52220	Credit Card Expense	-32,633	-21,620	-15,564	-11,013	-51%	-17,069	-110%	-31,000
0	0	0	0	0%	0	0%	52225	Over/Short	29	0	15	29	0%	14	88%	0
0	0	0	0	0%	0	0%	52025	Insurance Expense	-27,200	-27,200	-26,400	0	0%	-800	-3%	-40,800
<b>-211</b>	<b>-290</b>	<b>-227</b>	<b>79</b>	<b>27%</b>	<b>16</b>	<b>7%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-76,955</b>	<b>-67,350</b>	<b>-56,687</b>	<b>-9,605</b>	<b>-14%</b>	<b>-20,268</b>	<b>-36%</b>	<b>-103,950</b>
<b>-980</b>	<b>-8,790</b>	<b>-2,331</b>	<b>7,810</b>	<b>89%</b>	<b>1,351</b>	<b>58%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-213,095</b>	<b>-197,065</b>	<b>-138,119</b>	<b>-16,030</b>	<b>-8%</b>	<b>-74,977</b>	<b>-54%</b>	<b>-299,500</b>
<b>-14,277</b>	<b>-21,664</b>	<b>-14,709</b>	<b>7,387</b>	<b>34%</b>	<b>431</b>	<b>3%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-615,429</b>	<b>-547,732</b>	<b>-420,665</b>	<b>-67,697</b>	<b>-12%</b>	<b>-194,764</b>	<b>-46%</b>	<b>-786,300</b>
<b>-14,277</b>	<b>-21,664</b>	<b>-14,709</b>	<b>7,387</b>	<b>34%</b>	<b>431</b>	<b>3%</b>		<b>NORBO (before AO)</b>	<b>297,641</b>	<b>194,368</b>	<b>168,701</b>	<b>103,273</b>	<b>53%</b>	<b>128,940</b>	<b>76%</b>	<b>197,700</b>
-18,146	-18,146	0	0	0%	-18,146	0%	59025	ALLOCATED OVERHEAD (AO)	-144,230	-144,230	0	0	0%	-144,230	0%	-220,300
<b>-32,423</b>	<b>-39,810</b>	<b>-14,709</b>	<b>7,387</b>	<b>19%</b>	<b>-17,715</b>	<b>-120%</b>		<b>NOR (after AO)</b>	<b>153,411</b>	<b>50,138</b>	<b>168,701</b>	<b>103,273</b>	<b>206%</b>	<b>-15,290</b>	<b>-9%</b>	<b>-22,600</b>
-32,423	-39,810	-14,709	7,387	19%	-17,715	-120%		T O C post AO	-813,929	-730,462	-464,542	-83,467	-11%	-349,386	-75%	-1,065,600
-14,277	-21,664	-14,709	7,387	34%	431	3%		T O C pre AO	-669,699	-586,232	-464,542	-83,467	-14%	-205,156	-44%	-845,300
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		REV to TOC (CRR%)	-118.8%	-106.9%	-136.3%	-12.0%	-11.2%	17.5%	12.8%	-97.9%
<b>-32,423</b>	<b>-39,810</b>	<b>-14,709</b>	<b>7,387</b>	<b>19%</b>	<b>-17,715</b>	<b>-120%</b>		<b>NOR AFTER Assessment Reven</b>	<b>153,411</b>	<b>50,138</b>	<b>168,701</b>	<b>103,273</b>	<b>206%</b>	<b>-15,290</b>	<b>-9%</b>	<b>-22,600</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Downhill Ski

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	89,864	17,000	40,220	72,864	429%	49,644	123%	20,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	84,450	45,000	61,195	39,450	88%	23,255	38%	54,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Direct Access &amp; Use</b>	<b>1,540,916</b>	<b>1,187,900</b>	<b>805,974</b>	<b>353,016</b>	<b>30%</b>	<b>734,942</b>	<b>91%</b>	<b>1,476,800</b>
<b>Food and Beverage</b>																
0	0	0	0	0%	0	0%	3310...	Food	247,998	263,400	189,814	-15,402	-6%	58,184	31%	320,700
0	0	0	0	0%	0	0%		Food Discounts	-16,318	-20,700	-17,878	4,382	21%	1,560	9%	-25,200
0	0	0	0	0%	0	0%	33152	EE Discounts	-14,269	-21,800	-16,970	7,531	35%	2,701	16%	-26,500
0	0	0	0	0%	0	0%	3316...	Marketing Discounts	-2,048	1,100	-907	-3,148	-286%	-1,141	-126%	1,300
0	0	0	0	0%	0	0%	33180	Food NA Beverage	55,216	63,200	41,874	-7,984	-13%	13,342	32%	77,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Food subtotal</b>	<b>286,896</b>	<b>305,900</b>	<b>213,810</b>	<b>-19,004</b>	<b>-6%</b>	<b>73,086</b>	<b>34%</b>	<b>372,500</b>
0	0	0	0	0%	0	0%	3322...	Beer	43,647	43,500	29,594	147	0%	14,053	47%	53,000
0	0	0	0	0%	0	0%	33242	Liquor	45,499	37,500	23,534	7,999	21%	21,965	93%	45,700
0	0	0	0	0%	0	0%	33262	Wine	5,695	5,900	4,431	-205	-3%	1,264	29%	7,200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Beverage subtotal</b>	<b>94,841</b>	<b>86,900</b>	<b>57,559</b>	<b>7,941</b>	<b>9%</b>	<b>37,282</b>	<b>65%</b>	<b>105,900</b>
0	0	0	0	0%	0	0%	3328...	Misc other F&B	1,229	1,100	983	129	12%	246	25%	1,300
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Other F&amp;B subtotal</b>	<b>1,229</b>	<b>1,100</b>	<b>983</b>	<b>129</b>	<b>12%</b>	<b>246</b>	<b>25%</b>	<b>1,300</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Food and Beverage</b>	<b>382,966</b>	<b>393,900</b>	<b>272,352</b>	<b>-10,934</b>	<b>-3%</b>	<b>110,614</b>	<b>41%</b>	<b>479,700</b>
<b>Retail</b>																
0	0	0	0	0%	0	0%	36030	Sales - Retail	121,408	115,900	93,236	5,508	5%	28,171	30%	144,700
0	0	0	0	0%	0	0%	38015	Employee Discounts	-1,449	-700	-857	-749	-107%	-592	-69%	-1,000
0	0	0	0	0%	0	0%	38020	Discounts - Retail	-4,788	-8,700	-6,855	3,912	45%	2,067	30%	-9,700
0	0	0	0	0%	0	0%	38025	Promotion Discounts	-1,244	-2,000	-419	756	38%	-825	-197%	-2,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>113,926</b>	<b>104,500</b>	<b>85,106</b>	<b>9,426</b>	<b>9%</b>	<b>28,821</b>	<b>34%</b>	<b>132,000</b>
<b>Lessons and Rentals</b>																
0	0	0	0	0%	0	0%	(355...	Lessons - Group	236,596	263,700	150,307	-27,104	-10%	86,288	57%	318,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	363,859	247,400	271,486	116,459	47%	92,373	34%	329,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
0	0	0	0	0%	0	0%	3604...	Rentals	601,616	645,000	462,082	-43,384	-7%	139,533	30%	796,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>1,522,875</b>	<b>1,383,500</b>	<b>1,100,212</b>	<b>139,375</b>	<b>10%</b>	<b>422,663</b>	<b>38%</b>	<b>1,734,000</b>
<b>Other Revenue</b>																
563	0	0	563	0%	563	0%	37020	Other Revenue	19,821	18,200	15,159	1,621	9%	4,663	31%	22,500
0	0	0	0	0%	0	0%	38005	Employee Housing Revenue	71,493	36,000	73,347	35,493	99%	-1,855	-3%	50,000
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>91,314</b>	<b>54,200</b>	<b>88,506</b>	<b>37,114</b>	<b>68%</b>	<b>2,808</b>	<b>3%</b>	<b>72,500</b>
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>3,651,998</b>	<b>3,124,000</b>	<b>2,352,149</b>	<b>527,998</b>	<b>17%</b>	<b>1,299,848</b>	<b>55%</b>	<b>3,895,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	0	0	0%	0	0%	43110	Meat	-19,415	-22,850	-16,537	3,435	15%	-2,878	-17%	-27,830
0	0	0	0	0%	0	0%	43120	Seafood	-178	0	-86	-178	0%	-92	-107%	0
0	0	0	0	0%	0	0%	43130	Produce	-5,277	-9,860	-5,263	4,583	46%	-15	0%	-11,990
0	0	0	0	0%	0	0%	43140	Dairy	-5,132	-9,840	-4,165	4,708	48%	-967	-23%	-11,970
0	0	0	0	0%	0	0%	43150	NA Beverage	-10,883	-13,110	-9,419	2,227	17%	-1,464	-16%	-15,950
0	0	0	0	0%	0	0%	43160	Food Other	-42,382	-38,525	-34,521	-3,857	-10%	-7,861	-23%	-46,801
0	0	0	0	0%	0	0%	43192	EE Meals credit	0	2,205	0	-2,205	-100%	0	0%	2,751
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Food Cogs</b>	<b>-83,268</b>	<b>-91,980</b>	<b>-69,992</b>	<b>8,712</b>	<b>9%</b>	<b>-13,277</b>	<b>-19%</b>	<b>-111,790</b>
0	0	0	0	0%	0	0%	43270	Beer	-9,898	-11,580	-8,166	1,682	15%	-1,732	-21%	-14,100
0	0	0	0	0%	0	0%	43280	Liquor	-8,353	-7,520	-5,410	-833	-11%	-2,943	-54%	-9,160
0	0	0	0	0%	0	0%	43290	Wine	-917	-1,620	-1,162	703	43%	245	21%	-1,950
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Beverage Cogs</b>	<b>-19,168</b>	<b>-20,720</b>	<b>-14,738</b>	<b>1,552</b>	<b>7%</b>	<b>-4,430</b>	<b>-30%</b>	<b>-25,210</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Retail Product Cogs</b>	<b>-52,286</b>	<b>-52,900</b>	<b>-41,614</b>	<b>614</b>	<b>1%</b>	<b>-10,672</b>	<b>-26%</b>	<b>-66,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total COGS</b>	<b>-154,722</b>	<b>-165,600</b>	<b>-126,344</b>	<b>10,878</b>	<b>7%</b>	<b>-28,379</b>	<b>-22%</b>	<b>-203,000</b>
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Total Cogs / GREV %	-04.2%	-05.3%	-05.4%	01.1%	20.1%	01.1%	21.1%	-05.2%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Retail Product Cogs / Retail R	-45.9%	-50.6%	-48.9%	04.7%	09.3%	03.0%	06.1%	-50.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Retail Product Cogs / Retail R	-43.1%	-45.6%	-43.1%	02.6%	05.6%	01.6%	03.5%	-45.6%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		F&B Cogs / F&B Rev %	-26.7%	-28.6%	-31.1%	01.9%	06.5%	04.4%	14.0%	-28.6%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Downhill Ski

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food % , preDiscounts	-27.5%	-28.2%	-30.2%	00.7%	02.5%	02.7%	09.1%	-28.1%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food % , postDiscounts	-29.0%	-30.1%	-32.7%	01.0%	03.5%	03.7%	11.3%	-30.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food NA Beverage %	-19.7%	-20.7%	-22.5%	01.0%	05.0%	02.8%	12.4%	-20.7%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Beverage, incld CF,ne	-20.2%	-23.8%	-25.6%	03.6%	15.2%	05.4%	21.1%	-23.8%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Beer,net	-22.7%	-26.6%	-27.6%	03.9%	14.8%	04.9%	17.8%	-26.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Liquor,net	-18.4%	-20.1%	-23.0%	01.7%	08.4%	04.6%	20.1%	-20.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Wine,net	-16.1%	-27.5%	-26.2%	11.4%	41.4%	10.1%	38.6%	-27.1%
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>3,497,275</b>	<b>2,958,400</b>	<b>2,225,806</b>	<b>538,875</b>	<b>18%</b>	<b>1,271,470</b>	<b>57%</b>	<b>3,692,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-19,506	-18,501	-18,338	-1,005	-5%	-1,168	-6%	5110...	Salaries - Exempt - Regular & Ot	-253,895	-247,508	-242,016	-6,387	-3%	-11,879	-5%	-374,900
-11,873	-13,354	-9,663	1,481	11%	-2,210	-23%	5122...	Wages - FTRRegular	-144,144	-128,279	-93,646	-15,865	-12%	-50,498	-54%	-191,918
-196	-512	-4,331	316	62%	4,134	95%	5124...	Wages - Seasonal	-737,470	-708,470	-666,617	-29,000	-4%	-70,853	-11%	-996,682
0	0	0	0	0%	0	0%	5122...	Wages-FTR-Commissions	-534	0	-1,748	-534	0%	1,214	69%	0
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-15,315	-12,500	-20,635	-2,815	-23%	5,320	26%	-16,500
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	-274	0	-164	-274	0%	-109	-67%	0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-958	0	0	-958	0%	-958	0%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-12,010	0	-5,744	-12,010	0%	-6,266	-109%	0
<b>-31,575</b>	<b>-32,367</b>	<b>-32,331</b>	<b>792</b>	<b>2%</b>	<b>756</b>	<b>2%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-1,164,600</b>	<b>-1,096,757</b>	<b>-1,030,570</b>	<b>-67,843</b>	<b>-6%</b>	<b>-134,029</b>	<b>-13%</b>	<b>-1,580,000</b>
-19,506	-18,501	-18,338	-1,005	-5%	-1,168	-6%		Salaries sub-total	-254,169	-247,508	-242,180	-6,661	-3%	-11,989	-5%	-374,900
-12,070	-13,866	-13,994	1,796	13%	1,924	14%		Wage sub-total	-910,431	-849,249	-788,391	-61,182	-7%	-122,040	-15%	-1,205,100
-11,873	-13,354	-9,663	1,481	11%	-2,210	-23%		Wage-FTR subsubtotal	-145,636	-128,279	-95,395	-17,357	-14%	-50,241	-53%	-191,918
-196	-512	-4,331	316	62%	4,134	95%		Wage-Seasonal subsubto	-764,795	-720,970	-692,996	-43,825	-6%	-71,799	-10%	-1,013,182
-5613.4%	00.0%	00.0%	-5613.4%	00.0%	-5613.4%	00.0%		PayrollDirect %ofRevenue	-31.9%	-35.1%	-43.8%	03.2%	09.2%	11.9%	27.2%	-40.6%
-1,652	0	-377	-1,652	0%	-1,275	-338%	51108	PTO net\$ accrual, in Salaries	-2,430	0	-704	-2,430	0%	-1,726	-245%	-105
1,858	0	-406	1,858	0%	2,264	558%	51228	PTO net\$ accrual, in Wages FTR	-7	0	-986	-7	0%	979	99%	0
206	0	-783	206	0%	989	126%		PTO net accrual, in PD Total	-2,437	0	-1,690	-2,437	0%	-747	-44%	-105
-1.6	0.0	-15.4	-1.6	0.0	13.9	0.9		Wage Overtime Hours	-3848.1	0.0	-2609.1	-3848.1	0.0	-1239.0	-0.5	0.0
-571.0	-557.3	-555.5	-13.7	0.0	-15.5	0.0		Wage Total Hours	-54087.3	-49754.6	-49715.6	-4332.7	-0.1	-4371.7	-0.1	-69454.3
24.39	24.88	24.46	-0.49	-0.02	-0.07	0.00		Wage ROP avg	16.83	17.07	15.84	-0.24	-0.01	0.99	0.06	17.35
<b>PAYROLL BURDEN</b>																
-2,315	-2,760	-2,478	445	16%	163	7%	5130...	Payroll Taxes	-111,769	-119,590	-102,489	7,821	7%	-9,280	-9%	-175,100
-3,151	-2,530	-3,473	-621	-25%	322	9%	5130...	Workers Compensation	-118,243	-117,100	-119,134	-1,143	-1%	891	1%	-171,800
-4,111	-5,117	-3,531	1,006	20%	-580	-16%	5130...	Group Insurance	-57,319	-58,339	-45,006	1,020	2%	-12,313	-27%	-87,600
-915	-442	-845	-473	-107%	-70	-8%	5130...	Retirement Plan	-9,286	-5,001	-7,841	-4,285	-86%	-1,444	-18%	-7,600
<b>-10,493</b>	<b>-10,849</b>	<b>-10,327</b>	<b>356</b>	<b>3%</b>	<b>-166</b>	<b>-2%</b>		<b>PAYROLL BURDEN Total</b>	<b>-296,617</b>	<b>-300,030</b>	<b>-274,471</b>	<b>3,413</b>	<b>1%</b>	<b>-22,146</b>	<b>-8%</b>	<b>-442,100</b>
-5,611	-5,746	-5,788	135	2%	177	3%	(513...	subtotal, Burden-Salary	-84,283	-82,770	-81,532	-1,513	-2%	-2,751	-3%	-126,300
-4,858	-4,993	-3,628	135	3%	-1,230	-34%	(514...	subtotal, Burden-Wage-FTR	-53,900	-49,770	-38,344	-4,130	-8%	-15,557	-41%	-73,880
-24	-110	-912	86	78%	888	97%	(514...	subtotal, Burden-Wage-Seasonal	-158,435	-167,490	-154,596	9,055	5%	-3,839	-2%	-241,920
<b>33.2%</b>	<b>33.5%</b>	<b>31.9%</b>	<b>-00.3%</b>	<b>-00.9%</b>	<b>01.3%</b>	<b>04.0%</b>		<b>Burden % - on all Payroll</b>	<b>25.5%</b>	<b>27.4%</b>	<b>26.6%</b>	<b>-01.9%</b>	<b>-06.9%</b>	<b>-01.2%</b>	<b>-04.4%</b>	<b>28.0%</b>
28.8%	31.1%	31.6%	-02.3%	-07.4%	-02.8%	-08.9%		Burden % - Salary	33.2%	33.4%	33.7%	-00.3%	-00.8%	-00.5%	-01.5%	33.7%
40.9%	37.4%	37.5%	03.5%	09.4%	03.4%	09.0%		Burden % - Wage-FTR	37.0%	38.8%	40.2%	-01.8%	-04.6%	-03.2%	-07.9%	38.5%
12.3%	21.5%	21.1%	-09.2%	-42.9%	-08.8%	-41.7%		Burden % - Wage-Season	20.7%	23.2%	22.3%	-02.5%	-10.8%	-01.6%	-07.1%	23.9%
40.4%	36.8%	32.4%	03.6%	09.9%	08.0%	24.7%		Burden % - Wage-FTR&Se	23.3%	25.6%	24.5%	-02.3%	-08.8%	-01.2%	-04.7%	26.2%
<b>-42,068</b>	<b>-43,216</b>	<b>-42,659</b>	<b>1,148</b>	<b>3%</b>	<b>591</b>	<b>1%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-1,461,217</b>	<b>-1,396,787</b>	<b>-1,305,042</b>	<b>-64,430</b>	<b>-5%</b>	<b>-156,175</b>	<b>-12%</b>	<b>-2,022,100</b>
<b>33.2%</b>	<b>33.5%</b>	<b>31.9%</b>	<b>-0.3%</b>	<b>-0.9%</b>	<b>1.3%</b>	<b>4.0%</b>		<b>Burden % TL</b>	<b>25.5%</b>	<b>27.4%</b>	<b>26.6%</b>	<b>-1.9%</b>	<b>-6.9%</b>	<b>-1.2%</b>	<b>-4.4%</b>	<b>28.0%</b>
7.3%	8.5%	7.7%	-1.2%	-14.0%	-0.3%	-4.3%		Payroll Taxes %	9.6%	10.9%	9.9%	-1.3%	-12.0%	-0.3%	-3.5%	11.1%
10.0%	7.8%	10.7%	2.2%	27.7%	-0.8%	-7.1%		Workers Comp %	10.2%	10.7%	11.6%	-0.5%	-4.9%	-1.4%	-12.2%	10.9%
13.0%	15.8%	10.9%	-2.8%	-17.7%	2.1%	19.2%		Group Insurance %	4.9%	5.3%	4.4%	-0.4%	-7.5%	0.6%	12.7%	5.5%
2.9%	1.4%	2.6%	1.5%	112.3%	0.3%	10.9%		Retirement %	0.8%	0.5%	0.8%	0.3%	74.9%	0.0%	4.8%	0.5%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50530	Employee Meals	-3,329	-3,105	-2,870	-224	-7%	-459	-16%	-4,001
56	0	-623	56	0%	679	109%	50605	Employee Housing expenses	-100,590	-70,000	-83,917	-30,590	-44%	-16,673	-20%	-105,000
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
0	0	0	0	0%	0	0%	50615	Employee Recruiting	-750	0	0	-750	0%	-750	0%	-1,000
-22	0	0	-22	0%	-22	0%	50620	Employee Dev/Training	-1,348	-4,500	-945	3,152	70%	-403	-43%	-7,500
-19	-100	-21	81	81%	2	7%	50625	Employee Relations	-15,731	-15,250	-12,033	-481	-3%	-3,698	-31%	-20,750
-22	-30	-22	8	27%	0	0%	50630	Uniforms	-1,819	-1,070	-2,374	-749	-70%	555	23%	-10,950
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-3,559	-3,970	-1,105	411	10%	-2,454	-222%	-4,670
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-1,938	-2,450	0	512	21%	-1,938	0%	-3,050
<b>-8</b>	<b>-130</b>	<b>-666</b>	<b>122</b>	<b>94%</b>	<b>658</b>	<b>99%</b>		<b>Total Staff Expense</b>	<b>-129,305</b>	<b>-100,345</b>	<b>-103,245</b>	<b>-28,960</b>	<b>-29%</b>	<b>-26,060</b>	<b>-25%</b>	<b>-156,921</b>

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 For the Eight Months Ending August 31, 2019  
 Consolidated Downhill Ski

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Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-365	-450	-316	85	19%	-49	-16%	51090	Telephone	-2,973	-3,850	-2,772	877	23%	-202	-7%	-5,750
0	-100	-95	100	100%	95	100%	55003	Cable/Sat TV Service	-498	-800	-914	302	38%	417	46%	-1,200
-642	-600	-477	-42	-7%	-165	-35%	55005	Disposal Fees	-10,597	-12,800	-11,650	2,203	17%	1,053	9%	-16,750
-1,939	-1,450	-1,664	-489	-34%	-275	-17%	5501...	Electricity	-41,862	-32,670	-34,407	-9,192	-28%	-7,454	-22%	-57,700
-43	-50	-36	7	14%	-7	-18%	55025	Natural Gas - Buildings	-10,138	-8,840	-7,799	-1,298	-15%	-2,339	-30%	-11,800
<b>-655</b>	<b>-1,000</b>	<b>-1,854</b>	<b>345</b>	<b>35%</b>	<b>1,199</b>	<b>65%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-47,871</b>	<b>-35,300</b>	<b>-28,920</b>	<b>-12,571</b>	<b>-36%</b>	<b>-18,951</b>	<b>-66%</b>	<b>-43,100</b>
0	0	0	0	0%	0	0%	55027	Propane (LPG)	-508	-170	-625	-338	-199%	117	19%	-250
-1,506	-1,550	-1,473	44	3%	-33	-2%	55030	Sewer Fees	-11,848	-11,950	-11,584	102	1%	-264	-2%	-18,160
-230	-100	0	-130	-130%	-230	0%	5503...	Water - Building/Facility	-2,347	-2,300	-2,080	-47	-2%	-267	-13%	-3,200
-513	-150	-484	-363	-242%	-29	-6%	55040	Water - Grounds	-3,490	-1,200	-19,272	-2,290	-191%	15,782	82%	-31,200
<b>-5,893</b>	<b>-5,450</b>	<b>-6,398</b>	<b>-443</b>	<b>-8%</b>	<b>506</b>	<b>8%</b>		<b>TOTAL UTILITIES</b>	<b>-132,132</b>	<b>-109,880</b>	<b>-120,024</b>	<b>-22,252</b>	<b>-20%</b>	<b>-12,108</b>	<b>-10%</b>	<b>-189,110</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	-10	0	10	100%	0	0%	56010	Security Exp	0	-160	0	160	100%	0	0%	-250
-430	0	-120	-430	0%	-310	-258%	52505	Hazardous Waste Clean Up	-495	-1,000	-120	505	51%	-375	-312%	-1,500
0	0	0	0	0%	0	0%	56520	Linen Service	-1,097	-1,140	-1,339	43	4%	243	18%	-1,459
0	-100	0	100	100%	0	0%	56530	Janitorial Services & Supplies	-9,548	-4,250	-8,500	-5,298	-125%	-1,048	-12%	-5,950
-157	0	0	-157	0%	-157	0%	56535	Pest Control	-468	-640	-310	172	27%	-158	-51%	-960
0	-40	-58	40	100%	58	100%	53705	Equipment Rental	-436	-560	-461	124	22%	25	5%	-850
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	-3,056	-5,300	-4,231	2,244	42%	1,175	28%	-7,750
0	0	0	0	0%	0	0%	51038	Computer Hardware	-48	0	0	-48	0%	-48	0%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-504	-1,000	-350	496	50%	-153	-44%	-3,650
-12	0	-31	-12	0%	19	61%	51060	Office Supplies	-868	-1,850	-521	982	53%	-347	-67%	-3,000
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-965	-400	-740	-565	-141%	-225	-30%	-800
0	0	0	0	0%	0	0%	53530	Signs	-1,209	-1,300	-1,063	91	7%	-146	-14%	-4,700
<b>-26</b>	<b>-125</b>	<b>-206</b>	<b>99</b>	<b>79%</b>	<b>179</b>	<b>87%</b>		<b>Operating Supplies</b>	<b>-5,651</b>	<b>-8,570</b>	<b>-3,548</b>	<b>2,919</b>	<b>34%</b>	<b>-2,103</b>	<b>-59%</b>	<b>-14,000</b>
0	0	0	0	0%	0	0%	56502	Paper Products - Restaurant	-13,043	-11,600	-9,344	-1,443	-12%	-3,699	-40%	-16,900
0	0	0	0	0%	0	0%	56511	Cleaning Supplies - Restaurant	-76	-950	-726	874	92%	649	89%	-1,250
-454	-300	-43	-154	-51%	-411	-958%	56540	Small Tools & Equipment	-4,230	-8,100	-3,479	3,870	48%	-751	-22%	-13,900
-642	-100	0	-542	-542%	-642	0%	56545	Safety Equipment	-1,681	-4,450	-917	2,769	62%	-764	-83%	-9,600
0	0	0	0	0%	0	0%	56550	Spoilage	-1,681	0	-1,435	-1,681	0%	-245	-17%	0
0	0	0	0	0%	0	0%	51025	Entertainment	0	-2,050	0	2,050	100%	0	0%	-2,550
0	0	0	0	0%	0	0%	55532	Special Programs	-5,365	-5,300	-4,559	-65	-1%	-806	-18%	-12,000
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
								<b>Repairs &amp; Maintenance</b>								
-9	-100	-21	91	91%	11	55%	54210	General/PM	-2,204	-800	-934	-1,404	-175%	-1,270	-136%	-2,400
0	0	-23	0	0%	23	100%	54220	Plumbing	-34	-500	-228	466	93%	195	85%	-750
0	0	-33	0	0%	33	100%	54240	Lighting and Electrical	-634	-400	-93	-234	-58%	-540	-579%	-600
0	0	0	0	0%	0	0%	54250	HVAC	-65	-100	-213	35	35%	148	70%	-500
0	0	0	0	0%	0	0%	54252	Carpentry	0	-600	0	600	100%	0	0%	-1,900
0	-600	-634	600	100%	634	100%	54256	Fire Suppression	-2,313	-1,200	-2,080	-1,113	-93%	-233	-11%	-3,350
0	0	-183	0	0%	183	100%	54274	Painting	0	-300	-183	300	100%	183	100%	-700
0	-200	-397	200	100%	397	100%	54290	Other Building	-808	-1,250	-1,954	442	35%	1,146	59%	-4,000
<b>-9</b>	<b>-900</b>	<b>-1,291</b>	<b>891</b>	<b>99%</b>	<b>1,281</b>	<b>99%</b>		<b>R&amp;M Building</b>	<b>-6,056</b>	<b>-5,150</b>	<b>-5,685</b>	<b>-906</b>	<b>-18%</b>	<b>-371</b>	<b>-7%</b>	<b>-14,200</b>
0	0	0	0	0%	0	0%	54310	Asphalt	0	0	-840	0	0%	840	100%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-96	0	0	-96	0%	-96	0%	0
0	0	0	0	0%	0	0%	54340	Grass/Flowers/Seed/Fertilizers	-102	0	0	-102	0%	-102	0%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-37,317	-29,560	-30,773	-7,757	-26%	-6,545	-21%	-44,400
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	-132	0	-796	-132	0%	665	83%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-37,648</b>	<b>-29,560</b>	<b>-32,409</b>	<b>-8,088</b>	<b>-27%</b>	<b>-5,238</b>	<b>-16%</b>	<b>-44,400</b>
-1,611	-1,500	-97	-111	-7%	-1,513	-1554%	54412	Ski Lifts, Fixed Grip	-4,465	-5,700	-3,481	1,235	22%	-983	-28%	-9,300
0	-500	0	500	100%	0	0%	54416	Ski Lifts, Surface	-646	-1,600	-414	954	60%	-233	-56%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
0	-1,000	-736	1,000	100%	736	100%	54419	Snowmaking	-379	-3,500	-901	3,121	89%	522	58%	-5,400
-16	-5,500	0	5,484	100%	-16	0%	54421	Snowcats	-8,211	-18,800	-8,713	10,589	56%	502	6%	-29,500
0	-100	-154	100	100%	154	100%	54426	Snowmobiles	-273	-2,850	-2,413	2,577	90%	2,140	89%	-4,600
0	0	-46	0	0%	46	100%	54443	Rolling, Heavy	-1,806	-1,300	-1,291	-506	-39%	-515	-40%	-2,100
-3,216	-300	-134	-2,916	-972%	-3,081	-2292%	54448	Rolling, Car/Truck/Bus/Van	-12,543	-6,400	-8,792	-6,143	-96%	-3,751	-43%	-10,800
0	0	0	0	0%	0	0%	54452	F&B Kitchen Equip	-129	-700	-395	571	82%	266	67%	-1,000
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-47	-290	0	243	84%	-47	0%	-660
0	-208	0	208	100%	0	0%	54499	Other Operating Equip R&M	0	-800	-452	800	100%	452	100%	-1,400
<b>-4,842</b>	<b>-8,900</b>	<b>-1,375</b>	<b>4,058</b>	<b>46%</b>	<b>-3,467</b>	<b>-252%</b>		<b>R&amp;M Equipment</b>	<b>-28,500</b>	<b>-41,940</b>	<b>-26,994</b>	<b>13,440</b>	<b>32%</b>	<b>-1,505</b>	<b>-6%</b>	<b>-67,660</b>
210	500	600	-290	-58%	-390	-65%	59010	Contra - Inter-Dept. Charges	13,050	17,600	16,005	-4,550	-26%	-2,955	-18%	32,400
<b>-4,642</b>	<b>-9,300</b>	<b>-2,066</b>	<b>4,658</b>	<b>50%</b>	<b>-2,576</b>	<b>-125%</b>		<b>R&amp;M subtotal</b>	<b>-59,154</b>	<b>-59,050</b>	<b>-49,084</b>	<b>-104</b>	<b>0%</b>	<b>-10,070</b>	<b>-21%</b>	<b>-93,860</b>
<b>-6,362</b>	<b>-9,975</b>	<b>-2,523</b>	<b>3,613</b>	<b>36%</b>	<b>-3,839</b>	<b>-152%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-111,396</b>	<b>-119,170</b>	<b>-92,458</b>	<b>7,774</b>	<b>7%</b>	<b>-18,939</b>	<b>-20%</b>	<b>-196,429</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Consolidated Downhill Ski

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	51070	Public Relations	-1,593	-3,100	-15,576	1,507	49%	13,984	90%	-4,750
0	0	0	0	0%	0	0%	55520	Promotion Expense	-357	-4,500	-5,042	4,143	92%	4,685	93%	-6,500
0	0	0	0	0%	0	0%	55540	Resort Advertising	-8,783	-24,300	-10,618	15,517	64%	1,835	17%	-52,000
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-3,000	0	3,000	100%	0	0%	-4,000
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-144	-5,500	-1,095	5,356	97%	951	87%	-6,550
-1,715	-1,500	-2,107	-215	-14%	393	19%	51035	Licenses, Permits, Fees	-17,891	-18,100	-17,072	209	1%	-820	-5%	-33,200
-191	-50	29	-141	-281%	-219	-760%	51096	Mileage Reimbursement	-708	-920	-786	212	23%	77	10%	-1,640
0	-5	0	5	100%	0	0%	51065	Postage - General	-79	-175	-76	96	55%	-2	-3%	-270
0	0	0	0	0%	0	0%	51535	Digital Content	-1,367	0	0	-1,367	0%	-1,367	0%	0
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-1,840	-3,000	0	1,160	39%	-1,840	0%	-4,000
0	0	0	0	0%	0	0%	51547	Printing - Other	-138	0	0	-138	0%	-138	0%	0
0	0	0	0	0%	0	0%	56601	Claims Expense	0	0	-71	0	0%	71	100%	0
0	0	0	0	0%	0	0%	52215	Collection Expense	-75	0	-465	-75	0%	390	84%	0
0	0	0	0	0%	0	0%	52220	Credit Card Expense	-76,892	-70,170	-45,325	-6,722	-10%	-31,567	-70%	-87,530
0	0	0	0	0%	0	0%	52225	Over/Short	-236	0	-26	-236	0%	-211	-823%	0
0	0	0	0	0%	0	0%	52025	Insurance Expense	-100,000	-100,000	-92,400	0	0%	-7,600	-8%	-150,000
<b>-1,905</b>	<b>-1,555</b>	<b>-2,079</b>	<b>-350</b>	<b>-23%</b>	<b>173</b>	<b>8%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-210,103</b>	<b>-232,765</b>	<b>-188,551</b>	<b>22,662</b>	<b>10%</b>	<b>-21,552</b>	<b>-11%</b>	<b>-350,440</b>
<b>-14,168</b>	<b>-17,110</b>	<b>-11,665</b>	<b>2,942</b>	<b>17%</b>	<b>-2,503</b>	<b>-21%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-582,936</b>	<b>-562,160</b>	<b>-504,277</b>	<b>-20,776</b>	<b>-4%</b>	<b>-78,659</b>	<b>-16%</b>	<b>-892,900</b>
<b>-56,236</b>	<b>-60,326</b>	<b>-54,324</b>	<b>4,090</b>	<b>7%</b>	<b>-1,912</b>	<b>-4%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-2,044,153</b>	<b>-1,958,947</b>	<b>-1,809,319</b>	<b>-85,206</b>	<b>-4%</b>	<b>-234,834</b>	<b>-13%</b>	<b>-2,915,000</b>
<b>-55,674</b>	<b>-60,326</b>	<b>-54,324</b>	<b>4,652</b>	<b>8%</b>	<b>-1,350</b>	<b>-2%</b>		<b>NORBO (before AO)</b>	<b>1,453,122</b>	<b>999,453</b>	<b>416,487</b>	<b>453,669</b>	<b>45%</b>	<b>1,036,635</b>	<b>249%</b>	<b>777,000</b>
<b>-39,775</b>	<b>-39,775</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-39,775</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-316,156</b>	<b>-316,156</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-316,156</b>	<b>0%</b>	<b>-482,900</b>
<b>-95,449</b>	<b>-100,101</b>	<b>-54,324</b>	<b>4,652</b>	<b>5%</b>	<b>-41,125</b>	<b>-76%</b>		<b>NOR (after AO)</b>	<b>1,136,966</b>	<b>683,297</b>	<b>416,487</b>	<b>453,669</b>	<b>66%</b>	<b>720,479</b>	<b>173%</b>	<b>294,100</b>
-96,011	-100,101	-54,324	4,090	4%	-41,687	-77%		T O C post AO	-2,515,032	-2,440,703	-1,935,663	-74,329	-3%	-579,369	-30%	-3,600,900
<b>-56,236</b>	<b>-60,326</b>	<b>-54,324</b>	<b>4,090</b>	<b>7%</b>	<b>-1,912</b>	<b>-4%</b>		<b>T O C pre AO</b>	<b>-2,198,876</b>	<b>-2,124,547</b>	<b>-1,935,663</b>	<b>-74,329</b>	<b>-3%</b>	<b>-263,213</b>	<b>-14%</b>	<b>-3,118,000</b>
-00.6%	00.0%	00.0%	-00.6%	00.0%	-00.6%	00.0%		REV to TOC (CRR%)	-145.2%	-128.0%	-121.5%	-17.2%	-13.4%	-23.7%	-19.5%	-108.2%
<b>-95,449</b>	<b>-100,101</b>	<b>-54,324</b>	<b>4,652</b>	<b>5%</b>	<b>-41,125</b>	<b>-76%</b>		<b>NOR AFTER Assessment Reven</b>	<b>1,136,966</b>	<b>683,297</b>	<b>416,487</b>	<b>453,669</b>	<b>66%</b>	<b>720,479</b>	<b>173%</b>	<b>294,100</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Winter F & B (180)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	3310...	Food	247,998	263,400	189,814	-15,402	-6%	58,184	31%	320,700
0	0	0	0	0%	0	0%		Food Discounts	-16,318	-20,700	-17,878	4,382	21%	1,560	9%	-25,200
0	0	0	0	0%	0	0%	33152	EE Discounts	-14,269	-21,800	-16,970	7,531	35%	2,701	16%	-26,500
0	0	0	0	0%	0	0%	3316...	Marketing Discounts	-2,048	1,100	-907	-3,148	-286%	-1,141	-126%	1,300
0	0	0	0	0%	0	0%	33180	Food NA Beverage	55,216	63,200	41,874	-7,984	-13%	13,342	32%	77,000
0	0	0	0	0%	0	0%		<b>Food subtotal</b>	<b>286,896</b>	<b>305,900</b>	<b>213,810</b>	<b>-19,004</b>	<b>-6%</b>	<b>73,086</b>	<b>34%</b>	<b>372,500</b>
0	0	0	0	0%	0	0%	3322...	Beer	43,647	43,500	29,594	147	0%	14,053	47%	53,000
0	0	0	0	0%	0	0%	33242	Liquor	45,499	37,500	23,534	7,999	21%	21,965	93%	45,700
0	0	0	0	0%	0	0%	33262	Wine	5,695	5,900	4,431	-205	-3%	1,264	29%	7,200
0	0	0	0	0%	0	0%		<b>Beverage subtotal</b>	<b>94,841</b>	<b>86,900</b>	<b>57,559</b>	<b>7,941</b>	<b>9%</b>	<b>37,282</b>	<b>65%</b>	<b>105,900</b>
0	0	0	0	0%	0	0%	3328...	Misc other F&B	1,229	1,100	983	129	12%	246	25%	1,300
0	0	0	0	0%	0	0%		<b>Other F&amp;B subtotal</b>	<b>1,229</b>	<b>1,100</b>	<b>983</b>	<b>129</b>	<b>12%</b>	<b>246</b>	<b>25%</b>	<b>1,300</b>
0	0	0	0	0%	0	0%		<b>Total Food and Beverage</b>	<b>382,966</b>	<b>393,900</b>	<b>272,352</b>	<b>-10,934</b>	<b>-3%</b>	<b>110,614</b>	<b>41%</b>	<b>479,700</b>
0	0	0	0	0%	0	0%	37020	Other Revenue	799	1,100	0	-301	-27%	799	0%	1,300
0	0	0	0	0%	0	0%		<b>Total Other Revenue</b>	<b>799</b>	<b>1,100</b>	<b>0</b>	<b>-301</b>	<b>-27%</b>	<b>799</b>	<b>0%</b>	<b>1,300</b>
0	0	0	0	0%	0	0%		<b>GROSS REVENUE (GREV)</b>	<b>383,765</b>	<b>395,000</b>	<b>272,352</b>	<b>-11,235</b>	<b>-3%</b>	<b>111,413</b>	<b>41%</b>	<b>481,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	0	0	0%	0	0%	43110	Meat	-19,415	-22,850	-16,537	3,435	15%	-2,878	-17%	-27,830
0	0	0	0	0%	0	0%	43120	Seafood	-178	0	-86	-178	0%	-92	-107%	0
0	0	0	0	0%	0	0%	43130	Produce	-5,277	-9,860	-5,263	4,583	46%	-15	0%	-11,990
0	0	0	0	0%	0	0%	43140	Dairy	-5,132	-9,840	-4,165	4,708	48%	-967	-23%	-11,970
0	0	0	0	0%	0	0%	43150	NA Beverage	-10,883	-13,110	-9,419	2,227	17%	-1,464	-16%	-15,950
0	0	0	0	0%	0	0%	43160	Food Other	-42,382	-38,525	-34,521	-3,857	-10%	-7,861	-23%	-46,801
0	0	0	0	0%	0	0%	43192	EE Meals credit	0	2,205	0	-2,205	-100%	0	0%	2,751
0	0	0	0	0%	0	0%		<b>Food Cogs</b>	<b>-83,268</b>	<b>-91,980</b>	<b>-69,992</b>	<b>8,712</b>	<b>9%</b>	<b>-13,277</b>	<b>-19%</b>	<b>-111,790</b>
0	0	0	0	0%	0	0%	43270	Beer	-9,898	-11,580	-8,166	1,682	15%	-1,732	-21%	-14,100
0	0	0	0	0%	0	0%	43280	Liquor	-8,353	-5,410	-5,410	-833	-11%	-2,943	-54%	-9,160
0	0	0	0	0%	0	0%	43290	Wine	-917	-1,620	-1,162	703	43%	245	21%	-1,950
0	0	0	0	0%	0	0%		<b>Beverage Cogs</b>	<b>-19,168</b>	<b>-20,720</b>	<b>-14,738</b>	<b>1,552</b>	<b>7%</b>	<b>-4,430</b>	<b>-30%</b>	<b>-25,210</b>
0	0	0	0	0%	0	0%		<b>Total COGS</b>	<b>-102,436</b>	<b>-112,700</b>	<b>-84,730</b>	<b>10,264</b>	<b>9%</b>	<b>-17,706</b>	<b>-21%</b>	<b>-137,000</b>
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Total Cogs / GREV %	-26.7%	-28.5%	-31.1%	01.8%	06.4%	04.4%	14.2%	-28.5%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		F&B Cogs / F&B Rev %	-26.7%	-28.6%	-31.1%	01.9%	06.5%	04.4%	14.0%	-28.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food %, preDiscounts	-27.5%	-28.2%	-30.2%	00.7%	02.5%	02.7%	09.1%	-28.1%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food %, postDiscounts	-29.0%	-30.1%	-32.7%	01.0%	03.5%	03.7%	11.3%	-30.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Food NA Beverage %	-19.7%	-20.7%	-22.5%	01.0%	05.0%	02.8%	12.4%	-20.7%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Beverage, incld CF,ne	-20.2%	-23.8%	-25.6%	03.6%	15.2%	05.4%	21.1%	-23.8%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Beer,net	-22.7%	-26.6%	-27.6%	03.9%	14.8%	04.9%	17.8%	-26.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Liquor,net	-18.4%	-20.1%	-23.0%	01.7%	08.4%	04.6%	20.1%	-20.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		COGS % Wine,net	-16.1%	-27.5%	-26.2%	11.4%	41.4%	10.1%	38.6%	-27.1%
0	0	0	0	0%	0	0%		<b>Gross Margin (GREV-COG)</b>	<b>281,329</b>	<b>282,300</b>	<b>187,622</b>	<b>-971</b>	<b>0%</b>	<b>93,707</b>	<b>50%</b>	<b>344,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-966	-1,914	-1,874	948	50%	908	48%	5110...	Salaries - Exempt - Regular & Ot	-35,391	-37,924	-35,501	2,533	7%	110	0%	-56,900
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-12,393	-9,180	-11,331	-3,213	-35%	-1,062	-9%	-12,818
0	0	0	0	0%	0	0%	5124...	Wages - Seasonal	-63,127	-59,745	-54,497	-3,382	-6%	-8,630	-16%	-81,682
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-137	0	0	-137	0%	-137	0%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-513	0	-389	-513	0%	-123	-32%	0
-966	-1,914	-1,874	948	50%	908	48%		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-111,560</b>	<b>-106,849</b>	<b>-101,719</b>	<b>-4,711</b>	<b>-4%</b>	<b>-9,841</b>	<b>-10%</b>	<b>-151,400</b>
-966	-1,914	-1,874	948	50%	908	48%		Salaries sub-total	-35,391	-37,924	-35,501	2,533	7%	110	0%	-56,900
0	0	0	0	0%	0	0%		Wage sub-total	-76,169	-68,925	-66,218	-7,244	-11%	-9,952	-15%	-94,500
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	-12,530	-9,180	-11,331	-3,350	-36%	-1,198	-11%	-12,818
0	0	0	0	0%	0	0%		Wage-Seasonal subsubto	-63,639	-59,745	-54,886	-3,894	-7%	-8,753	-16%	-81,682
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		PayrollDirect %ofRevenue	-29.1%	-27.1%	-37.3%	-02.0%	-07.5%	08.3%	22.2%	-31.5%
-24	0	-15	-24	0%	-9	-56%	51108	PTO net\$ accrual, in Salaries	1,836	0	476	1,836	0%	1,360	286%	-16
0	0	0	0	0%	0	0%	51228	PTO net\$ accrual, in Wages FTR	195	0	-753	195	0%	948	126%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Winter F & B (180)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var			
			\$	%	\$	%					\$	%			
-24	0	-15	-24	0%	-9	-56%		2,031	0	-278	2,031	0%	2,308	832%	-16
0.0	0.0	0.0	0.0	0.0	0.0	0.0	PTO net accrual, in PD Total	0.0	0.0	-259.6	-303.1	0.0	-43.6	-0.2	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	Wage Overtime Hours	-5455.2	-4961.9	-5108.2	-493.2	-0.1	-347.0	-0.1	-6702.0
0.00	0.00	0.00	0.00	0.00	0.00	0.00	Wage Total Hours	14.00	13.89	12.82	0.11	0.01	1.18	0.09	14.10
							Wage ROP avg								
							<b>PAYROLL BURDEN</b>								
-72	-160	-146	88	55%	74	51%	5130...	-11,470	-11,780	-10,018	310	3%	-1,451	-14%	-16,530
-104	-250	-161	146	59%	58	36%	5130...	-11,458	-12,860	-11,127	1,402	11%	-332	-3%	-18,270
-395	-609	-495	214	35%	100	20%	5130...	-7,917	-8,388	-7,258	471	6%	-659	-9%	-12,500
0	0	0	0	0%	0	0%	5130...	-340	0	-317	-340	0%	-24	-7%	0
<b>-570</b>	<b>-1,019</b>	<b>-803</b>	<b>449</b>	<b>44%</b>	<b>232</b>	<b>29%</b>	<b>PAYROLL BURDEN Total</b>	<b>-31,185</b>	<b>-33,028</b>	<b>-28,719</b>	<b>1,843</b>	<b>6%</b>	<b>-2,466</b>	<b>-9%</b>	<b>-47,300</b>
-240	-586	-448	346	59%	209	47%	(513...	-11,752	-13,474	-11,533	1,722	13%	-219	-2%	-19,900
-331	-433	-354	102	24%	24	7%	(514...	-5,780	-5,614	-5,547	-166	-3%	-233	-4%	-8,020
0	0	0	0	0%	0	0%	(514...	-13,653	-13,940	-11,638	287	2%	-2,014	-17%	-19,380
<b>59.0%</b>	<b>53.2%</b>	<b>42.8%</b>	<b>05.8%</b>	<b>10.9%</b>	<b>16.2%</b>	<b>37.9%</b>	<b>Burden % - on all Payroll</b>	<b>28.0%</b>	<b>30.9%</b>	<b>28.2%</b>	<b>-03.0%</b>	<b>-09.6%</b>	<b>-00.3%</b>	<b>-01.0%</b>	<b>31.2%</b>
24.8%	30.6%	23.9%	-05.8%	-19.0%	00.9%	03.7%	Burden % - Salary	33.2%	35.5%	32.5%	-02.3%	-06.5%	00.7%	02.2%	35.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	Burden % - Wage-FTR	46.1%	61.2%	49.0%	-15.0%	-24.6%	-02.8%	-05.8%	62.6%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	Burden % - Wage-Season	21.5%	23.3%	21.2%	-01.9%	-08.1%	00.2%	01.2%	23.7%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	Burden % - Wage-FTR&Se	25.5%	28.4%	26.0%	-02.9%	-10.1%	-00.4%	-01.7%	29.0%
<b>-1,536</b>	<b>-2,933</b>	<b>-2,676</b>	<b>1,397</b>	<b>48%</b>	<b>1,141</b>	<b>43%</b>	<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-142,745</b>	<b>-139,877</b>	<b>-130,438</b>	<b>-2,868</b>	<b>-2%</b>	<b>-12,308</b>	<b>-9%</b>	<b>-198,700</b>
<b>59.0%</b>	<b>53.2%</b>	<b>42.8%</b>	<b>5.8%</b>	<b>10.9%</b>	<b>16.2%</b>	<b>37.9%</b>	<b>Burden % TL</b>	<b>28.0%</b>	<b>30.9%</b>	<b>28.2%</b>	<b>-3.0%</b>	<b>-9.6%</b>	<b>-0.3%</b>	<b>-1.0%</b>	<b>31.2%</b>
7.4%	8.4%	7.8%	-0.9%	-11.1%	-0.4%	-4.8%	Payroll Taxes %	10.3%	11.0%	9.8%	-0.7%	-6.7%	0.4%	4.4%	10.9%
10.7%	13.1%	8.6%	-2.3%	-17.8%	2.1%	24.6%	Workers Comp %	10.3%	12.0%	10.9%	-1.8%	-14.7%	-0.7%	-6.1%	12.1%
40.9%	31.8%	26.4%	9.1%	28.5%	14.5%	54.8%	Group Insurance %	7.1%	7.9%	7.1%	-0.8%	-9.6%	0.0%	-0.5%	8.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Retirement %	0.3%	0.0%	0.3%	0.3%	0.0%	0.0%	-2.0%	0.0%
							<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	50530	-2,312	-2,205	-2,121	-107	-5%	-191	-9%	-2,751
0	0	0	0	0%	0	0%	50620	0	0	-65	0	0%	65	100%	-250
0	0	0	0	0%	0	0%	50625	-789	-250	-258	-539	-215%	-531	-206%	-450
0	0	0	0	0%	0	0%	50630	0	-150	0	150	100%	0	0%	-600
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>Total Staff Expense</b>	<b>-3,101</b>	<b>-2,605</b>	<b>-2,444</b>	<b>-496</b>	<b>-19%</b>	<b>-657</b>	<b>-27%</b>	<b>-4,051</b>
0	0	0	0	0%	0	0%	51090	-120	0	-120	-120	0%	0	0%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>TOTAL UTILITIES</b>	<b>-120</b>	<b>0</b>	<b>-120</b>	<b>-120</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>
							<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	56520	-1,097	-1,140	-1,339	43	4%	243	18%	-1,459
0	0	0	0	0%	0	0%	56530	-245	-700	-466	455	65%	251	51%	-950
0	0	0	0	0%	0	0%	51050	0	0	0	0	0%	0	0%	-500
0	0	0	0	0%	0	0%	51060	-169	-200	-156	31	15%	-13	-8%	-250
0	0	0	0	0%	0	0%	53530	-253	0	-318	-253	0%	65	20%	-200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>56501 Operating Supplies</b>	<b>-22</b>	<b>-500</b>	<b>0</b>	<b>478</b>	<b>96%</b>	<b>-22</b>	<b>0%</b>	<b>-800</b>
0	0	0	0	0%	0	0%	56502	-13,043	-11,600	-9,344	-1,443	-12%	-3,699	-40%	-16,900
0	0	0	0	0%	0	0%	56511	-76	-950	-596	874	92%	520	87%	-1,250
0	0	0	0	0%	0	0%	56540	-53	-750	-62	697	93%	10	16%	-1,000
0	0	0	0	0%	0	0%	56550	-1,681	0	-1,214	-1,681	0%	-467	-38%	0
0	0	0	0	0%	0	0%	55532	0	0	-43	0	0%	43	100%	0
							<b>Repairs &amp; Maintenance</b>								
0	0	0	0	0%	0	0%	54210	-153	0	-24	-153	0%	-129	-544%	0
0	0	-23	0	0%	23	100%	54220	0	0	-23	0	0%	23	100%	0
0	0	0	0	0%	0	0%	54252	0	0	0	0	0%	0	0%	-500
0	-600	-634	600	100%	634	100%	54256	-328	-1,200	-1,224	872	73%	897	73%	-1,500
<b>0</b>	<b>-600</b>	<b>-656</b>	<b>600</b>	<b>100%</b>	<b>656</b>	<b>100%</b>	<b>R&amp;M Building</b>	<b>-480</b>	<b>-1,200</b>	<b>-1,271</b>	<b>720</b>	<b>60%</b>	<b>790</b>	<b>62%</b>	<b>-2,000</b>
0	0	0	0	0%	0	0%	54452	-129	-700	-395	571	82%	266	67%	-1,000
0	0	0	0	0%	0	0%	<b>R&amp;M Equipment</b>	<b>-129</b>	<b>-700</b>	<b>-395</b>	<b>571</b>	<b>82%</b>	<b>266</b>	<b>67%</b>	<b>-1,000</b>
<b>0</b>	<b>-600</b>	<b>-656</b>	<b>600</b>	<b>100%</b>	<b>656</b>	<b>100%</b>	<b>R&amp;M subtotal</b>	<b>-609</b>	<b>-1,900</b>	<b>-1,666</b>	<b>1,291</b>	<b>68%</b>	<b>1,057</b>	<b>63%</b>	<b>-3,000</b>
<b>0</b>	<b>-600</b>	<b>-656</b>	<b>600</b>	<b>100%</b>	<b>656</b>	<b>100%</b>	<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-17,248</b>	<b>-17,740</b>	<b>-15,235</b>	<b>492</b>	<b>3%</b>	<b>-2,013</b>	<b>-13%</b>	<b>-26,309</b>
							<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	0	0	-77	0	0%	77	100%	0
0	0	0	0	0%	0	0%	51035	-107	0	-217	-107	0%	110	51%	-1,800
0	0	0	0	0%	0	0%	51096	-209	-200	-151	-9	-4%	-57	-38%	-340

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Winter F & B (180)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %			
0	0	0	0	0%	0	0%	51065	Postage - General	0	0	-1	0	0%	1	100%	0
0	0	0	0	0%	0	0%	52220	Credit Card Expense	-9,561	-8,910	-6,604	-651	-7%	-2,958	-45%	-11,100
0	0	0	0	0%	0	0%	52225	Over/Short	-7	0	-310	-7	0%	304	98%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-9,883</b>	<b>-9,110</b>	<b>-7,359</b>	<b>-773</b>	<b>-8%</b>	<b>-2,524</b>	<b>-34%</b>	<b>-13,240</b>
<b>0</b>	<b>-600</b>	<b>-656</b>	<b>600</b>	<b>100%</b>	<b>656</b>	<b>100%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-30,352</b>	<b>-29,455</b>	<b>-25,159</b>	<b>-897</b>	<b>-3%</b>	<b>-5,193</b>	<b>-21%</b>	<b>-43,600</b>
<b>-1,536</b>	<b>-3,533</b>	<b>-3,333</b>	<b>1,997</b>	<b>57%</b>	<b>1,797</b>	<b>54%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-173,098</b>	<b>-169,332</b>	<b>-155,597</b>	<b>-3,766</b>	<b>-2%</b>	<b>-17,501</b>	<b>-11%</b>	<b>-242,300</b>
<b>-1,536</b>	<b>-3,533</b>	<b>-3,333</b>	<b>1,997</b>	<b>57%</b>	<b>1,797</b>	<b>54%</b>		<b>NORBO (before AO)</b>	<b>108,232</b>	<b>112,968</b>	<b>32,025</b>	<b>-4,736</b>	<b>-4%</b>	<b>76,206</b>	<b>238%</b>	<b>101,700</b>
<b>-1,536</b>	<b>-3,533</b>	<b>-3,333</b>	<b>1,997</b>	<b>57%</b>	<b>1,797</b>	<b>54%</b>		<b>NOR (after AO)</b>	<b>108,232</b>	<b>112,968</b>	<b>32,025</b>	<b>-4,736</b>	<b>-4%</b>	<b>76,206</b>	<b>238%</b>	<b>101,700</b>
-1,536	-3,533	-3,333	1,997	57%	1,797	54%		T O C post AO	-275,534	-282,032	-240,327	6,498	2%	-35,207	-15%	-379,300
-1,536	-3,533	-3,333	1,997	57%	1,797	54%		T O C pre AO	-275,534	-282,032	-240,327	6,498	2%	-35,207	-15%	-379,300
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		REV to TOC (CRR%)	-139.3%	-140.1%	-113.3%	00.8%	00.6%	-26.0%	-22.9%	-126.8%
-1,536	-3,533	-3,333	1,997	57%	1,797	54%		NOR AFTER Assessment Reven	108,232	112,968	32,025	-4,736	-4%	76,206	238%	101,700

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Marketing (200)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var			
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
0	0	0	0	0%	0	0%	37020	0	0	703	0	0%	-703	-100%	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>		<u>0</u>	<u>0</u>	<u>703</u>	<u>0</u>	<u>0%</u>	<u>-703</u>	<u>-100%</u>	<u>0</u>
<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>703</b>	<b>0</b>	<b>0%</b>	<b>-703</b>	<b>-100%</b>	<b>0</b>
<b>COST OF GOODS SOLD (COGS)</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>703</b>	<b>0</b>	<b>0%</b>	<b>-703</b>	<b>-100%</b>	<b>0</b>
<b>PAYROLL</b>															
<b>SALARIES &amp; WAGES</b>															
<b>PAYROLL BURDEN</b>															
<b>OPERATING EXPENSES (OE)</b>															
0	-50	0	50	100%	0	0%	51090	0	-650	0	650	100%	0	0%	-950
<u>0</u>	<u>-50</u>	<u>0</u>	<u>50</u>	<u>100%</u>	<u>0</u>	<u>0%</u>		<u>0</u>	<u>-650</u>	<u>0</u>	<u>650</u>	<u>100%</u>	<u>0</u>	<u>0%</u>	<u>-950</u>
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>0</b>	<b>-650</b>	<b>0</b>	<b>650</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>-950</b>
<b>TOTAL UTILITIES</b>															
0	0	0	0	0%	0	0%	51060	0	0	-21	0	0%	21	100%	0
0	0	0	0	0%	0	0%	53530	0	0	-709	0	0%	709	100%	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>	<b>56501</b>	<b>-114</b>	<b>0</b>	<b>0</b>	<b>-114</b>	<b>0%</b>	<b>-114</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>	56540	0	0	-44	0	0%	44	100%	0
0	0	0	0	0%	0	0%	51025	0	-2,050	0	2,050	100%	0	0%	-2,550
0	0	0	0	0%	0	0%	55532	-4,662	-5,300	-4,507	638	12%	-156	-3%	-12,000
<b>Repairs &amp; Maintenance</b>															
0	0	0	0	0%	0	0%	54240	0	0	-11	0	0%	11	100%	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>		<u>0</u>	<u>0</u>	<u>-11</u>	<u>0</u>	<u>0%</u>	<u>11</u>	<u>100%</u>	<u>0</u>
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>		<u>0</u>	<u>0</u>	<u>-11</u>	<u>0</u>	<u>0%</u>	<u>11</u>	<u>100%</u>	<u>0</u>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>-4,777</b>	<b>-7,350</b>	<b>-5,291</b>	<b>2,573</b>	<b>35%</b>	<b>515</b>	<b>10%</b>	<b>-14,550</b>
<b>TOTAL SUPPLIES &amp; MAIN</b>															
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>															
0	0	0	0	0%	0	0%	51070	-980	-2,500	-15,434	1,520	61%	14,455	94%	-4,000
0	0	0	0	0%	0	0%	55520	-357	-4,500	-5,009	4,143	92%	4,652	93%	-6,500
0	0	0	0	0%	0	0%	55540	-8,633	-24,300	-10,618	15,667	64%	1,985	19%	-52,000
0	0	0	0	0%	0	0%	55545	0	-3,000	0	3,000	100%	0	0%	-4,000
0	0	0	0	0%	0	0%	51020	0	0	-26	0	0%	26	100%	0
0	0	0	0	0%	0	0%	51535	-1,367	0	0	-1,367	0%	-1,367	0%	0
0	0	0	0	0%	0	0%	51546	-1,840	-3,000	0	1,160	39%	-1,840	0%	-4,000
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>		<u>-13,177</u>	<u>-37,300</u>	<u>-31,087</u>	<u>24,123</u>	<u>65%</u>	<u>17,911</u>	<u>58%</u>	<u>-70,500</u>
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>-17,953</b>	<b>-45,300</b>	<b>-36,379</b>	<b>27,347</b>	<b>60%</b>	<b>18,425</b>	<b>51%</b>	<b>-86,000</b>
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>-17,953</b>	<b>-45,300</b>	<b>-36,379</b>	<b>27,347</b>	<b>60%</b>	<b>18,425</b>	<b>51%</b>	<b>-86,000</b>
<b>TOTAL OPERATING EXPENSES</b>															
<b>TOTAL PAYROLL AND OPERATI</b>															
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>-17,953</b>	<b>-45,300</b>	<b>-35,676</b>	<b>27,347</b>	<b>60%</b>	<b>17,722</b>	<b>50%</b>	<b>-86,000</b>
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>-17,953</b>	<b>-45,300</b>	<b>-35,676</b>	<b>27,347</b>	<b>60%</b>	<b>17,722</b>	<b>50%</b>	<b>-86,000</b>
0	-50	0	50	100%	0	0%		-17,953	-45,300	-36,379	27,347	60%	18,425	51%	-86,000
0	-50	0	50	100%	0	0%		-17,953	-45,300	-36,379	27,347	60%	18,425	51%	-86,000
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		00.0%	00.0%	-01.9%	00.0%	00.0%	01.9%	100.0%	00.0%
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>-17,953</b>	<b>-45,300</b>	<b>-35,676</b>	<b>27,347</b>	<b>60%</b>	<b>17,722</b>	<b>50%</b>	<b>-86,000</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Mountain Operations (210)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	38005	Employee Housing Revenue	71,493	36,000	73,347	35,493	99%	-1,855	-3%	50,000
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>	<u>0</u>	<u>0%</u>		<b>Total Other Revenue</b>	<b>71,493</b>	<b>36,000</b>	<b>73,347</b>	<b>35,493</b>	<b>99%</b>	<b>-1,855</b>	<b>-3%</b>	<b>50,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>71,493</b>	<b>36,000</b>	<b>73,347</b>	<b>35,493</b>	<b>99%</b>	<b>-1,855</b>	<b>-3%</b>	<b>50,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>71,493</b>	<b>36,000</b>	<b>73,347</b>	<b>35,493</b>	<b>99%</b>	<b>-1,855</b>	<b>-3%</b>	<b>50,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-12,747	-11,044	-10,554	-1,703	-15%	-2,194	-21%	5110...	Salaries - Exempt - Regular & Ot	-94,904	-88,350	-86,576	-6,554	-7%	-8,328	-10%	-132,500
-196	-512	-380	316	62%	183	48%	5124...	Wages - Seasonal	-312,927	-327,848	-269,595	14,921	5%	-43,332	-16%	-426,900
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-164	0	0%	164	100%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-5,094	0	-1,101	-5,094	0%	-3,993	-363%	0
<b>-12,944</b>	<b>-11,556</b>	<b>-10,933</b>	<b>-1,388</b>	<b>-12%</b>	<b>-2,010</b>	<b>-18%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-412,926</b>	<b>-416,198</b>	<b>-357,437</b>	<b>3,272</b>	<b>1%</b>	<b>-55,489</b>	<b>-16%</b>	<b>-559,400</b>
-12,747	-11,044	-10,554	-1,703	-15%	-2,194	-21%		Salaries sub-total	-94,904	-88,350	-86,740	-6,554	-7%	-8,164	-9%	-132,500
-196	-512	-380	316	62%	183	48%		Wage sub-total	-318,021	-327,848	-270,696	9,827	3%	-47,325	-17%	-426,900
-196	-512	-380	316	62%	183	48%		Wage-Seasonal subsubto	-318,021	-327,848	-270,696	9,827	3%	-47,325	-17%	-426,900
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		PayrollDirect %ofRevenue	-577.6%	-1156.1%	-487.3%	578.5%	50.0%	-90.3%	-18.5%	-1118.8%
-1,483	0	169	-1,483	0%	-1,652	-97.9%	51108	PTO net\$ accrual, in Salaries	-5,528	0	-797	-5,528	0%	-4,731	-59.4%	16
-1,483	0	169	-1,483	0%	-1,652	-97.9%		PTO net accrual, in PD Total	-5,528	0	-797	-5,528	0%	-4,731	-59.4%	16
0.0	0.0	-1.8	0.0	0.0	1.8	1.0		Wage Overtime Hours	-2321.4	0.0	-1647.5	-2321.4	0.0	-673.9	-0.4	0.0
-12.5	-29.3	-23.0	16.8	0.6	10.5	0.5		Wage Total Hours	-18285.6	-18455.3	-17200.7	169.8	0.0	-1084.8	-0.1	-23966.9
15.75	17.49	16.53	-1.74	-0.10	-0.78	-0.05		Wage ROP avg	17.39	17.76	15.74	-0.37	-0.02	1.65	0.11	17.81
<b>PAYROLL BURDEN</b>																
-844	-940	-886	96	10%	42	5%	5130...	Payroll Taxes	-37,433	-43,120	-35,883	5,687	13%	-1,550	-4%	-58,080
-1,026	-1,180	-1,145	154	13%	119	10%	5130...	Workers Compensation	-39,647	-48,510	-40,610	8,863	18%	963	2%	-65,920
-1,337	-1,392	-1,199	55	4%	-138	-12%	5130...	Group Insurance	-12,585	-11,136	-10,111	-1,449	-13%	-2,474	-24%	-16,700
-748	-300	-686	-448	-149%	-62	-9%	5130...	Retirement Plan	-5,840	-2,400	-5,119	-3,440	-143%	-722	-14%	-3,600
<b>-3,955</b>	<b>-3,812</b>	<b>-3,916</b>	<b>-143</b>	<b>-4%</b>	<b>-40</b>	<b>-1%</b>		<b>PAYROLL BURDEN Total</b>	<b>-95,505</b>	<b>-105,166</b>	<b>-91,723</b>	<b>9,661</b>	<b>9%</b>	<b>-3,782</b>	<b>-4%</b>	<b>-144,300</b>
-3,931	-3,702	-3,825	-229	-6%	-106	-3%	(513...	subtotal, Burden-Salary	-33,587	-30,136	-31,734	-3,451	-11%	-1,854	-6%	-45,800
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	0	0	0	0%	0	0%	440
-24	-110	-90	86	78%	66	73%	(514...	subtotal, Burden-Wage-Seasonal	-61,918	-75,030	-59,989	13,112	17%	-1,929	-3%	-98,940
<b>30.6%</b>	<b>33.0%</b>	<b>35.8%</b>	<b>-02.4%</b>	<b>-07.4%</b>	<b>-05.3%</b>	<b>-14.7%</b>		<b>Burden % - on all Payroll</b>	<b>23.1%</b>	<b>25.3%</b>	<b>25.7%</b>	<b>-02.1%</b>	<b>-08.5%</b>	<b>-02.5%</b>	<b>-09.9%</b>	<b>25.8%</b>
30.8%	33.5%	36.2%	-02.7%	-08.0%	-05.4%	-14.9%		Burden % - Salary	35.4%	34.1%	36.6%	01.3%	03.8%	-01.2%	-03.3%	34.6%
12.3%	21.5%	23.8%	-09.2%	-42.9%	-11.5%	-48.4%		Burden % - Wage-Season	19.5%	22.9%	22.2%	-03.4%	-14.9%	-02.7%	-12.1%	23.2%
12.3%	21.5%	23.8%	-09.2%	-42.9%	-11.5%	-48.4%		Burden % - Wage-FTR&Se	19.5%	22.9%	22.2%	-03.4%	-14.9%	-02.7%	-12.1%	23.1%
<b>-16,899</b>	<b>-15,368</b>	<b>-14,849</b>	<b>-1,531</b>	<b>-10%</b>	<b>-2,050</b>	<b>-14%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-508,431</b>	<b>-521,364</b>	<b>-449,159</b>	<b>12,933</b>	<b>2%</b>	<b>-59,271</b>	<b>-13%</b>	<b>-703,700</b>
<b>30.6%</b>	<b>33.0%</b>	<b>35.8%</b>	<b>-2.4%</b>	<b>-7.4%</b>	<b>-5.3%</b>	<b>-14.7%</b>		<b>Burden % TL</b>	<b>23.1%</b>	<b>25.3%</b>	<b>25.7%</b>	<b>-2.1%</b>	<b>-8.5%</b>	<b>-2.5%</b>	<b>-9.9%</b>	<b>25.8%</b>
6.5%	8.1%	8.1%	-1.6%	-19.5%	-1.6%	-19.5%		Payroll Taxes %	9.1%	10.4%	10.0%	-1.3%	-12.5%	-1.0%	-9.7%	10.4%
7.9%	10.2%	10.5%	-2.3%	-22.4%	-2.5%	-24.3%		Workers Comp %	9.6%	11.7%	11.4%	-2.1%	-17.6%	-1.8%	-15.5%	11.8%
10.3%	12.0%	11.0%	-1.7%	-14.2%	-0.6%	-5.8%		Group Insurance %	3.0%	2.7%	2.8%	0.4%	13.9%	0.2%	7.7%	3.0%
5.8%	2.6%	6.3%	3.2%	122.7%	-0.5%	-7.9%		Retirement %	1.4%	0.6%	1.4%	0.8%	145.3%	0.0%	-1.2%	0.6%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50530	Employee Meals	-168	0	0	-168	0%	-168	0%	0
56	0	-623	56	0%	679	109%	50605	Employee Housing expenses	-100,590	-70,000	-83,917	-30,590	-44%	-16,673	-20%	-105,000
0	0	0	0	0%	0	0%	50615	Employee Recruiting	-750	0	0	-750	0%	-750	0%	-1,000
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-704	-900	-40	196	22%	-664	-1670%	-2,100
-19	-100	-21	81	81%	2	7%	50625	Employee Relations	-13,965	-13,300	-11,271	-665	-5%	-2,694	-24%	-18,100
0	0	0	0	0%	0	0%	50630	Uniforms	-1,700	-300	-1,759	-1,400	-467%	59	3%	-6,300
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-1,250	-2,750	0	1,500	55%	-1,250	0%	-2,750
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-1,938	-1,950	0	12	1%	-1,938	0%	-1,950
<b>36</b>	<b>-100</b>	<b>-644</b>	<b>136</b>	<b>136%</b>	<b>680</b>	<b>106%</b>		<b>Total Staff Expense</b>	<b>-121,066</b>	<b>-89,200</b>	<b>-96,987</b>	<b>-31,866</b>	<b>-36%</b>	<b>-24,079</b>	<b>-25%</b>	<b>-137,200</b>



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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-365	-300	-316	-65	-22%	-49	-16%	51090	Telephone	-2,733	-2,400	-2,652	-333	-14%	-82	-3%	-3,600
0	-100	-95	100	100%	95	100%	55003	Cable/Sat TV Service	-498	-800	-914	302	38%	417	46%	-1,200
-642	-600	-477	-42	-7%	-165	-35%	55005	Disposal Services	-10,213	-12,200	-11,255	1,987	16%	1,041	9%	-16,000
-1,667	-1,300	-1,502	-367	-28%	-165	-11%	5501...	Electricity	-37,794	-30,200	-25,582	-7,594	-25%	-12,212	-48%	-37,800
-32	-50	-25	18	37%	-7	-27%	55025	Natural Gas - Buildings	-6,912	-6,300	-5,860	-612	-10%	-1,053	-18%	-8,200
<b>-655</b>	<b>-1,000</b>	<b>-1,854</b>	<b>345</b>	<b>35%</b>	<b>1,199</b>	<b>65%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-47,871</b>	<b>-35,300</b>	<b>-28,920</b>	<b>-12,571</b>	<b>-36%</b>	<b>-18,951</b>	<b>-66%</b>	<b>-43,100</b>
0	0	0	0	0%	0	0%	55027	Propane (LPG)	-508	-170	-625	-338	-199%	117	19%	-250
-1,488	-1,530	-1,456	42	3%	-33	-2%	55030	Sewer Fees	-11,710	-11,790	-11,449	80	1%	-261	-2%	-17,910
-230	-100	0	-130	-130%	-230	0%	5503...	Water - Building/Facility	-2,347	-2,300	-2,080	-47	-2%	-267	-13%	-3,200
-70	-100	-71	30	30%	1	2%	55040	Water - Grounds	-558	-800	-551	242	30%	-6	-1%	-1,200
<b>-5,149</b>	<b>-5,080</b>	<b>-5,795</b>	<b>-69</b>	<b>-1%</b>	<b>646</b>	<b>11%</b>		<b>TOTAL UTILITIES</b>	<b>-121,144</b>	<b>-102,260</b>	<b>-89,887</b>	<b>-18,884</b>	<b>-18%</b>	<b>-31,257</b>	<b>-35%</b>	<b>-132,460</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	-10	0	10	100%	0	0%	56010	Security Exp	0	-160	0	160	100%	0	0%	-250
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	0	-1,000	0	1,000	100%	0	0%	-1,500
0	-100	0	100	100%	0	0%	56530	Janitorial Services & Supplies	-9,303	-3,550	-8,004	-5,753	-162%	-1,299	-16%	-5,000
-157	0	0	-157	0%	-157	0%	56535	Pest Control	-468	-640	-310	172	27%	-158	-51%	-960
0	-40	-40	40	100%	40	100%	53705	Equipment Rental	-345	-560	-320	215	38%	-25	-8%	-850
0	0	0	0	0%	0	0%	51038	Computer Hardware	-48	0	0	-48	0%	-48	0%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-250	-1,000	-144	750	75%	-106	-74%	-2,250
-12	0	0	-12	0%	-12	0%	51060	Office Supplies	-138	-600	-227	462	77%	89	39%	-1,150
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-202	0	-152	-202	0%	-51	-34%	0
0	0	0	0	0%	0	0%	53530	Signs	-956	-750	-36	-206	-27%	-920	-2578%	-2,750
<b>-26</b>	<b>-25</b>	<b>0</b>	<b>-1</b>	<b>-5%</b>	<b>-26</b>	<b>0%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-1,220</b>	<b>-1,450</b>	<b>-281</b>	<b>230</b>	<b>16%</b>	<b>-939</b>	<b>-334%</b>	<b>-3,400</b>
0	0	0	0	0%	0	0%	56511	Cleaning Supplies - Restaurant	0	0	-129	0	0%	129	100%	0
-31	-100	-43	69	69%	11	27%	56540	Small Tools & Equipment	-2,717	-4,600	-1,450	1,883	41%	-1,266	-87%	-8,400
0	0	0	0	0%	0	0%	56545	Safety Equipment	-915	-2,800	-917	1,885	67%	2	0%	-6,500
0	0	0	0	0%	0	0%	55532	Special Programs	-703	0	-9	-703	0%	-694	-7672%	0
								<b>Repairs &amp; Maintenance</b>								
-9	-100	-21	91	91%	11	55%	54210	General/PM	-1,063	-800	-910	-263	-33%	-153	-17%	-2,400
0	0	0	0	0%	0	0%	54220	Plumbing	-34	-500	-206	466	93%	172	84%	-750
0	0	-33	33	100%	33	100%	54240	Lighting and Electrical	-634	-400	-67	-234	-58%	-566	-840%	-600
0	0	0	0	0%	0	0%	54250	HVAC	-65	-100	-213	35	35%	148	70%	-500
0	0	0	0	0%	0	0%	54252	Carpentry	0	-600	0	600	100%	0	0%	-1,400
0	0	0	0	0%	0	0%	54256	Fire Suppression	-1,985	0	-855	-1,985	0%	-1,130	-132%	-1,850
0	0	0	0	0%	0	0%	54274	Painting	0	-300	0	300	100%	0	0%	-700
0	-200	-397	200	100%	397	100%	54290	Other Building	-808	-1,100	-1,954	292	27%	1,146	59%	-3,800
<b>-9</b>	<b>-300</b>	<b>-451</b>	<b>291</b>	<b>97%</b>	<b>442</b>	<b>98%</b>		<b>R&amp;M Building</b>	<b>-4,588</b>	<b>-3,800</b>	<b>-4,205</b>	<b>-788</b>	<b>-21%</b>	<b>-383</b>	<b>-9%</b>	<b>-12,000</b>
0	0	0	0	0%	0	0%	54310	Asphalt	0	0	-840	0	0%	840	100%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-96	0	0	-96	0%	-96	0%	0
0	0	0	0	0%	0	0%	54340	Grass/Flowers/Seed/Fertilizers	-102	0	0	-102	0%	-102	0%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-37,317	-29,560	-30,773	-7,757	-26%	-6,545	-21%	-44,400
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	-132	0	-796	-132	0%	665	83%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-37,648</b>	<b>-29,560</b>	<b>-32,409</b>	<b>-8,088</b>	<b>-27%</b>	<b>-5,238</b>	<b>-16%</b>	<b>-44,400</b>
0	0	-97	97	100%	97	100%	54412	Ski Lifts, Fixed Grip	-2,462	0	-2,725	-2,462	0%	263	10%	0
0	0	0	0	0%	0	0%	54416	Ski Lifts, Surface	0	0	-77	0	0%	77	100%	0
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
-16	-5,500	0	5,484	100%	-16	0%	54421	Snowcats	-8,211	-18,800	-8,713	10,589	56%	502	8%	-29,500
0	-100	-154	100	100%	154	100%	54426	Snowmobiles	-273	-2,850	-2,413	2,577	90%	2,140	89%	-4,600
0	0	-46	46	0%	46	100%	54443	Rolling, Heavy	-1,806	-1,300	-1,291	-506	-39%	-515	-40%	-2,100
-3,216	-300	-121	-2,916	-972%	-3,095	-2564%	54448	Rolling, Car/Truck/Bus/Van	-12,479	-5,900	-7,791	-6,579	-112%	-4,687	-60%	-9,800
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-47	-290	0	243	84%	-47	0%	-660
0	0	0	0	0%	0	0%	54499	Other Operating Equip R&M	0	-200	-244	200	100%	244	100%	-300
<b>-3,232</b>	<b>-5,900</b>	<b>-418</b>	<b>2,668</b>	<b>45%</b>	<b>-2,814</b>	<b>-673%</b>		<b>R&amp;M Equipment</b>	<b>-25,278</b>	<b>-29,340</b>	<b>-23,396</b>	<b>4,062</b>	<b>14%</b>	<b>-1,881</b>	<b>-8%</b>	<b>-47,460</b>
<b>-3,241</b>	<b>-6,200</b>	<b>-869</b>	<b>2,959</b>	<b>48%</b>	<b>-2,372</b>	<b>-273%</b>		<b>R&amp;M subtotal</b>	<b>-67,514</b>	<b>-62,700</b>	<b>-60,011</b>	<b>-4,814</b>	<b>-8%</b>	<b>-7,503</b>	<b>-13%</b>	<b>-103,860</b>
<b>-3,467</b>	<b>-6,475</b>	<b>-952</b>	<b>3,008</b>	<b>46%</b>	<b>-2,515</b>	<b>-264%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-84,780</b>	<b>-79,810</b>	<b>-71,991</b>	<b>-4,970</b>	<b>-6%</b>	<b>-12,789</b>	<b>-18%</b>	<b>-136,870</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	-613	-600	-25	-13	-2%	-588	-2353%	-750
0	0	0	0	0%	0	0%	55540	Resort Advertising	-150	0	0	-150	0%	-150	0%	0
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-30	-5,000	-515	4,970	99%	485	94%	-5,450
-1,715	-1,400	-2,107	-315	-22%	393	19%	51035	Licenses, Permits, Fees	-17,294	-15,200	-15,385	-2,094	-14%	-1,909	-12%	-24,300
-191	-50	0	-141	-281%	-191	0%	51096	Mileage Reimbursement	-461	-460	-306	-1	0%	-155	-50%	-700
0	-5	0	5	100%	0	0%	51065	Postage - General	-50	-45	-34	-5	-10%	-15	-44%	-70
0	0	0	0	0%	0	0%	52225	Over/Short	0	0	-56	0	0%	56	100%	0
0	0	0	0	0%	0	0%	52025	Insurance Expense	-100,000	-100,000	-92,400	0	0%	-7,600	-8%	-150,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Mountain Operations (210)

August 2019							Year-to-Date August 2019								
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %			
-1,905	-1,455	-2,107	-450	-31%	202	10%									
							<b>TOTAL ADMINISTRATIVE &amp; OT</b>	-118,598	-121,305	-108,721	2,707	2%	-9,877	-9%	-181,270
-10,485	-13,110	-9,498	2,625	20%	-987	-10%									
							<b>TOTAL OPERATING EXPENSES</b>	-445,588	-392,575	-367,586	-53,013	-14%	-78,002	-21%	-587,800
-27,384	-28,478	-24,347	1,094	4%	-3,037	-12%									
							<b>TOTAL PAYROLL AND OPERATI</b>	-954,019	-913,939	-816,745	-40,080	-4%	-137,273	-17%	-1,291,500
-27,384	-28,478	-24,347	1,094	4%	-3,037	-12%									
							<b>NORBO (before AO)</b>	-882,526	-877,939	-743,398	-4,587	-1%	-139,128	-19%	-1,241,500
-39,775	-39,775	0	0	0%	-39,775	0%	59025	ALLOCATED OVERHEAD (AO)	-316,156	-316,156	0	0%	-316,156	0%	-482,900
-67,159	-68,253	-24,347	1,094	2%	-42,812	-176%		<b>NOR (after AO)</b>	-1,198,682	-1,194,095	-4,587	0%	-455,284	-61%	-1,724,400
-67,159	-68,253	-24,347	1,094	2%	-42,812	-176%		T O C post AO	-1,270,175	-1,230,095	-40,080	-3%	-453,429	-56%	-1,774,400
-27,384	-28,478	-24,347	1,094	4%	-3,037	-12%		T O C pre AO	-954,019	-913,939	-40,080	-4%	-137,273	-17%	-1,291,500
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		REV to TOC (CRR%)	-05.6%	-02.9%	-09.0%	-02.7%	-92.3%	03.4%	37.3%
-67,159	-68,253	-24,347	1,094	2%	-42,812	-176%		<b>NOR AFTER Assessment Reven</b>	-1,198,682	-1,194,095	-4,587	0%	-455,284	-61%	-1,724,400

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Lift Maintenance (211)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
<b>COST OF GOODS SOLD (COGS)</b>															
<b>PAYROLL</b>															
<b>SALARIES &amp; WAGES</b>															
-966	-924	-914	-42	-4%	-52	-6%	5110...	-7,142	-7,391	-7,089	249	3%	-53	-1%	-11,100
-11,873	-13,354	-9,663	1,481	11%	-2,210	-23%	5122...	-115,899	-105,819	-70,281	-10,080	-10%	-45,618	-65%	-157,500
0	0	-3,951	0	0%	3,951	100%	5124...	0	0	-32,726	0	0%	32,726	100%	0
0	0	0	0	0%	0	0%	51227	-821	0	0	-821	0%	-821	0%	0
<b>-12,839</b>	<b>-14,278</b>	<b>-14,528</b>	<b>1,439</b>	<b>10%</b>	<b>1,689</b>	<b>12%</b>		<b>-123,862</b>	<b>-113,210</b>	<b>-110,096</b>	<b>-10,652</b>	<b>-9%</b>	<b>-13,766</b>	<b>-13%</b>	<b>-168,600</b>
-966	-924	-914	-42	-4%	-52	-6%		-7,142	-7,391	-7,089	249	3%	-53	-1%	-11,100
-11,873	-13,354	-13,614	1,481	11%	1,741	13%		-116,720	-105,819	-103,007	-10,901	-10%	-13,713	-13%	-157,500
-11,873	-13,354	-9,663	1,481	11%	-2,210	-23%		-116,720	-105,819	-70,281	-10,901	-10%	-46,439	-66%	-157,500
0	0	-3,951	0	0%	3,951	100%		0	0	-32,726	0	0%	32,726	100%	0
-24	0	-17	-24	0%	-7	-39%	51108	390	0	84	390	0%	306	364%	-14
1,858	0	-406	1,858	0%	2,264	558%	51228	-202	0	446	-202	0%	-648	-145%	0
1,834	0	-423	1,834	0%	2,257	533%		188	0	530	188	0%	-342	-65%	-14
-1.6	0.0	-13.6	-1.6	0.0	12.1	0.9		-333.4	0.0	-191.8	-333.4	0.0	-141.6	-0.7	0.0
-558.6	-528.0	-532.6	-30.6	-0.1	-26.0	0.0		-4356.1	-4167.4	-4134.0	-188.7	0.0	-222.1	-0.1	-6211.4
24.58	25.29	24.80	-0.71	-0.03	-0.22	-0.01		26.75	25.39	25.02	1.36	0.05	1.72	0.07	25.36
<b>PAYROLL BURDEN</b>															
-1,041	-1,240	-1,085	199	16%	44	4%	5130...	-9,786	-10,530	-9,653	744	7%	-133	-1%	-15,680
-1,503	-720	-1,620	-783	-109%	117	7%	5130...	-12,234	-5,710	-12,725	-6,524	-114%	491	4%	-8,520
-2,055	-2,691	-1,483	636	24%	-572	-39%	5130...	-20,088	-21,528	-12,544	1,440	7%	-7,544	-60%	-32,300
-167	-142	-159	-25	-18%	-8	-5%	5130...	-1,373	-1,136	-1,300	-237	-21%	-73	-6%	-1,700
<b>-4,766</b>	<b>-4,793</b>	<b>-4,347</b>	<b>27</b>	<b>1%</b>	<b>-418</b>	<b>-10%</b>		<b>-43,480</b>	<b>-38,904</b>	<b>-36,223</b>	<b>-4,576</b>	<b>-12%</b>	<b>-7,258</b>	<b>-20%</b>	<b>-58,200</b>
<b>PAYROLL BURDEN Total</b>															
-239	-233	-253	-6	-2%	14	5%	(513...	-2,047	-1,914	-2,078	-133	-7%	31	1%	-3,000
-4,527	-4,560	-3,273	33	1%	-1,254	-38%	(514...	-41,434	-36,990	-27,093	-4,444	-12%	-14,341	-53%	-55,200
0	0	-822	0	0%	822	100%	(514...	0	0	-7,052	0	0%	7,052	100%	0
<b>37.1%</b>	<b>33.6%</b>	<b>29.9%</b>	<b>03.6%</b>	<b>10.6%</b>	<b>07.2%</b>	<b>24.0%</b>		<b>35.1%</b>	<b>34.4%</b>	<b>32.9%</b>	<b>00.7%</b>	<b>02.2%</b>	<b>06.7%</b>	<b>34.5%</b>	
24.7%	25.2%	27.6%	-00.5%	-01.9%	-02.9%	-10.5%		28.7%	25.9%	29.3%	02.8%	10.7%	-00.7%	-02.2%	27.0%
38.1%	34.1%	33.9%	04.0%	11.7%	04.3%	12.6%		35.5%	35.0%	38.5%	00.5%	01.6%	-03.1%	-07.9%	35.0%
00.0%	00.0%	20.8%	00.0%	00.0%	-20.8%	-100.0%		00.0%	00.0%	21.5%	00.0%	00.0%	-21.5%	-100.0%	00.0%
38.1%	34.1%	30.1%	04.0%	11.7%	08.1%	26.8%		35.5%	35.0%	33.1%	00.5%	01.6%	02.4%	07.1%	35.0%
<b>-17,605</b>	<b>-19,071</b>	<b>-18,876</b>	<b>1,466</b>	<b>8%</b>	<b>1,271</b>	<b>7%</b>		<b>-167,343</b>	<b>-152,114</b>	<b>-146,319</b>	<b>-15,229</b>	<b>-10%</b>	<b>-21,024</b>	<b>-14%</b>	<b>-226,800</b>
<b>37.1%</b>	<b>33.6%</b>	<b>29.9%</b>	<b>3.6%</b>	<b>10.6%</b>	<b>7.2%</b>	<b>24.0%</b>		<b>35.1%</b>	<b>34.4%</b>	<b>32.9%</b>	<b>0.7%</b>	<b>2.2%</b>	<b>6.7%</b>	<b>34.5%</b>	
8.1%	8.7%	7.5%	-0.6%	-6.6%	0.6%	8.5%		7.9%	9.3%	8.8%	-1.4%	-15.1%	-0.9%	-9.9%	9.3%
11.7%	5.0%	11.2%	6.7%	132.2%	0.6%	5.0%		9.9%	5.0%	11.6%	4.8%	95.8%	-1.7%	-14.5%	5.1%
16.0%	18.8%	10.2%	-2.8%	-15.1%	5.8%	56.8%		16.2%	19.0%	11.4%	-2.8%	-14.7%	4.8%	42.3%	19.2%
1.3%	1.0%	1.1%	0.3%	30.8%	0.2%	18.7%		1.1%	1.0%	1.2%	0.1%	10.4%	-0.1%	-6.1%	1.0%
<b>OPERATING EXPENSES (OE)</b>															
-22	0	0	-22	0%	-22	0%	50620	-101	-750	0	649	86%	-101	0%	-1,500
-22	-30	-22	8	27%	0	0%	50630	-119	-620	-492	501	81%	373	76%	-1,050
0	0	0	0	0%	0	0%	51080	-2,309	-1,120	-1,005	-1,189	-106%	-1,304	-130%	-1,120
0	0	0	0	0%	0	0%	51095	0	-500	0	500	100%	0	0%	-500
<b>-44</b>	<b>-30</b>	<b>-22</b>	<b>-14</b>	<b>-47%</b>	<b>-22</b>	<b>-102%</b>		<b>-2,530</b>	<b>-2,990</b>	<b>-1,497</b>	<b>460</b>	<b>15%</b>	<b>-1,032</b>	<b>-69%</b>	<b>-4,170</b>
-168	-100	-140	-68	-68%	-28	-20%	5501...	-1,624	-2,070	-1,854	446	22%	230	12%	-2,900
-11	0	-11	-11	0%	0	0%	55025	-3,226	-2,540	-1,940	-686	-27%	-1,286	-66%	-3,600
-17	-20	-17	3	13%	0	-2%	55030	-138	-160	-135	22	14%	-3	-2%	-250
<b>-197</b>	<b>-120</b>	<b>-168</b>	<b>-77</b>	<b>-64%</b>	<b>-29</b>	<b>-17%</b>		<b>-4,988</b>	<b>-4,770</b>	<b>-3,929</b>	<b>-218</b>	<b>-5%</b>	<b>-1,059</b>	<b>-27%</b>	<b>-6,750</b>
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>															
-430	0	-120	-430	0%	-310	-258%	52505	-495	0	-120	-495	0%	-375	-312%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Lift Maintenance (211)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
			\$	%	\$	%						\$	%			
0	0	-18	0	0%	18	100%	53705	Equipment Rental	-91	0	-140	-91	0%	49	35%	0
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-59	0	0	-59	0%	-59	0%	0
0	-100	-206	100	100%	206	100%	56501	Operating Supplies	-2,310	-650	-865	-1,660	-255%	-1,445	-167%	-980
-422	-200	0	-222	-111%	-422	0%	56540	Small Tools & Equipment	-1,138	-1,800	-909	662	37%	-229	-25%	-2,500
-642	-100	0	-542	-542%	-642	0%	56545	Safety Equipment	-722	-800	0	78	10%	-722	0%	-1,200
<b>Repairs &amp; Maintenance</b>																
0	0	0	0	0%	0	0%	54210	General/PM	-988	0	0	-988	0%	-988	0%	0
0	0	0	0	0%	0	0%	54240	Lighting and Electrical	0	0	-15	0	0%	15	100%	0
0	0	-183	0	0%	183	100%	54274	Painting	0	0	-183	0	0%	183	100%	0
0	0	-183	0	0%	183	100%		<b>R&amp;M Building</b>	-988	0	-199	-988	0%	-789	-397%	0
-1,611	-1,500	0	-111	-7%	-1,611	0%	54412	Ski Lifts, Fixed Grip	-2,003	-5,700	-757	3,697	65%	-1,246	-165%	-9,300
0	-500	0	500	100%	0	0%	54416	Ski Lifts, Surface	-646	-1,600	-337	954	60%	-310	-92%	-2,400
0	0	-14	0	0%	14	100%	54448	Rolling, Car/Truck/Bus/Van	-65	-500	-918	435	87%	853	93%	-1,000
0	0	0	0	0%	0	0%	54499	Other Operating Equip R&M	0	-200	0	200	100%	0	0%	-400
-1,611	-2,000	-14	389	19%	-1,597	-11648%		<b>R&amp;M Equipment</b>	-2,714	-8,000	-2,012	5,286	66%	-702	-35%	-13,100
210	500	600	-290	-58%	-390	-65%	59010	Contra - Inter-Dept. Charges	13,050	17,600	16,005	-4,550	-26%	-2,955	-18%	32,400
-1,401	-1,500	403	99	7%	-1,804	-448%		<b>R&amp;M subtotal</b>	9,348	9,600	13,795	-252	-3%	-4,447	-32%	19,300
<b>-2,895</b>	<b>-1,900</b>	<b>60</b>	<b>-995</b>	<b>-52%</b>	<b>-2,955</b>	<b>-4946%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>4,533</b>	<b>6,350</b>	<b>11,761</b>	<b>-1,817</b>	<b>-29%</b>	<b>-7,228</b>	<b>-61%</b>	<b>14,620</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	-100	0	100	100%	0	0%	51035	Licenses, Permits, Fees	-490	-2,900	-1,470	2,410	83%	980	67%	-7,100
0	0	0	0	0%	0	0%	51065	Postage - General	0	0	0	0	0%	0	100%	0
0	-100	0	100	100%	0	0%		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	-490	-2,900	-1,470	2,410	83%	980	67%	-7,100
<b>-3,136</b>	<b>-2,150</b>	<b>-131</b>	<b>-986</b>	<b>-46%</b>	<b>-3,006</b>	<b>-2302%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-3,474</b>	<b>-4,310</b>	<b>4,864</b>	<b>836</b>	<b>19%</b>	<b>-8,338</b>	<b>-171%</b>	<b>-3,400</b>
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-170,817</b>	<b>-156,424</b>	<b>-141,455</b>	<b>-14,393</b>	<b>-9%</b>	<b>-29,362</b>	<b>-21%</b>	<b>-230,200</b>
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		<b>NORBO (before AO)</b>	<b>-170,817</b>	<b>-156,424</b>	<b>-141,455</b>	<b>-14,393</b>	<b>-9%</b>	<b>-29,362</b>	<b>-21%</b>	<b>-230,200</b>
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		<b>NOR (after AO)</b>	<b>-170,817</b>	<b>-156,424</b>	<b>-141,455</b>	<b>-14,393</b>	<b>-9%</b>	<b>-29,362</b>	<b>-21%</b>	<b>-230,200</b>
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		T O C post AO	-170,817	-156,424	-141,455	-14,393	-9%	-29,362	-21%	-230,200
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		T O C pre AO	-170,817	-156,424	-141,455	-14,393	-9%	-29,362	-21%	-230,200
<b>-20,741</b>	<b>-21,221</b>	<b>-19,006</b>	<b>480</b>	<b>2%</b>	<b>-1,735</b>	<b>-9%</b>		NOR AFTER Assessment Reven	-170,817	-156,424	-141,455	-14,393	-9%	-29,362	-21%	-230,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Snowmaking (212)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
<b>COST OF GOODS SOLD (COGS)</b>															
<b>PAYROLL SALARIES &amp; WAGES</b>															
0	0	0	0	0%	0	0%	5124...	-203	0	-2,534	-203	0%	2,331	92%	-24,700
0	0	0	0	0%	0	0%		-203	0	-2,534	-203	0%	2,331	92%	-24,700
0	0	0	0	0%	0	0%		-203	0	-2,534	-203	0%	2,331	92%	-24,700
0	0	0	0	0%	0	0%		-203	0	-2,534	-203	0%	2,331	92%	-24,700
0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	-7.2	0.0	0.0	7.2	1.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0		-3.0	0.0	-95.2	-3.0	0.0	92.2	1.0	-1100.9
0.00	0.00	0.00	0.00	0.00	0.00	0.00		67.06	0.00	26.61	67.06	0.00	40.45	1.52	22.44
<b>PAYROLL BURDEN</b>															
0	0	0	0	0%	0	0%	5130...	-19	0	-396	-19	0%	377	95%	-4,340
0	0	0	0	0%	0	0%	5130...	-21	0	-343	-21	0%	322	94%	-4,360
0	0	0	0	0%	0	0%		-40	0	-739	-40	0%	699	95%	-8,700
0	0	0	0	0%	0	0%	(514...	0	0	0	0	0%	0	0%	-90
0	0	0	0	0%	0	0%	(514...	-40	0	-739	-40	0%	699	95%	-8,610
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		19.7%	00.0%	29.1%	19.7%	00.0%	-09.5%	-32.4%	35.2%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		19.7%	00.0%	29.1%	19.7%	00.0%	-09.5%	-32.4%	34.9%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		19.7%	00.0%	29.1%	19.7%	00.0%	-09.5%	-32.4%	35.2%
0	0	0	0	0%	0	0%		-242	0	-3,272	-242	0%	3,030	93%	-33,400
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		19.7%	0.0%	29.1%	19.7%	0.0%	-9.5%	-32.4%	35.2%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		9.5%	0.0%	15.6%	9.5%	0.0%	-6.2%	-39.4%	17.6%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		10.2%	0.0%	13.5%	10.2%	0.0%	-3.3%	-24.4%	17.7%
<b>OPERATING EXPENSES (OE)</b>															
0	0	0	0	0%	0	0%	50630	0	0	0	0	0%	0	0%	-500
0	0	0	0	0%	0	0%		0	0	0	0	0%	0	0%	-500
-104	-50	-22	-54	-108%	-82	-372%	5501...	-2,444	-400	-6,971	-2,044	-511%	4,528	65%	-17,000
-443	-50	-413	-393	-786%	-30	-7%	55040	-2,933	-400	-18,721	-2,533	-633%	15,788	84%	-30,000
-547	-100	-435	-447	-447%	-112	-26%		-5,376	-800	-25,693	-4,576	-572%	20,316	79%	-47,000
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>															
0	0	0	0	0%	0	0%	51050	-163	0	0	-163	0%	-163	0%	0
0	0	0	0	0%	0	0%	56545	0	0	0	0	0%	0	0%	-300
<b>Repairs &amp; Maintenance</b>															
0	-1,000	-736	1,000	100%	736	100%	54419	-379	-3,500	-901	3,121	89%	522	58%	-5,400
0	0	0	0	0%	0	0%	54448	0	0	-83	0	0%	83	100%	0
0	0	-208	208	100%	0	0%	54499	0	0	-208	0	0%	208	100%	0
0	-1,000	-944	1,000	100%	944	100%		-379	-3,500	-1,192	3,121	89%	812	68%	-5,400
0	-1,000	-944	1,000	100%	944	100%		-379	-3,500	-1,192	3,121	89%	812	68%	-5,400
0	-1,000	-944	1,000	100%	944	100%		-542	-3,500	-1,192	2,958	85%	649	54%	-5,700
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>															
0	0	0	0	0%	0	0%	51065	0	0	-2	0	0%	2	100%	0
0	0	0	0	0%	0	0%		0	0	-2	0	0%	2	100%	0
-547	-1,100	-1,379	553	50%	832	60%		-5,918	-4,300	-26,886	-1,618	-38%	20,968	78%	-53,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Snowmaking (212)

August 2019						Year-to-Date August 2019										
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$	
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %				
-547	-1,100	-1,379	553	50%	832	60%										
							<b>TOTAL PAYROLL AND OPERATI</b>	-6,161	-4,300	-30,158	-1,861	-43%	23,998	80%	-86,600	
<b>-547</b>	<b>-1,100</b>	<b>-1,379</b>	<b>553</b>	<b>50%</b>	<b>832</b>	<b>60%</b>	<b>NORBO (before AO)</b>	<b>-6,161</b>	<b>-4,300</b>	<b>-30,158</b>	<b>-1,861</b>	<b>-43%</b>	<b>23,998</b>	<b>80%</b>	<b>-86,600</b>	
<b>-547</b>	<b>-1,100</b>	<b>-1,379</b>	<b>553</b>	<b>50%</b>	<b>832</b>	<b>60%</b>	<b>NOR (after AO)</b>	<b>-6,161</b>	<b>-4,300</b>	<b>-30,158</b>	<b>-1,861</b>	<b>-43%</b>	<b>23,998</b>	<b>80%</b>	<b>-86,600</b>	
-547	-1,100	-1,379	553	50%	832	60%	T O C post AO	-6,161	-4,300	-30,158	-1,861	-43%	23,998	80%	-86,600	
-547	-1,100	-1,379	553	50%	832	60%	T O C pre AO	-6,161	-4,300	-30,158	-1,861	-43%	23,998	80%	-86,600	
-547	-1,100	-1,379	553	50%	832	60%	NOR AFTER Assessment Reven	-6,161	-4,300	-30,158	-1,861	-43%	23,998	80%	-86,600	



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ski Retail (214)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	36030	Sales - Retail	121,408	115,900	93,236	5,508	5%	28,171	30%	144,700
0	0	0	0	0%	0	0%	38015	Employee Discounts	-402	-700	-1	298	43%	-401	-32041%	-1,000
0	0	0	0	0%	0	0%	38020	Discounts - Retail	-4,713	-8,700	-6,855	3,987	46%	2,141	31%	-9,700
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>116,292</b>	<b>106,500</b>	<b>86,380</b>	<b>9,792</b>	<b>9%</b>	<b>29,912</b>	<b>35%</b>	<b>134,000</b>
0	0	0	0	0%	0	0%	37020	Other Revenue	9,384	10,500	7,517	-1,116	-11%	1,868	25%	13,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>9,384</b>	<b>10,500</b>	<b>7,517</b>	<b>-1,116</b>	<b>-11%</b>	<b>1,868</b>	<b>25%</b>	<b>13,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>125,677</b>	<b>117,000</b>	<b>93,896</b>	<b>8,677</b>	<b>7%</b>	<b>31,780</b>	<b>34%</b>	<b>147,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	0	0	0%	0	0%		<b>Retail Product Cogs</b>	<b>-52,286</b>	<b>-52,900</b>	<b>-41,614</b>	<b>614</b>	<b>1%</b>	<b>-10,672</b>	<b>-26%</b>	<b>-66,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total COGS</b>	<b>-52,286</b>	<b>-52,900</b>	<b>-41,614</b>	<b>614</b>	<b>1%</b>	<b>-10,672</b>	<b>-26%</b>	<b>-66,000</b>
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Total Cogs / GREV %	-41.6%	-45.2%	-44.3%	03.6%	08.0%	02.7%	06.1%	-44.9%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Retail Product Cogs / Retail R	-45.0%	-49.7%	-48.2%	04.7%	09.5%	03.2%	06.7%	-49.3%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Retail Product Cogs / Retail R	-43.1%	-45.6%	-44.6%	02.6%	05.6%	01.6%	03.5%	-45.6%
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>73,391</b>	<b>64,100</b>	<b>52,283</b>	<b>9,291</b>	<b>14%</b>	<b>21,108</b>	<b>40%</b>	<b>81,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-966	-924	-914	-42	-4%	-52	-6%	5110...	Salaries - Exempt - Regular & Ot	-6,286	-7,391	-7,089	1,105	15%	803	11%	-11,100
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-15,390	-13,280	-10,608	-2,110	-16%	-4,782	-45%	-21,600
<b>-966</b>	<b>-924</b>	<b>-914</b>	<b>-42</b>	<b>-4%</b>	<b>-52</b>	<b>-6%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-21,676</b>	<b>-20,671</b>	<b>-17,697</b>	<b>-1,005</b>	<b>-5%</b>	<b>-3,979</b>	<b>-22%</b>	<b>-32,700</b>
-966	-924	-914	-42	-4%	-52	-6%		Salaries sub-total	-6,286	-7,391	-7,089	1,105	15%	803	11%	-11,100
0	0	0	0	0%	0	0%		Wage sub-total	-15,390	-13,280	-10,608	-2,110	-16%	-4,782	-45%	-21,600
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	-15,390	-13,280	-10,608	-2,110	-16%	-4,782	-45%	-21,600
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		PayrollDirect %ofRevenue	-17.2%	-17.7%	-18.8%	00.4%	02.4%	01.6%	08.5%	-22.2%
-24	0	-17	-24	0%	-7	-39%	51108	PTO net\$ accrual, in Salaries	1,246	0	84	1,246	0%	1,162	1383%	-14
0	0	0	0	0%	0	0%	51228	PTO net\$ accrual, in Wages FTR	0	746	746	0	0%	-746	-100%	0
-24	0	-17	-24	0%	-7	-39%		PTO net accrual, in PD Total	1,246	0	831	1,246	0%	415	50%	-14
0.0	0.0	0.0	0.0	0.0%	0.0	0.0%		Wage Overtime Hours	-48.0	0.0	-0.9	-48.0	0.0	-47.1	-50.6	0.0
0.0	0.0	0.0	0.0	0.0%	0.0	0.0%		Wage Total Hours	-703.7	-685.1	-127.3	-18.6	0.0	-576.4	-4.5	-1085.1
0.00	0.00	0.00	0.00	0.00%	0.00	0.00%		Wage ROP avg	21.87	19.39	89.20	2.49	0.13	-67.33	-0.75	19.91
<b>PAYROLL BURDEN</b>																
-72	-90	-72	18	20%	0	1%	5130...	Payroll Taxes	-2,130	-2,440	-1,870	310	13%	-260	-14%	-3,750
-104	-50	-109	-54	-107%	6	5%	5130...	Workers Compensation	-2,474	-1,970	-2,239	-504	-26%	-235	-10%	-3,350
-63	-83	-71	20	24%	8	11%	5130...	Group Insurance	-4,061	-4,180	-3,672	119	3%	-389	-11%	-6,200
<b>-239</b>	<b>-223</b>	<b>-253</b>	<b>-16</b>	<b>-7%</b>	<b>14</b>	<b>5%</b>		<b>PAYROLL BURDEN Total</b>	<b>-8,665</b>	<b>-8,590</b>	<b>-7,781</b>	<b>-75</b>	<b>-1%</b>	<b>-884</b>	<b>-11%</b>	<b>-13,300</b>
-239	-223	-253	-16	-7%	14	5%	(513...	subtotal, Burden-Salary	-2,047	-1,824	-2,078	-223	-12%	31	1%	-3,000
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	-6,618	-6,766	-5,703	148	2%	-915	-16%	-10,300
<b>24.7%</b>	<b>24.1%</b>	<b>27.6%</b>	<b>00.6%</b>	<b>02.5%</b>	<b>-02.9%</b>	<b>-10.5%</b>		<b>Burden % - on all Payroll</b>	<b>40.0%</b>	<b>41.6%</b>	<b>44.0%</b>	<b>-01.6%</b>	<b>-03.8%</b>	<b>-04.0%</b>	<b>-09.1%</b>	<b>40.7%</b>
24.7%	24.1%	27.6%	00.6%	02.5%	-02.9%	-10.5%		Burden % - Salary	32.6%	24.7%	29.3%	07.9%	31.9%	03.3%	11.1%	27.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR	43.0%	50.9%	53.8%	-07.9%	-15.6%	-10.8%	-20.0%	47.7%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR&Se	43.0%	50.9%	53.8%	-07.9%	-15.6%	-10.8%	-20.0%	47.7%
<b>-1,204</b>	<b>-1,147</b>	<b>-1,166</b>	<b>-57</b>	<b>-5%</b>	<b>-38</b>	<b>-3%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-30,341</b>	<b>-29,261</b>	<b>-25,478</b>	<b>-1,080</b>	<b>-4%</b>	<b>-4,863</b>	<b>-19%</b>	<b>-46,000</b>
<b>24.7%</b>	<b>24.1%</b>	<b>27.6%</b>	<b>0.6%</b>	<b>2.5%</b>	<b>-2.9%</b>	<b>-10.5%</b>		<b>Burden % TL</b>	<b>40.0%</b>	<b>41.6%</b>	<b>44.0%</b>	<b>-1.6%</b>	<b>-3.8%</b>	<b>-4.0%</b>	<b>-9.1%</b>	<b>40.7%</b>
7.4%	9.7%	7.9%	-2.3%	-23.7%	-0.5%	-5.9%		Payroll Taxes %	9.8%	11.8%	10.6%	-2.0%	-16.7%	-0.7%	-7.0%	11.5%
10.7%	5.4%	12.0%	5.3%	98.4%	-1.2%	-10.2%		Workers Comp %	11.4%	9.5%	12.7%	1.9%	19.7%	-1.2%	-9.8%	10.2%
6.6%	9.0%	7.8%	-2.4%	-26.9%	-1.2%	-15.7%		Group Insurance %	18.7%	20.2%	20.7%	-1.5%	-7.4%	-2.0%	-9.7%	19.0%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-13	0	0	-13	0%	-13	0%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Staff Expense</b>	<b>-13</b>	<b>0</b>	<b>0</b>	<b>-13</b>	<b>0%</b>	<b>-13</b>	<b>0%</b>	<b>0</b>
0	-100	0	100	100%	0	0%	51090	Telephone	0	-800	0	800	100%	0	0%	-1,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ski Retail (214)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %			
0	-100	0	100	100%	0	0%			0	-800	0	800	100%	0	0%	-1,200
0	0	0	0	0%	0	0%	56503	TOTAL UTILITIES	0	-800	0	800	100%	0	0%	
0	0	0	0	0%	0	0%		SUPPLIES & MAINTENANCE EXPENSE	-889	0	0	-889	0%	-889	0%	0
0	0	0	0	0%	0	0%	51060	Printed Forms/Ticket Stock	0	-50	-73	50	100%	73	100%	-100
0	0	0	0	0%	0	0%	53530	Office Supplies	0	0	0	0	0%	0	0%	-100
0	0	0	0	0%	0	0%	56501	Signs	0	-20	0	20	100%	0	0%	-80
0	0	0	0	0%	0	0%	56550	Operating Supplies	0	0	-222	0	0%	222	100%	0
0	0	0	0	0%	0	0%		Spoilage	0	0	0	0	0%	0	0%	
0	0	0	0	0%	0	0%	54499	Repairs & Maintenance	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%		Other Operating Equip R&M	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%		R&M Equipment	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%		R&M subtotal	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%		TOTAL SUPPLIES & MAIN	-889	-170	-295	-719	-423%	-594	-201%	-480
0	0	0	0	0%	0	0%		ADMINISTRATIVE & OTHER EXPENSE	0	-30	0	30	100%	0	0%	-50
0	0	0	0	0%	0	0%	51065	Postage - General	-5,823	-3,410	-1,507	-2,413	-71%	-4,317	-287%	-4,570
0	0	0	0	0%	0	0%	52220	Credit Card Expense	-5,823	-3,440	-1,507	-2,383	-69%	-4,317	-287%	-4,620
0	0	0	0	0%	0	0%		TOTAL ADMINISTRATIVE & OT	-6,725	-4,410	-1,802	-2,315	-52%	-4,923	-273%	-6,300
0	-100	0	100	100%	0	0%		TOTAL OPERATING EXPENSES	-37,066	-33,671	-27,280	-3,395	-10%	-9,786	-36%	-52,300
-1,204	-1,247	-1,166	43	3%	-38	-3%		TOTAL PAYROLL AND OPERATI								
-1,204	-1,247	-1,166	43	3%	-38	-3%		NORBO (before AO)	36,325	30,429	25,003	5,896	19%	11,322	45%	28,700
-1,204	-1,247	-1,166	43	3%	-38	-3%		NOR (after AO)	36,325	30,429	25,003	5,896	19%	11,322	45%	28,700
-1,204	-1,247	-1,166	43	3%	-38	-3%		T O C post AO	-89,352	-86,571	-68,893	-2,781	-3%	-20,459	-30%	-118,300
-1,204	-1,247	-1,166	43	3%	-38	-3%		T O C pre AO	-89,352	-86,571	-68,893	-2,781	-3%	-20,459	-30%	-118,300
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		REV to TOC (CRR%)	-140.7%	-135.1%	-136.3%	-05.5%	-04.1%	-04.4%	-03.2%	-124.3%
-1,204	-1,247	-1,166	43	3%	-38	-3%		NOR AFTER Assessment Reven	36,325	30,429	25,003	5,896	19%	11,322	45%	28,700

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ski Rental (215)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	38015	Employee Discounts	-993	0	-856	-993	0%	-137	-16%	0
0	0	0	0	0%	0	0%	38025	Promotion Discounts	0	0	-8	0	0%	8	100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>-993</b>	<b>0</b>	<b>-864</b>	<b>-993</b>	<b>0%</b>	<b>-129</b>	<b>-15%</b>	<b>0</b>
0	0	0	0	0%	0	0%	3604...	Rentals	601,616	645,000	462,082	-43,384	-7%	139,533	30%	796,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>601,616</b>	<b>645,000</b>	<b>462,082</b>	<b>-43,384</b>	<b>-7%</b>	<b>139,533</b>	<b>30%</b>	<b>796,000</b>
0	0	0	0	0%	0	0%	37020	Other Revenue	5,070	3,000	3,564	2,070	69%	1,506	42%	4,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>5,070</b>	<b>3,000</b>	<b>3,564</b>	<b>2,070</b>	<b>69%</b>	<b>1,506</b>	<b>42%</b>	<b>4,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>605,693</b>	<b>648,000</b>	<b>464,783</b>	<b>-42,307</b>	<b>-7%</b>	<b>140,911</b>	<b>30%</b>	<b>800,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>605,693</b>	<b>648,000</b>	<b>464,783</b>	<b>-42,307</b>	<b>-7%</b>	<b>140,911</b>	<b>30%</b>	<b>800,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-966	-924	-914	-42	-4%	-52	-6%	5110...	Salaries - Exempt - Regular & Ot	-7,142	-7,391	-7,089	249	3%	-53	-1%	-11,100
0	0	0	0	0%	0	0%	5124...	Wages - Seasonal	-78,566	-74,468	-65,069	-4,098	-6%	-13,496	-21%	-106,500
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-1,710	0	-827	-1,710	0%	-883	-107%	0
<b>-966</b>	<b>-924</b>	<b>-914</b>	<b>-42</b>	<b>-4%</b>	<b>-52</b>	<b>-6%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-87,418</b>	<b>-81,859</b>	<b>-72,986</b>	<b>-5,559</b>	<b>-7%</b>	<b>-14,433</b>	<b>-20%</b>	<b>-117,600</b>
-966	-924	-914	-42	-4%	-52	-6%		Salaries sub-total	-7,142	-7,391	-7,089	249	3%	-53	-1%	-11,100
0	0	0	0	0%	0	0%		Wage sub-total	-80,276	-74,468	-65,897	-5,808	-8%	-14,380	-22%	-106,500
0	0	0	0	0%	0	0%		Wage-Seasonal subsubto	-80,276	-74,468	-65,897	-5,808	-8%	-14,380	-22%	-106,500
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		PayrollDirect %ofRevenue	-14.4%	-12.6%	-15.7%	-01.8%	-14.3%	01.3%	08.1%	-14.7%
-24	0	-17	-24	0%	-7	-39%	51108	PTO net\$ accrual, in Salaries	390	0	84	390	0%	306	364%	-14
-24	0	-17	-24	0%	-7	-39%		PTO net accrual, in PD Total	390	0	84	390	0%	306	364%	-14
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Overtime Hours	-316.2	0.0	-191.9	-316.2	0.0	-124.3	-0.6	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Total Hours	-5491.5	-4850.1	-5469.9	-641.5	-0.1	-21.6	0.0	-6843.5
0.00	0.00	0.00	0.00	0.00	0.00	0.00		Wage ROP avg	14.62	15.35	12.05	-0.74	-0.05	2.57	0.21	15.56
<b>PAYROLL BURDEN</b>																
-72	-80	-72	8	10%	0	1%	5130...	Payroll Taxes	-9,884	-10,430	-8,157	546	5%	-1,727	-21%	-15,170
-104	-40	-109	-64	-159%	6	5%	5130...	Workers Compensation	-9,461	-8,270	-8,806	-1,191	-14%	-654	-7%	-12,630
-63	-83	-71	20	24%	8	11%	5130...	Group Insurance	-620	-664	-602	44	7%	-18	-3%	-1,000
<b>-239</b>	<b>-203</b>	<b>-253</b>	<b>-36</b>	<b>-18%</b>	<b>14</b>	<b>5%</b>		<b>PAYROLL BURDEN Total</b>	<b>-19,964</b>	<b>-19,364</b>	<b>-17,565</b>	<b>-600</b>	<b>-3%</b>	<b>-2,399</b>	<b>-14%</b>	<b>-28,800</b>
-239	-203	-253	-36	-18%	14	5%	(513...	subtotal, Burden-Salary	-2,047	-1,664	-2,078	-383	-23%	31	1%	-3,000
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	0	0	0	0%	0	0%	-100
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-Seasonal	-17,917	-17,700	-15,488	-217	-1%	-2,430	-16%	-25,700
<b>24.7%</b>	<b>22.0%</b>	<b>27.6%</b>	<b>02.8%</b>	<b>12.6%</b>	<b>-02.9%</b>	<b>-10.5%</b>		<b>Burden % - on all Payroll</b>	<b>22.8%</b>	<b>23.7%</b>	<b>24.1%</b>	<b>-00.8%</b>	<b>-03.5%</b>	<b>-01.2%</b>	<b>-05.1%</b>	<b>24.5%</b>
24.7%	22.0%	27.6%	02.8%	12.6%	-02.9%	-10.5%		Burden % - Salary	28.7%	22.5%	29.3%	06.1%	27.3%	-00.7%	-02.2%	27.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Burden % - Wage-Season	22.3%	23.8%	23.5%	-01.4%	-06.1%	-01.2%	-05.0%	24.1%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Burden % - Wage-FTR&Se	22.3%	23.8%	23.5%	-01.4%	-06.1%	-01.2%	-05.0%	24.2%
<b>-1,204</b>	<b>-1,127</b>	<b>-1,166</b>	<b>-77</b>	<b>-7%</b>	<b>-38</b>	<b>-3%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-107,382</b>	<b>-101,223</b>	<b>-90,551</b>	<b>-6,159</b>	<b>-6%</b>	<b>-16,831</b>	<b>-19%</b>	<b>-146,400</b>
<b>24.7%</b>	<b>22.0%</b>	<b>27.6%</b>	<b>2.8%</b>	<b>12.6%</b>	<b>-2.9%</b>	<b>-10.5%</b>		<b>Burden % TL</b>	<b>22.8%</b>	<b>23.7%</b>	<b>24.1%</b>	<b>-0.8%</b>	<b>-3.5%</b>	<b>-1.2%</b>	<b>-5.1%</b>	<b>24.5%</b>
7.4%	8.7%	7.9%	-1.2%	-14.2%	-0.5%	-5.9%		Payroll Taxes %	11.3%	12.7%	11.2%	-1.4%	-11.3%	0.1%	1.2%	12.9%
10.7%	4.3%	12.0%	6.4%	148.0%	-1.2%	-10.2%		Workers Comp %	10.8%	10.1%	12.1%	0.7%	7.1%	-1.2%	-10.3%	10.7%
6.6%	9.0%	7.8%	-2.4%	-26.9%	-1.2%	-15.7%		Group Insurance %	0.7%	0.8%	0.8%	-0.1%	-12.6%	-0.1%	-14.1%	0.9%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50530	Employee Meals	0	-150	0	150	100%	0	0%	-150
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-329	-50	-120	-279	-558%	-209	-174%	-500
0	0	0	0	0%	0	0%	50625	Employee Relations	-193	-350	-41	157	45%	-152	-371%	-500
0	0	0	0	0%	0	0%	50630	Uniforms	0	0	0	0	0%	0	0%	-500
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-100	-100	100	100%	100	100%	-400
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Staff Expense</b>	<b>-522</b>	<b>-650</b>	<b>-261</b>	<b>128</b>	<b>20%</b>	<b>-261</b>	<b>-100%</b>	<b>-2,050</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ski School (220)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
0	0	0	0	0%	0	0%	35597	Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	0	0	135	0	0%	-135	-100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Direct Access &amp; Use</b>	<b>22,629</b>	<b>12,500</b>	<b>14,104</b>	<b>10,129</b>	<b>81%</b>	<b>8,525</b>	<b>60%</b>	<b>14,000</b>
<b>Cost of Goods Sold (COGS)</b>																
0	0	0	0	0%	0	0%	38015	Employee Discounts	-55	0	0	-55	0%	-55	0%	0
0	0	0	0	0%	0	0%	38020	Discounts - Retail	-75	0	0	-75	0%	-75	0%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>-129</b>	<b>0</b>	<b>0</b>	<b>-129</b>	<b>0%</b>	<b>-129</b>	<b>0%</b>	<b>0</b>
0	0	0	0	0%	0	0%	(355...	Lessons - Group	236,596	263,700	150,307	-27,104	-10%	86,288	57%	318,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	363,859	247,400	271,486	116,459	47%	92,373	34%	329,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>921,259</b>	<b>738,500</b>	<b>638,129</b>	<b>182,759</b>	<b>25%</b>	<b>283,130</b>	<b>44%</b>	<b>938,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>943,759</b>	<b>751,000</b>	<b>652,233</b>	<b>192,759</b>	<b>26%</b>	<b>291,526</b>	<b>45%</b>	<b>952,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>943,759</b>	<b>751,000</b>	<b>652,233</b>	<b>192,759</b>	<b>26%</b>	<b>291,526</b>	<b>45%</b>	<b>952,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-1,931	-1,847	-2,255	-84	-5%	323	14%	5110...	Salaries - Exempt - Regular & Ot	-76,711	-74,610	-73,153	-2,101	-3%	-3,558	-5%	-115,500
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	0	0	-1,426	0	0%	1,426	100%	0
0	0	0	0	0%	0	0%	5124...	Wages - Seasonal	-242,936	-202,091	-203,321	-40,845	-20%	-39,615	-19%	-295,600
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-15,315	-12,500	-20,635	-2,815	-23%	5,320	26%	-16,500
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	-274	0	0	-274	0%	-274	0%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-3,291	0	-2,500	-3,291	0%	-790	-32%	0
<b>-1,931</b>	<b>-1,847</b>	<b>-2,255</b>	<b>-84</b>	<b>-5%</b>	<b>323</b>	<b>14%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-338,526</b>	<b>-289,201</b>	<b>-301,034</b>	<b>-49,325</b>	<b>-17%</b>	<b>-37,492</b>	<b>-12%</b>	<b>-427,600</b>
-1,931	-1,847	-2,255	-84	-5%	323	14%		Salaries sub-total	-76,985	-74,610	-73,153	-2,375	-3%	-3,832	-5%	-115,500
0	0	0	0	0%	0	0%		Wage sub-total	-261,541	-214,591	-227,881	-46,950	-22%	-33,660	-15%	-312,100
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	0	0	-1,426	0	0%	1,426	100%	0
0	0	0	0	0%	0	0%		Wage-Seasonal subsubto	-261,541	-214,591	-226,456	-46,950	-22%	-35,086	-15%	-312,100
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		PayrollDirect %ofRevenue	-35.9%	-38.5%	-46.2%	02.6%	06.9%	10.3%	22.3%	-44.9%
-48	0	-461	-48	0%	413	90%	51108	PTO net\$ accrual, in Salaries	-1,153	0	-718	-1,153	0%	-434	-60%	-38
0	0	0	0	0%	0	0%	51228	PTO net\$ accrual, in Wages FTR	0	0	-1,426	0	0%	1,426	100%	0
-48	0	-461	-48	0%	413	90%		PTO net accrual, in PD Total	-1,153	0	-2,144	-1,153	0%	991	46%	-38
0.0	0.0	0.0	0.0	0.0%	0.0	0.0%		Wage Overtime Hours	-432.0	0.0	-267.8	-432.0	0.0	-164.1	-0.6	0.0
0.0	0.0	0.0	0.0	0.0%	0.0	0.0%		Wage Total Hours	-17029.1	-13778.9	-14799.8	-3250.2	-0.2	-2229.3	-0.2	-19647.8
0.00	0.00	0.00	0.00	0.00%	0.00	0.00%		Wage ROP avg	15.36	15.57	15.30	-0.22	-0.01	0.06	0.00	15.88
<b>PAYROLL BURDEN</b>																
-143	-160	-144	17	10%	1	1%	5130...	Payroll Taxes	-33,517	-32,550	-29,021	-967	-3%	-4,496	-15%	-49,040
-207	-180	-219	-27	-15%	11	5%	5130...	Workers Compensation	-35,526	-31,230	-35,287	-4,296	-14%	-239	-1%	-46,760
-134	-176	-141	42	24%	6	5%	5130...	Group Insurance	-11,429	-11,779	-10,218	350	3%	-1,211	-12%	-17,900
0	0	0	0	0%	0	0%	5130...	Retirement Plan	-1,151	-1,465	-1,106	314	21%	-44	-4%	-2,300
<b>-485</b>	<b>-516</b>	<b>-504</b>	<b>31</b>	<b>6%</b>	<b>19</b>	<b>4%</b>		<b>PAYROLL BURDEN Total</b>	<b>-81,623</b>	<b>-77,024</b>	<b>-75,632</b>	<b>-4,599</b>	<b>-6%</b>	<b>-5,991</b>	<b>-8%</b>	<b>-116,000</b>
-485	-516	-504	31	6%	19	4%	(513...	subtotal, Burden-Salary	-26,196	-27,634	-25,792	1,438	5%	-404	-2%	-42,600
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	-400	0	400	100%	0	0%	-780
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-Seasonal	-55,427	-48,990	-49,840	-6,437	-13%	-5,586	-11%	-72,620
<b>25.1%</b>	<b>27.9%</b>	<b>22.3%</b>	<b>-02.8%</b>	<b>-10.1%</b>	<b>02.8%</b>	<b>12.4%</b>		<b>Burden % - on all Payroll</b>	<b>24.1%</b>	<b>26.6%</b>	<b>25.1%</b>	<b>-02.5%</b>	<b>-09.5%</b>	<b>-01.0%</b>	<b>-04.0%</b>	<b>27.1%</b>
25.1%	27.9%	22.3%	-02.8%	-10.1%	02.8%	12.4%		Burden % - Salary	34.0%	37.0%	35.3%	-03.0%	-08.1%	-01.2%	-03.5%	36.9%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-Season	21.2%	22.8%	22.0%	-01.6%	-07.2%	-00.8%	-03.7%	23.3%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR&Se	21.2%	23.0%	21.9%	-01.8%	-07.9%	-00.7%	-03.1%	23.5%
<b>-2,416</b>	<b>-2,363</b>	<b>-2,758</b>	<b>-53</b>	<b>-2%</b>	<b>342</b>	<b>12%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-420,149</b>	<b>-366,225</b>	<b>-376,666</b>	<b>-53,924</b>	<b>-15%</b>	<b>-43,482</b>	<b>-12%</b>	<b>-543,600</b>
<b>25.1%</b>	<b>27.9%</b>	<b>22.3%</b>	<b>-2.8%</b>	<b>-10.1%</b>	<b>2.8%</b>	<b>12.4%</b>		<b>Burden % TL</b>	<b>24.1%</b>	<b>26.6%</b>	<b>25.1%</b>	<b>-2.5%</b>	<b>-9.5%</b>	<b>-1.0%</b>	<b>-4.0%</b>	<b>27.1%</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ski School (220)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
			\$	%	\$	%						\$	%	\$	%	
7.4%	8.7%	6.4%	-1.2%	-14.3%	1.0%	16.0%						-1.4%	-12.0%	0.3%	2.7%	11.5%
10.7%	9.7%	9.7%	1.0%	10.2%	1.0%	10.7%						-0.3%	-2.8%	-1.2%	-10.5%	10.9%
7.0%	9.5%	6.2%	-2.6%	-27.0%	0.7%	11.5%						-0.7%	-17.1%	0.0%	-0.5%	4.2%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%						-0.2%	-32.9%	0.0%	-7.5%	0.5%
0	0	0	0	0%	0	0%	50530	Payroll Taxes %	9.9%	11.3%	9.6%	-1.4%	-12.0%	0.3%	2.7%	11.5%
0	0	0	0	0%	0	0%	50610	Workers Comp %	10.5%	10.8%	11.7%	-0.3%	-2.8%	-1.2%	-10.5%	10.9%
0	0	0	0	0%	0	0%	50620	Group Insurance %	3.4%	4.1%	3.4%	-0.7%	-17.1%	0.0%	-0.5%	4.2%
0	0	0	0	0%	0	0%	50625	Retirement %	0.3%	0.5%	0.4%	-0.2%	-32.9%	0.0%	-7.5%	0.5%
0	0	0	0	0%	0	0%	50630	<b>OPERATING EXPENSES (OE)</b>								
0	0	0	0	0%	0	0%	51080	Employee Meals	-849	-750	-748	-99	-13%	-100	-13%	-1,100
0	0	0	0	0%	0	0%	51095	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
0	0	0	0	0%	0	0%	51090	Employee Dev/Training	-200	-2,800	-720	2,600	93%	520	72%	-3,150
0	0	0	0	0%	0	0%	55005	Employee Relations	-785	-1,100	-464	315	29%	-321	-69%	-1,400
0	0	0	0	0%	0	0%	55550	Uniforms	0	0	-23	0	0%	23	100%	-1,500
0	0	0	0	0%	0	0%	55550	Seminars & Conferences	0	0	0	0	0%	0	0%	-400
0	0	0	0	0%	0	0%	55550	Travel/Meeting Expense	0	0	0	0	0%	0	0%	-600
0	0	0	0	0%	0	0%		<b>Total Staff Expense</b>	<b>-2,073</b>	<b>-4,650</b>	<b>-1,956</b>	<b>2,577</b>	<b>55%</b>	<b>-118</b>	<b>-6%</b>	<b>-8,150</b>
0	0	0	0	0%	0	0%	51090	Telephone	-120	0	0	-120	0%	-120	0%	0
0	0	0	0	0%	0	0%	55005	Disposal Fees	-384	-600	-395	216	36%	12	3%	-750
0	0	0	0	0%	0	0%		<b>TOTAL UTILITIES</b>	<b>-504</b>	<b>-600</b>	<b>-395</b>	<b>96</b>	<b>16%</b>	<b>-108</b>	<b>-27%</b>	<b>-750</b>
0	0	0	0	0%	0	0%		<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	56503	Printed Forms/Ticket Stock	0	-300	0	300	100%	0	0%	-500
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	0	-206	0	0%	206	100%	-500
0	0	-31	0	0%	31	100%	51060	Office Supplies	0	-400	-31	400	100%	31	100%	-600
0	0	0	0	0%	0	0%	51061	Toner Cartridges	0	0	-54	0	0%	54	100%	0
0	0	0	0	0%	0	0%	53530	Signs	0	-150	0	150	100%	0	0%	-650
0	0	0	0	0%	0	0%	56501	<b>Operating Supplies</b>	<b>-1,282</b>	<b>-3,600</b>	<b>-2,038</b>	<b>2,318</b>	<b>64%</b>	<b>757</b>	<b>37%</b>	<b>-5,400</b>
0	0	0	0	0%	0	0%	56540	Small Tools & Equipment	0	-650	-33	650	100%	33	100%	-1,200
0	0	0	0	0%	0	0%	56545	Safety Equipment	0	-800	0	800	100%	0	0%	-1,500
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
0	0	0	0	0%	0	0%		<b>Repairs &amp; Maintenance</b>								
0	0	-31	0	0%	31	100%		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-3,103</b>	<b>-7,400</b>	<b>-4,093</b>	<b>4,297</b>	<b>58%</b>	<b>990</b>	<b>24%</b>	<b>-11,850</b>
0	0	0	0	0%	0	0%		<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	55520	Promotion Expense	0	0	-32	0	0%	32	100%	0
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-114	-500	-554	386	77%	440	79%	-1,100
0	0	29	0	0%	-29	-100%	51096	Mileage Reimbursement	-39	-200	-328	161	81%	289	88%	-300
0	0	0	0	0%	0	0%	51065	Postage - General	-1	-40	-29	39	98%	28	97%	-50
0	0	0	0	0%	0	0%	51547	Printing - Other	-138	0	0	-138	0%	-138	0%	0
0	0	0	0	0%	0	0%	52215	Collection Expense	0	0	-279	0	0%	279	100%	0
0	0	0	0	0%	0	0%	52225	Over/Short	0	0	-36	0	0%	36	100%	0
0	0	29	0	0%	-29	-100%		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-291</b>	<b>-740</b>	<b>-1,259</b>	<b>449</b>	<b>61%</b>	<b>967</b>	<b>77%</b>	<b>-1,450</b>
0	0	-2	0	0%	2	100%		<b>TOTAL OPERATING EXPENSES</b>	<b>-5,972</b>	<b>-13,390</b>	<b>-7,703</b>	<b>7,418</b>	<b>55%</b>	<b>1,731</b>	<b>22%</b>	<b>-22,200</b>
-2,416	-2,363	-2,760	-53	-2%	344	12%		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-426,121</b>	<b>-379,615</b>	<b>-384,369</b>	<b>-46,506</b>	<b>-12%</b>	<b>-41,751</b>	<b>-11%</b>	<b>-565,800</b>
-2,416	-2,363	-2,760	-53	-2%	344	12%		<b>NORBO (before AO)</b>	<b>517,638</b>	<b>371,385</b>	<b>267,864</b>	<b>146,253</b>	<b>39%</b>	<b>249,774</b>	<b>93%</b>	<b>386,200</b>
-2,416	-2,363	-2,760	-53	-2%	344	12%		<b>NOR (after AO)</b>	<b>517,638</b>	<b>371,385</b>	<b>267,864</b>	<b>146,253</b>	<b>39%</b>	<b>249,774</b>	<b>93%</b>	<b>386,200</b>
-2,416	-2,363	-2,760	-53	-2%	344	12%		T O C post AO	-426,121	-379,615	-384,369	-46,506	-12%	-41,751	-11%	-565,800
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		T O C pre AO	-426,121	-379,615	-384,369	-46,506	-12%	-41,751	-11%	-565,800
-2,416	-2,363	-2,760	-53	-2%	344	12%		REV to TOC (CRR%)	-221.5%	-197.8%	-169.7%	-23.6%	-12.0%	-51.8%	-30.5%	-168.3%
-2,416	-2,363	-2,760	-53	-2%	344	12%		<b>NOR AFTER Assessment Reven</b>	<b>517,638</b>	<b>371,385</b>	<b>267,864</b>	<b>146,253</b>	<b>39%</b>	<b>249,774</b>	<b>93%</b>	<b>386,200</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ticket Office Administration (240)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	0	0	0%	0	0%	35570	Ski Passes - Public	89,864	17,000	40,220	72,864	429%	49,644	123%	20,000
0	0	0	0	0%	0	0%	35575	Ski Passes - P.O.	84,450	45,000	61,195	39,450	88%	23,255	38%	54,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Direct Access &amp; Use</b>	<b>1,518,287</b>	<b>1,175,400</b>	<b>791,870</b>	<b>342,887</b>	<b>29%</b>	<b>726,417</b>	<b>92%</b>	<b>1,462,800</b>
0	0	0	0	0%	0	0%	38025	Promotion Discounts	-1,244	-2,000	-411	756	38%	-834	-203%	-2,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>Total Retail Product Reven</b>	<b>-1,244</b>	<b>-2,000</b>	<b>-411</b>	<b>756</b>	<b>38%</b>	<b>-834</b>	<b>-203%</b>	<b>-2,000</b>
563	0	0	563	0%	563	0%	37020	Other Revenue	4,568	3,600	3,375	968	27%	1,193	35%	4,200
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>4,568</b>	<b>3,600</b>	<b>3,375</b>	<b>968</b>	<b>27%</b>	<b>1,193</b>	<b>35%</b>	<b>4,200</b>
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>GROSS REVENUE (GREV)</b>	<b>1,521,610</b>	<b>1,177,000</b>	<b>794,835</b>	<b>344,610</b>	<b>29%</b>	<b>726,776</b>	<b>91%</b>	<b>1,465,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>563</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0%</b>	<b>563</b>	<b>0%</b>		<b>Gross Margin (GREV-COG)</b>	<b>1,521,610</b>	<b>1,177,000</b>	<b>794,835</b>	<b>344,610</b>	<b>29%</b>	<b>726,776</b>	<b>91%</b>	<b>1,465,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-965	-924	-914	-41	-4%	-52	-6%	5110...	Salaries - Exempt - Regular & Ot	-26,318	-24,451	-25,518	-1,867	-8%	-800	-3%	-36,700
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-462	0	0	-462	0%	-462	0%	0
0	0	0	0	0%	0	0%	5124...	Wages - Seasonal	-39,712	-44,318	-38,875	4,606	10%	-837	-2%	-61,300
0	0	0	0	0%	0	0%	5122...	Wages-FTR-Commissions	-534	0	-1,748	-534	0%	1,214	69%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-1,402	0	-926	-1,402	0%	-476	-51%	0
<b>-965</b>	<b>-924</b>	<b>-914</b>	<b>-41</b>	<b>-4%</b>	<b>-52</b>	<b>-6%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-68,428</b>	<b>-68,769</b>	<b>-67,068</b>	<b>341</b>	<b>0%</b>	<b>-1,361</b>	<b>-2%</b>	<b>-98,000</b>
-965	-924	-914	-41	-4%	-52	-6%		Salaries sub-total	-26,318	-24,451	-25,518	-1,867	-8%	-800	-3%	-36,700
0	0	0	0	0%	0	0%		Wage sub-total	-42,110	-44,318	-41,550	2,208	5%	-561	-1%	-61,300
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	-996	0	-1,748	-996	0%	752	43%	0
0	0	0	0	0%	0	0%		Wage-Seasonal subsubto	-41,114	-44,318	-39,801	3,204	7%	-1,313	-3%	-61,300
-171.6%	00.0%	00.0%	-171.6%	00.0%	-171.6%	00.0%		PayrollDirect %ofRevenue	-04.5%	-05.8%	-08.4%	01.3%	23.0%	03.9%	46.7%	-06.7%
-24	0	-17	-24	0%	-7	-39%	51108	PTO net\$ accrual, in Salaries	390	0	84	390	0%	306	364%	-25
-24	0	-17	-24	0%	-7	-39%		PTO net accrual, in PD Total	390	0	84	390	0%	306	364%	-25
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Overtime Hours	-94.0	0.0	-42.4	-94.0	0.0	-51.7	-1.2	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Total Hours	-2763.1	-2855.9	-2780.5	92.8	0.0	17.3	0.0	-3896.9
0.00	0.00	0.00	0.00	0.00	0.00	0.00		Wage ROP avg	15.24	15.52	14.94	-0.28	-0.02	0.30	0.02	15.73
<b>PAYROLL BURDEN</b>																
-72	-90	-72	18	20%	0	1%	5130...	Payroll Taxes	-7,531	-8,740	-7,491	1,209	14%	-40	-1%	-12,510
-104	-110	-109	6	6%	6	5%	5130...	Workers Compensation	-7,423	-8,550	-7,998	1,127	13%	575	7%	-11,990
-63	-83	-71	20	24%	8	11%	5130...	Group Insurance	-620	-664	-602	44	7%	-18	-3%	-1,000
0	0	0	0	0%	0	0%	5130...	Retirement Plan	-582	0	0	-582	0%	-582	0%	0
<b>-239</b>	<b>-283</b>	<b>-253</b>	<b>44</b>	<b>16%</b>	<b>14</b>	<b>5%</b>		<b>PAYROLL BURDEN Total</b>	<b>-16,155</b>	<b>-17,954</b>	<b>-16,090</b>	<b>1,799</b>	<b>10%</b>	<b>-65</b>	<b>0%</b>	<b>-25,500</b>
-239	-283	-253	44	16%	14	5%	(513...	subtotal, Burden-Salary	-6,607	-6,124	-6,240	-483	-8%	-367	-6%	-9,000
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	-68	0	0	-68	0%	-68	0%	170
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-Seasonal	-9,481	-11,830	-9,850	2,349	20%	370	4%	-16,670
<b>24.7%</b>	<b>30.6%</b>	<b>27.6%</b>	<b>-05.9%</b>	<b>-19.2%</b>	<b>-02.9%</b>	<b>-10.5%</b>		<b>Burden % - on all Payroll</b>	<b>23.6%</b>	<b>26.1%</b>	<b>24.0%</b>	<b>-02.5%</b>	<b>-09.6%</b>	<b>-00.4%</b>	<b>-01.6%</b>	<b>26.0%</b>
24.7%	30.6%	27.6%	-05.9%	-19.2%	-02.9%	-10.5%		Burden % - Salary	25.1%	25.0%	24.5%	00.1%	00.2%	00.7%	02.7%	24.5%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR	06.8%	00.0%	00.0%	06.8%	00.0%	06.8%	00.0%	00.0%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-Season	23.1%	26.7%	24.7%	-03.6%	-13.6%	-01.7%	-06.8%	27.2%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR&Se	22.7%	26.7%	23.7%	-04.0%	-15.1%	-01.0%	-04.4%	26.9%
<b>-1,204</b>	<b>-1,207</b>	<b>-1,167</b>	<b>3</b>	<b>0%</b>	<b>-38</b>	<b>-3%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-84,584</b>	<b>-86,723</b>	<b>-83,158</b>	<b>2,139</b>	<b>2%</b>	<b>-1,426</b>	<b>-2%</b>	<b>-123,500</b>
<b>24.7%</b>	<b>30.6%</b>	<b>27.6%</b>	<b>-5.9%</b>	<b>-19.2%</b>	<b>-2.9%</b>	<b>-10.5%</b>		<b>Burden % TL</b>	<b>23.6%</b>	<b>26.1%</b>	<b>24.0%</b>	<b>-2.5%</b>	<b>-9.6%</b>	<b>-0.4%</b>	<b>-1.6%</b>	<b>26.0%</b>
7.4%	9.7%	7.9%	-2.3%	-23.8%	-0.5%	-6.0%		Payroll Taxes %	11.0%	12.7%	11.2%	-1.7%	-13.4%	-0.2%	-1.5%	12.8%
10.7%	11.9%	12.0%	-1.2%	-9.7%	-1.2%	-10.2%		Workers Comp %	10.8%	12.4%	11.9%	-1.6%	-12.8%	-1.1%	-9.0%	12.2%
6.6%	9.0%	7.8%	-2.4%	-26.9%	-1.2%	-15.7%		Group Insurance %	0.9%	1.0%	0.9%	-0.1%	-6.2%	0.0%	0.9%	1.0%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Ticket Office Administration (240)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %	Variance \$	Var %	
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					0.9%	0.0%	0.9%	0.0%	0.0%
0	0	0	0	0%	0	0%	50625	0	-250	0	250	100%	0	0%	-300
0	0	0	0	0%	0	0%	50630	0	0	-100	0	0%	100	100%	-500
<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>-250</b>	<b>-100</b>	<b>250</b>	<b>100%</b>	<b>100</b>	<b>100%</b>	<b>-800</b>
0	0	0	0	0%	0	0%	56503	-2,167	-5,000	-4,231	2,833	57%	2,064	49%	-6,500
0	0	0	0	0%	0	0%	51050	-90	0	0	-90	0%	-90	0%	-150
0	0	0	0	0%	0	0%	51060	-561	-350	-13	-211	-60%	-548	-4350%	-550
0	0	0	0	0%	0	0%	51061	-703	0	-534	-703	0%	-169	-32%	0
0	0	0	0	0%	0	0%	53530	0	-250	0	250	100%	0	0%	-750
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>56501</b>	<b>-410</b>	<b>-950</b>	<b>0</b>	<b>540</b>	<b>57%</b>	<b>-410</b>	<b>0%</b>	<b>-1,300</b>
0	0	0	0	0%	0	0%	56540	0	-100	-24	100	100%	24	100%	-200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>-3,931</b>	<b>-6,650</b>	<b>-4,802</b>	<b>2,719</b>	<b>41%</b>	<b>871</b>	<b>18%</b>	<b>-9,450</b>
0	0	0	0	0%	0	0%	51070	0	0	-40	0	0%	40	100%	0
0	0	0	0	0%	0	0%	51096	0	0	0	0	0%	0	0%	-100
0	0	0	0	0%	0	0%	51065	-27	-30	-5	3	10%	-21	-400%	-50
0	0	0	0	0%	0	0%	56601	0	0	-71	0	0%	71	100%	0
0	0	0	0	0%	0	0%	52215	-75	0	-186	-75	0%	111	60%	0
0	0	0	0	0%	0	0%	52220	-46,203	-44,860	-30,443	-1,343	-3%	-15,760	-52%	-55,900
0	0	0	0	0%	0	0%	52225	0	0	-5	0	0%	5	100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>-46,305</b>	<b>-44,890</b>	<b>-30,750</b>	<b>-1,415</b>	<b>-3%</b>	<b>-15,555</b>	<b>-51%</b>	<b>-56,050</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>-50,236</b>	<b>-51,790</b>	<b>-35,652</b>	<b>1,554</b>	<b>3%</b>	<b>-14,584</b>	<b>-41%</b>	<b>-66,300</b>
<b>-1,204</b>	<b>-1,207</b>	<b>-1,167</b>	<b>3</b>	<b>0%</b>	<b>-38</b>	<b>-3%</b>		<b>-134,820</b>	<b>-138,513</b>	<b>-118,810</b>	<b>3,693</b>	<b>3%</b>	<b>-16,010</b>	<b>-13%</b>	<b>-189,800</b>
<b>-642</b>	<b>-1,207</b>	<b>-1,167</b>	<b>565</b>	<b>47%</b>	<b>525</b>	<b>45%</b>		<b>1,386,790</b>	<b>1,038,487</b>	<b>676,025</b>	<b>348,303</b>	<b>34%</b>	<b>710,765</b>	<b>105%</b>	<b>1,275,200</b>
<b>-642</b>	<b>-1,207</b>	<b>-1,167</b>	<b>565</b>	<b>47%</b>	<b>525</b>	<b>45%</b>		<b>1,386,790</b>	<b>1,038,487</b>	<b>676,025</b>	<b>348,303</b>	<b>34%</b>	<b>710,765</b>	<b>105%</b>	<b>1,275,200</b>
-1,204	-1,207	-1,167	3	0%	-38	-3%		-134,820	-138,513	-118,810	3,693	3%	-16,010	-13%	-189,800
-1,204	-1,207	-1,167	3	0%	-38	-3%		-134,820	-138,513	-118,810	3,693	3%	-16,010	-13%	-189,800
-46.7%	00.0%	00.0%	-46.7%	00.0%	-46.7%	00.0%		-1128.6%	-849.7%	-669.0%	-278.9%	-32.8%	-459.6%	-68.7%	-771.9%
<b>-642</b>	<b>-1,207</b>	<b>-1,167</b>	<b>565</b>	<b>47%</b>	<b>525</b>	<b>45%</b>		<b>1,386,790</b>	<b>1,038,487</b>	<b>676,025</b>	<b>348,303</b>	<b>34%</b>	<b>710,765</b>	<b>105%</b>	<b>1,275,200</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Snowplay (216)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
0	0	0	0	0%	0	0%	36053	Revenue								
								<b>ALLOCATED RECREATION FEES</b>	<b>21,779</b>	<b>17,000</b>	<b>5,455</b>	<b>4,779</b>	<b>28%</b>	<b>16,323</b>	<b>299%</b>	<b>23,000</b>
0	0	0	0	0%	0	0%	35594	Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100
0	0	0	0	0%	0	0%	35596	Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400
0	0	0	0	0%	0	0%	35595	Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600
0	0	0	0	0%	0	0%		<b>Total Direct Access &amp; Use</b>	<b>149,565</b>	<b>168,200</b>	<b>115,277</b>	<b>-18,635</b>	<b>-11%</b>	<b>34,288</b>	<b>30%</b>	<b>246,100</b>
0	0	0	0	0%	0	0%	3310...	Food	3,398	6,900	5,041	-3,502	-51%	-1,642	-33%	10,100
0	0	0	0	0%	0	0%		Food Discounts	-42	0	-193	-42	0%	151	78%	0
0	0	0	0	0%	0	0%	33152	EE Discounts	-42	0	-182	-42	0%	140	77%	0
0	0	0	0	0%	0	0%	3316...	Marketing Discounts	0	0	-11	0	0%	11	100%	0
0	0	0	0	0%	0	0%	33180	Food NA Beverage	2,273	0	2,508	2,273	0%	-235	-9%	0
0	0	0	0	0%	0	0%		<b>Food subtotal</b>	<b>5,629</b>	<b>6,900</b>	<b>7,356</b>	<b>-1,271</b>	<b>-18%</b>	<b>-1,727</b>	<b>-23%</b>	<b>10,100</b>
0	0	0	0	0%	0	0%		<b>Total Food and Beverage</b>	<b>5,629</b>	<b>6,900</b>	<b>7,356</b>	<b>-1,271</b>	<b>-18%</b>	<b>-1,727</b>	<b>-23%</b>	<b>10,100</b>
0	0	0	0	0%	0	0%		<b>F&amp;B Revenue by Segment:</b>	<b>5,629</b>	<b>0</b>	<b>7,392</b>	<b>5,629</b>	<b>0%</b>	<b>-1,762</b>	<b>-24%</b>	<b>0</b>
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	5,629	0	7,392	5,629	0%	-1,762	-24%	0
0	0	0	0	0%	0	0%	36030	Sales - Retail	791	1,900	902	-1,109	-58%	-111	-12%	2,800
0	0	0	0	0%	0	0%	38015	Employee Discounts	-72	0	-46	-72	0%	-26	-57%	0
0	0	0	0	0%	0	0%		<b>Total Retail Product Reven</b>	<b>719</b>	<b>1,900</b>	<b>856</b>	<b>-1,181</b>	<b>-62%</b>	<b>-137</b>	<b>-16%</b>	<b>2,800</b>
0	0	0	0	0%	0	0%		<b>GROSS REVENUE (GREV)</b>	<b>177,691</b>	<b>194,000</b>	<b>128,944</b>	<b>-16,309</b>	<b>-8%</b>	<b>48,748</b>	<b>38%</b>	<b>282,000</b>
								<b>COST OF GOODS SOLD (COGS)</b>								
0	0	0	0	0%	0	0%	43110	Meat	-399	0	-466	-399	0%	67	14%	0
0	0	0	0	0%	0	0%	43130	Produce	0	0	-13	0	0%	13	100%	0
0	0	0	0	0%	0	0%	43140	Dairy	-48	0	-43	-48	0%	-5	-11%	0
0	0	0	0	0%	0	0%	43150	NA Beverage	-337	0	-372	-337	0%	36	10%	0
0	0	0	0	0%	0	0%	43160	Food Other	-561	-2,100	-867	1,539	73%	306	35%	-2,900
0	0	0	0	0%	0	0%		<b>Food Cogs</b>	<b>-1,345</b>	<b>-2,100</b>	<b>-1,762</b>	<b>755</b>	<b>36%</b>	<b>417</b>	<b>24%</b>	<b>-2,900</b>
0	0	0	0	0%	0	0%		<b>Retail Product Cogs</b>	<b>-521</b>	<b>-800</b>	<b>-383</b>	<b>279</b>	<b>35%</b>	<b>-138</b>	<b>-36%</b>	<b>-1,100</b>
0	0	0	0	0%	0	0%		<b>Total COGS</b>	<b>-1,866</b>	<b>-2,900</b>	<b>-2,145</b>	<b>1,034</b>	<b>36%</b>	<b>279</b>	<b>13%</b>	<b>-4,000</b>
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Total Cogs / GREV %	-01.1%	-01.5%	-01.7%	00.4%	29.7%	00.6%	36.9%	-01.4%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Retail Product Cogs / Retail R	-72.5%	-42.1%	-44.8%	-30.4%	-72.2%	-27.7%	-61.9%	-39.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Retail Product Cogs / Retail R	-65.9%	-42.1%	-42.5%	-23.8%	-56.6%	-23.4%	-55.1%	-39.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		F&B Cogs / F&B Rev %	-23.9%	-30.4%	-30.4%	06.5%	21.5%	00.1%	00.2%	-28.7%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Food %, preDiscounts	-23.7%	-30.4%	-23.3%	06.7%	22.1%	-00.4%	-01.6%	-28.7%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Food %, postDiscounts	-23.9%	-30.4%	-24.0%	06.5%	21.5%	00.1%	00.2%	-28.7%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Food NA Beverage %	-14.8%	00.0%	-14.8%	-14.8%	00.0%	00.0%	00.2%	00.0%
0	0	0	0	0%	0	0%		<b>Gross Margin (GREV-COG)</b>	<b>175,825</b>	<b>191,100</b>	<b>126,799</b>	<b>-15,275</b>	<b>-8%</b>	<b>49,027</b>	<b>39%</b>	<b>278,000</b>
								<b>PAYROLL</b>								
								<b>SALARIES &amp; WAGES</b>								
-1,064	-1,926	-1,829	862	45%	765	42%	5110...	Salaries - Exempt - Regular & Ot	-13,229	-15,408	-15,160	2,179	14%	1,931	13%	-23,100
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-8,970	-13,244	-11,419	4,274	32%	2,449	21%	-20,482
0	0	0	0	0%	0	0%	5124...	Wages - Seasonal	-33,960	-30,120	-21,727	-3,840	-13%	-12,233	-56%	-50,118
0	0	0	0	0%	0	0%	5122...	Wages-FTR-Commissions	0	0	-62	0	0%	62	100%	0
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-55	0	0%	55	100%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-905	0	-516	-905	0%	-389	-76%	0
-1,064	-1,926	-1,829	862	45%	765	42%		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-57,064</b>	<b>-58,772</b>	<b>-48,938</b>	<b>1,708</b>	<b>3%</b>	<b>-8,126</b>	<b>-17%</b>	<b>-93,700</b>
-1,064	-1,926	-1,829	862	45%	765	42%		Salaries sub-total	-13,229	-15,408	-15,215	2,179	14%	1,986	13%	-23,100
0	0	0	0	0%	0	0%		Wage sub-total	-43,835	-43,364	-33,723	-471	-1%	-10,112	-30%	-70,600
0	0	0	0	0%	0	0%		Wage-FTR subtotal	-8,970	-13,244	-11,481	4,274	32%	2,511	22%	-20,482
0	0	0	0	0%	0	0%		Wage-Seasonal subsubto	-34,865	-30,120	-22,242	-4,745	-16%	-12,623	-57%	-50,118
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		PayrollDirect %ofRevenue	-32.1%	-30.3%	-30.0%	-01.8%	-06.0%	05.8%	15.4%	-33.2%
-68	0	41	-68	0%	-109	-264%	51108	PTO net\$ accrual, in Salaries	1,507	0	-201	1,507	0%	1,708	851%	12
0	0	0	0	0%	0	0%	51228	PTO net\$ accrual, in Wages FTR	3,145	0	-891	3,145	0%	4,037	453%	0
-68	0	41	-68	0%	-109	-264%		PTO net accrual, in PD Total	4,653	0	-1,092	4,653	0%	5,745	528%	12
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Overtime Hours	-206.3	0.0	-151.9	-206.3	0.0	-54.4	-0.4	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Total Hours	-3006.4	-2982.0	-2303.5	-24.5	0.0	-703.0	-0.3	-4660.6
0.00	0.00	0.00	0.00	0.00	0.00	0.00		Wage ROP avg	15.63	14.54	14.25	1.08	0.07	1.37	0.10	15.15



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Snowplay (216)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %			
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	0	0	-205	0	0%	205	100%	0
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-130	0	0	-130	0%	-130	0%	0
0	0	0	0	0%	0	0%	51065	Postage - General	0	0	-4	0	0%	4	100%	0
0	0	0	0	0%	0	0%	51535	Digital Content	-767	0	0	-767	0%	-767	0%	0
0	0	0	0	0%	0	0%	52220	Credit Card Expense	-3,071	-2,520	-2,079	-551	-22%	-991	-48%	-3,700
0	0	0	0	0%	0	0%	52225	Over/Short	215	0	100	215	0%	115	115%	0
0	0	0	0	0%	0	0%	52025	Insurance Expense	-2,800	-2,800	-2,800	0	0%	0	0%	-4,200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-7,983</b>	<b>-6,820</b>	<b>-6,460</b>	<b>-1,163</b>	<b>-17%</b>	<b>-1,523</b>	<b>-24%</b>	<b>-9,900</b>
<b>-1,000</b>	<b>-1,000</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-1,000</b>	<b>0%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-25,726</b>	<b>-28,220</b>	<b>-22,403</b>	<b>2,494</b>	<b>9%</b>	<b>-3,323</b>	<b>-15%</b>	<b>-43,900</b>
<b>-2,243</b>	<b>-3,361</b>	<b>-2,217</b>	<b>1,118</b>	<b>33%</b>	<b>-27</b>	<b>-1%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-97,578</b>	<b>-102,689</b>	<b>-84,738</b>	<b>5,111</b>	<b>5%</b>	<b>-12,840</b>	<b>-15%</b>	<b>-161,900</b>
<b>-2,243</b>	<b>-3,361</b>	<b>-2,217</b>	<b>1,118</b>	<b>33%</b>	<b>-27</b>	<b>-1%</b>		<b>NORBO (before AO)</b>	<b>78,248</b>	<b>88,411</b>	<b>42,061</b>	<b>-10,163</b>	<b>-11%</b>	<b>36,187</b>	<b>86%</b>	<b>116,100</b>
<b>-4,670</b>	<b>-4,670</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-4,670</b>	<b>0%</b>	59025	ALLOCATED OVERHEAD (AO)	<b>-37,122</b>	<b>-37,122</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-37,122</b>	<b>0%</b>	<b>-56,700</b>
<b>-6,913</b>	<b>-8,031</b>	<b>-2,217</b>	<b>1,118</b>	<b>14%</b>	<b>-4,697</b>	<b>-212%</b>		<b>NOR (after AO)</b>	<b>41,126</b>	<b>51,289</b>	<b>42,061</b>	<b>-10,163</b>	<b>-20%</b>	<b>-935</b>	<b>-2%</b>	<b>59,400</b>
-6,913	-8,031	-2,217	1,118	14%	-4,697	-212%		T O C post AO	-136,566	-142,711	-86,883	6,145	4%	-49,683	-57%	-222,600
-2,243	-3,361	-2,217	1,118	33%	-27	-1%		T O C pre AO	-99,444	-105,589	-86,883	6,145	6%	-12,561	-14%	-165,900
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		REV to TOC (CRR%)	-130.1%	-135.9%	-148.4%	05.8%	04.3%	18.3%	12.3%	-126.7%
<b>-6,913</b>	<b>-8,031</b>	<b>-2,217</b>	<b>1,118</b>	<b>14%</b>	<b>-4,697</b>	<b>-212%</b>		<b>NOR AFTER Assessment Reven</b>	<b>41,126</b>	<b>51,289</b>	<b>42,061</b>	<b>-10,163</b>	<b>-20%</b>	<b>-935</b>	<b>-2%</b>	<b>59,400</b>





Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Campground (100)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-384	-800	-982	416	52%	598	61%	5503...	Water - Building/Facility	-1,607	-2,300	-2,649	693	30%	1,042	39%	-3,100
<b>-4,914</b>	<b>-4,870</b>	<b>-5,281</b>	<b>-44</b>	<b>-1%</b>	<b>367</b>	<b>7%</b>		<b>TOTAL UTILITIES</b>	<b>-20,203</b>	<b>-18,900</b>	<b>-18,991</b>	<b>-1,303</b>	<b>-7%</b>	<b>-1,213</b>	<b>-6%</b>	<b>-27,680</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-293	-300	-315	7	2%	22	7%	56530	Janitorial Services & Supplies	-1,550	-950	-2,053	-600	-63%	504	25%	-1,250
0	-75	0	75	100%	0	0%	56535	Pest Control	-311	-325	-252	14	4%	-59	-23%	-480
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-250	0	250	100%	0	0%	-250
-4	0	0	-4	0%	-4	0%	51060	Office Supplies	-290	-100	-90	-190	-190%	-200	-223%	-100
-206	0	-52	-206	0%	-154	-296%	51061	Toner Cartridges	-206	0	-100	-206	0%	-106	-107%	0
0	0	0	0	0%	0	0%	53530	Signs	0	-100	-78	100	100%	78	100%	-100
<b>-56</b>	<b>-20</b>	<b>0</b>	<b>-36</b>	<b>-182%</b>	<b>-56</b>	<b>0%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-892</b>	<b>-170</b>	<b>-137</b>	<b>-722</b>	<b>-425%</b>	<b>-755</b>	<b>-549%</b>	<b>-190</b>
-39	0	-560	-39	0%	521	93%	56540	Small Tools & Equipment	-195	0	-650	-195	0%	455	70%	0
								<b>Repairs &amp; Maintenance</b>								
0	0	0	0	0%	0	0%	54210	General/PM	-424	0	-621	-424	0%	197	32%	0
0	0	-66	0	0%	66	100%	54220	Plumbing	-38	0	-131	-38	0%	93	71%	0
0	0	0	0	0%	0	0%	54240	Lighting and Electrical	-27	0	-39	-27	0%	12	30%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-370	-150	-190	-220	-147%	-180	-95%	-150
0	-100	0	100	100%	0	0%	54290	Other Building	-87	-400	-1,610	313	78%	1,524	95%	-600
<b>0</b>	<b>-100</b>	<b>-66</b>	<b>100</b>	<b>100%</b>	<b>66</b>	<b>100%</b>		<b>R&amp;M Building</b>	<b>-946</b>	<b>-550</b>	<b>-2,592</b>	<b>-396</b>	<b>-72%</b>	<b>1,646</b>	<b>63%</b>	<b>-750</b>
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	0	-300	-125	300	100%	125	100%	-300
0	0	0	0	0%	0	0%	54380	Snow Removal	-608	0	-608	-608	0%	-608	0%	0
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	-22	0	-268	-22	0%	246	92%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-630</b>	<b>-300</b>	<b>-393</b>	<b>-330</b>	<b>-110%</b>	<b>-236</b>	<b>-60%</b>	<b>-300</b>
<b>0</b>	<b>-100</b>	<b>-66</b>	<b>100</b>	<b>100%</b>	<b>66</b>	<b>100%</b>		<b>R&amp;M subtotal</b>	<b>-1,576</b>	<b>-850</b>	<b>-2,985</b>	<b>-726</b>	<b>-85%</b>	<b>1,409</b>	<b>47%</b>	<b>-1,050</b>
<b>-598</b>	<b>-495</b>	<b>-993</b>	<b>-103</b>	<b>-21%</b>	<b>395</b>	<b>40%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-5,019</b>	<b>-2,745</b>	<b>-6,344</b>	<b>-2,274</b>	<b>-83%</b>	<b>1,326</b>	<b>21%</b>	<b>-3,400</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	55540	Resort Advertising	0	-510	0	510	100%	0	0%	-510
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-76	0	0	-76	0%	-76	0%	-300
0	0	-1	0	0%	1	100%	51065	Postage - General	0	0	-1	0	0%	1	100%	0
-9	-40	-9	32	79%	0	1%	52220	Credit Card Expense	-128	-120	-68	-8	-7%	-60	-88%	-220
0	0	77	0	0%	-77	-100%	52225	Over/Short	0	77	77	0	0%	-77	-100%	0
-100	-100	-100	0	0%	0	0%	52025	Insurance Expense	-400	-400	-400	0	0%	0	0%	-600
<b>-109</b>	<b>-140</b>	<b>-33</b>	<b>32</b>	<b>23%</b>	<b>-76</b>	<b>-229%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-604</b>	<b>-1,030</b>	<b>-393</b>	<b>426</b>	<b>41%</b>	<b>-211</b>	<b>-54%</b>	<b>-1,630</b>
<b>-5,621</b>	<b>-5,505</b>	<b>-6,308</b>	<b>-116</b>	<b>-2%</b>	<b>687</b>	<b>11%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-25,981</b>	<b>-22,745</b>	<b>-25,728</b>	<b>-3,236</b>	<b>-14%</b>	<b>-254</b>	<b>-1%</b>	<b>-32,800</b>
<b>-14,856</b>	<b>-15,225</b>	<b>-14,943</b>	<b>369</b>	<b>2%</b>	<b>87</b>	<b>1%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-64,894</b>	<b>-56,886</b>	<b>-58,290</b>	<b>-8,008</b>	<b>-14%</b>	<b>-6,604</b>	<b>-11%</b>	<b>-75,500</b>
<b>13,531</b>	<b>10,375</b>	<b>12,632</b>	<b>3,156</b>	<b>30%</b>	<b>899</b>	<b>7%</b>		<b>NORBO (before AO)</b>	<b>19,741</b>	<b>9,614</b>	<b>17,593</b>	<b>10,127</b>	<b>105%</b>	<b>2,148</b>	<b>12%</b>	<b>-5,500</b>
-2,973	-2,973	0	0	0%	-2,973	0%	59025	ALLOCATED OVERHEAD (AO)	-23,634	-23,634	0	0	0%	-23,634	0%	-36,100
<b>10,558</b>	<b>7,402</b>	<b>12,632</b>	<b>3,156</b>	<b>43%</b>	<b>-2,074</b>	<b>-16%</b>		<b>NOR (after AO)</b>	<b>-3,893</b>	<b>-14,020</b>	<b>17,593</b>	<b>10,127</b>	<b>72%</b>	<b>-21,486</b>	<b>-122%</b>	<b>-41,600</b>
-17,829	-18,198	-14,943	369	2%	-2,886	-19%		T O C post AO	-88,528	-80,520	-58,290	-8,008	-10%	-30,238	-52%	-111,600
<b>-14,856</b>	<b>-15,225</b>	<b>-14,943</b>	<b>369</b>	<b>2%</b>	<b>87</b>	<b>1%</b>		<b>T O C pre AO</b>	<b>-64,894</b>	<b>-56,886</b>	<b>-58,290</b>	<b>-8,008</b>	<b>-14%</b>	<b>-6,604</b>	<b>-11%</b>	<b>-75,500</b>
-159.2%	-140.7%	-184.5%	-18.5%	-13.2%	25.3%	13.7%		REV to TOC (CRR%)	-95.6%	-82.6%	-130.2%	-13.0%	-15.8%	34.6%	26.6%	-62.7%
<b>10,558</b>	<b>7,402</b>	<b>12,632</b>	<b>3,156</b>	<b>43%</b>	<b>-2,074</b>	<b>-16%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-3,893</b>	<b>-14,020</b>	<b>17,593</b>	<b>10,127</b>	<b>72%</b>	<b>-21,486</b>	<b>-122%</b>	<b>-41,600</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Equestrian (080)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
13,319	17,300	13,574	-3,981	-23%	-255	-2%	37040	P.O. Trail Rides	35,648	44,500	34,856	-8,852	-20%	792	2%	50,000
16,835	16,500	15,245	335	2%	1,590	10%	37060	Guest Trail Rides	40,937	48,000	44,353	-7,063	-15%	-3,416	-8%	52,000
2,653	6,000	3,795	-3,347	-56%	-1,142	-30%	37080	Public Trail Rides	6,428	15,000	10,770	-8,572	-57%	-4,342	-40%	17,000
10,861	6,000	4,639	4,861	81%	6,221	134%	36012	Special Events Revenue	16,172	14,000	10,232	2,172	16%	5,940	58%	23,000
<b>43,668</b>	<b>45,800</b>	<b>37,253</b>	<b>-2,132</b>	<b>-5%</b>	<b>6,414</b>	<b>17%</b>		<b>Total Direct Access &amp; Use</b>	<b>99,185</b>	<b>121,500</b>	<b>100,211</b>	<b>-22,315</b>	<b>-18%</b>	<b>-1,026</b>	<b>-1%</b>	<b>142,000</b>
4,975	3,800	2,844	1,175	31%	2,132	75%	36030	Sales - Retail	13,614	11,700	12,068	1,914	16%	1,546	13%	13,200
-204	-400	-141	196	49%	-63	-45%	38020	Discounts - Retail	-266	-800	-420	534	67%	154	37%	-1,000
<b>4,771</b>	<b>3,400</b>	<b>2,702</b>	<b>1,371</b>	<b>40%</b>	<b>2,069</b>	<b>77%</b>		<b>Total Retail Product Reven</b>	<b>13,347</b>	<b>10,900</b>	<b>11,648</b>	<b>2,447</b>	<b>22%</b>	<b>1,699</b>	<b>15%</b>	<b>12,200</b>
356	500	504	-144	-29%	-148	-29%	36060	Lessons - Public	1,177	1,200	1,102	-23	-2%	75	7%	1,300
1,580	1,700	1,628	-120	-7%	-48	-3%	36070	Lessons - P.O.	3,476	4,400	4,218	-924	-21%	-742	-18%	5,500
10,014	9,000	7,881	1,014	11%	2,134	27%	37090	Equestrian - Boarding	23,535	22,000	17,800	1,535	7%	5,735	32%	27,000
17,170	14,000	13,575	3,170	23%	3,595	26%	37095	Equestrian - Camps	76,864	67,000	64,369	9,864	15%	12,495	19%	67,000
<b>29,120</b>	<b>25,200</b>	<b>23,588</b>	<b>3,920</b>	<b>16%</b>	<b>5,533</b>	<b>23%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>105,052</b>	<b>94,600</b>	<b>87,489</b>	<b>10,452</b>	<b>11%</b>	<b>17,563</b>	<b>20%</b>	<b>100,800</b>
600	0	0	600	0%	600	0%	34075	Sponsorships	600	0	0	600	0%	600	0%	0
300	0	500	300	0%	-200	-40%	37020	Other Revenue	1,800	0	1,800	1,800	0%	0	0%	0
<b>900</b>	<b>0</b>	<b>500</b>	<b>900</b>	<b>0%</b>	<b>400</b>	<b>80%</b>		<b>Total Other Revenue</b>	<b>2,400</b>	<b>0</b>	<b>1,800</b>	<b>2,400</b>	<b>0%</b>	<b>600</b>	<b>33%</b>	<b>0</b>
<b>78,458</b>	<b>74,400</b>	<b>64,043</b>	<b>4,058</b>	<b>5%</b>	<b>14,415</b>	<b>23%</b>		<b>GROSS REVENUE (GREV)</b>	<b>219,985</b>	<b>227,000</b>	<b>201,148</b>	<b>-7,015</b>	<b>-3%</b>	<b>18,836</b>	<b>9%</b>	<b>255,000</b>
<b>-2,356</b>	<b>-1,900</b>	<b>-1,346</b>	<b>-456</b>	<b>-24%</b>	<b>-1,010</b>	<b>-75%</b>		<b>COST OF GOODS SOLD (COGS)</b>								
<b>-2,356</b>	<b>-1,900</b>	<b>-1,346</b>	<b>-456</b>	<b>-24%</b>	<b>-1,010</b>	<b>-75%</b>		<b>Retail Product Cogs</b>	<b>-6,448</b>	<b>-5,750</b>	<b>-5,698</b>	<b>-698</b>	<b>-12%</b>	<b>-749</b>	<b>-13%</b>	<b>-6,500</b>
								<b>Total COGS</b>	<b>-6,448</b>	<b>-5,750</b>	<b>-5,698</b>	<b>-698</b>	<b>-12%</b>	<b>-749</b>	<b>-13%</b>	<b>-6,500</b>
-03.0%	-02.6%	-02.1%	-00.4%	-17.6%	-00.9%	-42.9%		Total Cogs / GREV %	-02.9%	-02.5%	-02.8%	-00.4%	-15.7%	-00.1%	-03.5%	-02.5%
-49.4%	-55.9%	-49.8%	06.5%	11.6%	00.4%	00.9%		Retail Product Cogs / Retail R	-48.3%	-52.8%	-48.9%	04.4%	08.4%	00.6%	01.3%	-53.3%
-47.3%	-50.0%	-47.3%	02.7%	05.3%	00.0%	00.0%		Retail Product Cogs / Retail R	-47.4%	-49.1%	-47.2%	01.8%	03.6%	-00.1%	-00.3%	-49.2%
<b>76,103</b>	<b>72,500</b>	<b>62,697</b>	<b>3,603</b>	<b>5%</b>	<b>13,406</b>	<b>21%</b>		<b>Gross Margin (GREV-COG)</b>	<b>213,537</b>	<b>221,250</b>	<b>195,450</b>	<b>-7,713</b>	<b>-3%</b>	<b>18,087</b>	<b>9%</b>	<b>248,500</b>
								<b>PAYROLL</b>								
								<b>SALARIES &amp; WAGES</b>								
-11,821	-11,120	-11,001	-701	-6%	-820	-7%	5110...	Salaries - Exempt - Regular & Ot	-54,177	-51,962	-51,593	-2,215	-4%	-2,584	-5%	-77,900
0	0	0	0	0%	0	0%	5122...	Wages - FTRRegular	-276	0	-430	-276	0%	154	36%	0
-23,738	-20,728	-20,233	-3,010	-15%	-3,505	-17%	5124...	Wages - Seasonal	-74,216	-76,931	-67,203	2,715	4%	-7,012	-10%	-90,600
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	-109	0	0%	109	100%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-137	0	-274	-137	0%	137	50%	0
0	0	0	0	0%	0	0%	51299	Capitalized Payroll Direct S&W	0	0	202	0	0%	-202	-100%	0
<b>-35,559</b>	<b>-31,848</b>	<b>-31,234</b>	<b>-3,711</b>	<b>-12%</b>	<b>-4,325</b>	<b>-14%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-128,806</b>	<b>-128,893</b>	<b>-119,407</b>	<b>87</b>	<b>0%</b>	<b>-9,398</b>	<b>-8%</b>	<b>-168,500</b>
-11,821	-11,120	-11,001	-701	-6%	-820	-7%		Salaries sub-total	-54,177	-51,962	-51,500	-2,215	-4%	-2,677	-5%	-77,900
-23,738	-20,728	-20,233	-3,010	-15%	-3,505	-17%		Wage sub-total	-74,629	-76,931	-67,907	2,302	3%	-6,721	-10%	-90,600
0	0	0	0	0%	0	0%		Wage-FTR subsubtotal	-276	0	-430	-276	0%	154	36%	0
-23,738	-20,728	-20,233	-3,010	-15%	-3,505	-17%		Wage-Seasonal subsubto	-74,352	-76,931	-67,477	2,579	3%	-6,876	-10%	-90,600
-45.3%	-42.8%	-48.8%	-02.5%	-05.9%	03.4%	07.1%		PayrollDirect %ofRevenue	-58.6%	-56.8%	-59.4%	-01.8%	-03.1%	00.8%	01.4%	-66.1%
-439	0	-206	-439	0%	-233	-113%	51108	PTO net\$ accrual, in Salaries	-1,170	0	-1,145	-1,170	0%	-24	-2%	42
-439	0	-206	-439	0%	-233	-113%		PTO net accrual, in PD Total	-1,170	0	-1,145	-1,170	0%	-24	-2%	42
-33.6	0.0	-23.4	-33.6	0.0	-10.2	-0.4		Wage Overtime Hours	-124.1	0.0	-90.8	-124.1	0.0	-33.3	-0.4	0.0
-1641.2	-1401.0	-1414.5	-240.3	-0.2	-226.8	-0.2		Wage Total Hours	-5176.5	-5031.0	-4584.8	-145.5	0.0	-591.7	-0.1	-5871.0
14.46	14.80	14.30	-0.33	-0.02	0.16	0.01		Wage ROP avg	14.42	15.29	14.81	-0.87	-0.06	-0.39	-0.03	15.43
								<b>PAYROLL BURDEN</b>								
-3,881	-3,700	-3,553	-181	-5%	-328	-9%	5130...	Payroll Taxes	-14,768	-14,720	-13,351	-48	0%	-1,417	-11%	-18,710
-3,759	-4,350	-3,776	591	14%	17	0%	5130...	Workers Compensation	-13,111	-18,020	-13,982	4,909	27%	870	6%	-24,290
-805	-1,055	-1,550	250	24%	744	48%	5130...	Group Insurance	-4,434	-4,924	-7,126	390	10%	2,692	38%	-7,300
0	-100	0	100	100%	0	0%	5130...	Retirement Plan	-10	-400	-32	490	97%	22	68%	-600
0	0	0	0	0%	0	0%	51499	Capitalized Payroll Burden	0	0	36	0	0%	-36	-100%	0
<b>-8,446</b>	<b>-9,205</b>	<b>-8,879</b>	<b>759</b>	<b>8%</b>	<b>433</b>	<b>5%</b>		<b>PAYROLL BURDEN Total</b>	<b>-32,323</b>	<b>-38,064</b>	<b>-34,454</b>	<b>5,741</b>	<b>15%</b>	<b>2,131</b>	<b>6%</b>	<b>-50,900</b>
-2,812	-4,045	-3,682	1,233	30%	870	24%	(513...	subtotal, Burden-Salary	-13,826	-18,894	-17,044	5,068	27%	3,218	19%	-28,400

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Equestrian (080)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	-51	0	-75	-51	0%	24	32%	90
-5,634	-5,160	-5,197	-474	-9%	-437	-8%	(514...	subtotal, Burden-Wage-Seasonal	-18,447	-19,170	-17,372	723	4%	-1,075	-6%	-22,590
<b>23.8%</b>	<b>28.9%</b>	<b>28.4%</b>	<b>-05.2%</b>	<b>-17.8%</b>	<b>-04.7%</b>	<b>-16.4%</b>		<b>Burden % - on all Payroll</b>	<b>25.1%</b>	<b>29.5%</b>	<b>28.9%</b>	<b>-04.4%</b>	<b>-15.0%</b>	<b>-03.8%</b>	<b>-13.0%</b>	<b>30.2%</b>
23.8%	36.4%	33.5%	-12.6%	-34.6%	-09.7%	-28.9%		Burden % - Salary	25.5%	36.4%	33.1%	-10.8%	-29.8%	-07.6%	-22.9%	36.5%
00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		Burden % - Wage-FTR	18.4%	00.0%	17.4%	18.4%	00.0%	01.0%	05.9%	00.0%
23.7%	24.9%	25.7%	-01.2%	-04.7%	-02.0%	-07.6%		Burden % - Wage-Season	24.8%	24.9%	25.7%	-00.1%	-00.4%	-00.9%	-03.6%	24.9%
23.7%	24.9%	25.7%	-01.2%	-04.7%	-02.0%	-07.6%		Burden % - Wage-FTR&Se	24.8%	24.9%	25.7%	-00.1%	-00.5%	-00.9%	-03.5%	24.8%
<b>-44,005</b>	<b>-41,053</b>	<b>-40,114</b>	<b>-2,952</b>	<b>-7%</b>	<b>-3,891</b>	<b>-10%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-161,129</b>	<b>-166,957</b>	<b>-153,861</b>	<b>5,828</b>	<b>3%</b>	<b>-7,268</b>	<b>-5%</b>	<b>-219,400</b>
<b>23.8%</b>	<b>28.9%</b>	<b>28.4%</b>	<b>-5.2%</b>	<b>-17.8%</b>	<b>-4.7%</b>	<b>-16.4%</b>		<b>Burden % TL</b>	<b>25.1%</b>	<b>29.5%</b>	<b>28.9%</b>	<b>-4.4%</b>	<b>-15.0%</b>	<b>-3.8%</b>	<b>-13.0%</b>	<b>30.2%</b>
10.9%	11.6%	11.4%	-0.7%	-6.0%	-0.5%	-4.0%		Payroll Taxes %	11.5%	11.4%	11.2%	0.0%	0.4%	0.3%	2.5%	11.1%
10.6%	13.7%	12.1%	-3.1%	-22.6%	-1.5%	-12.6%		Workers Comp %	10.2%	14.0%	11.7%	-3.8%	-27.2%	-1.5%	-13.1%	14.4%
2.3%	3.3%	5.0%	-1.0%	-31.6%	-2.7%	-54.3%		Group Insurance %	3.4%	3.8%	6.0%	-0.4%	-9.9%	-2.5%	-42.3%	4.3%
0.0%	0.3%	0.0%	-0.3%	-100.0%	0.0%	0.0%		Retirement %	0.0%	0.3%	0.0%	-0.3%	-97.5%	0.0%	-70.7%	0.4%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
0	0	0	0	0%	0	0%		<b>OPERATING EXPENSES (OE)</b>								
-98	-150	0	52	35%	-98	0%	50620	Employee Dev/Training	-135	0	-60	-135	0%	-75	-125%	0
0	0	0	0	0%	0	0%	50625	Employee Relations	-207	-450	-173	243	54%	-34	-20%	-650
0	0	0	0	0%	0	0%	50630	Uniforms	-783	-700	-668	-83	-12%	-115	-17%	-700
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	0	-50	-34	50	100%	34	100%	-100
<b>-98</b>	<b>-150</b>	<b>0</b>	<b>52</b>	<b>35%</b>	<b>-98</b>	<b>0%</b>		<b>Total Staff Expense</b>	<b>-1,125</b>	<b>-1,200</b>	<b>-934</b>	<b>75</b>	<b>6%</b>	<b>-191</b>	<b>-20%</b>	<b>-1,450</b>
-30	-30	-30	0	0%	0	0%	51090	Telephone	-120	-120	-120	0	0%	0	0%	-180
-59	-80	-57	21	26%	-2	-3%	55003	Cable/Sat TV Service	-242	-320	-236	78	24%	-6	-3%	-500
-2,851	-2,800	-1,887	-51	-2%	-964	-51%	55005	Disposal Fees	-7,710	-9,500	-5,997	1,790	19%	-1,713	-29%	-11,600
-509	-500	-441	-9	-2%	-69	-16%	5501...	Electricity	-1,815	-2,100	-1,728	285	14%	-87	-5%	-3,000
-101	-100	-84	-1	-1%	-17	-21%	55025	Natural Gas - Buildings	-584	-600	-423	16	3%	-161	-38%	-900
<b>-205</b>	<b>-200</b>	<b>-214</b>	<b>-5</b>	<b>-2%</b>	<b>9</b>	<b>4%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-1,125</b>	<b>-650</b>	<b>-1,104</b>	<b>-475</b>	<b>-73%</b>	<b>-22</b>	<b>-2%</b>	<b>-1,100</b>
0	0	-42	42	100%	42	100%	55027	Propane (LPG)	0	0	-78	0	0%	78	100%	0
-302	-350	-325	48	14%	23	7%	55030	Sewer Fees	-1,196	-1,350	-1,298	154	11%	102	8%	-2,050
-83	-50	-56	-33	-67%	-27	-47%	5503...	Water - Building/Facility	-215	-200	-183	-15	-8%	-33	-18%	-300
-112	-100	-105	-12	-12%	-8	-7%	55040	Water - Grounds	-322	-300	-282	-22	-7%	-40	-14%	-450
<b>-4,253</b>	<b>-4,210</b>	<b>-3,241</b>	<b>-43</b>	<b>-1%</b>	<b>-1,013</b>	<b>-31%</b>		<b>TOTAL UTILITIES</b>	<b>-13,330</b>	<b>-15,140</b>	<b>-11,449</b>	<b>1,810</b>	<b>12%</b>	<b>-1,882</b>	<b>-16%</b>	<b>-20,080</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-94	-100	-107	7	7%	13	12%	56530	Janitorial Services & Supplies	-279	-700	-434	421	60%	156	36%	-900
-89	-53	-35	-36	-67%	-53	-150%	56535	Pest Control	-452	-692	-247	240	35%	-205	-83%	-745
-2,071	-1,800	-3,721	-271	-15%	1,650	44%	52022	Veterinary Services	-4,401	-5,500	-10,098	1,099	20%	5,697	56%	-5,800
-193	-2,200	-2,185	2,007	91%	1,991	91%	52023	Equine Care Services	-5,671	-7,000	-6,916	1,329	19%	1,245	18%	-9,300
0	0	0	0	0%	0	0%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	0	-520	0	0%	520	100%	0
-1,166	-2,500	-3,047	1,334	53%	1,881	62%	56505	Feed Hay Grain	-13,374	-12,500	-10,882	-874	-7%	-2,492	-23%	-13,500
0	-50	0	50	100%	0	0%	51050	Furniture and Office Equip	0	-175	-37	175	100%	37	100%	-175
-11	-50	0	39	78%	-11	0%	51060	Office Supplies	-368	-250	-162	-118	-47%	-206	-127%	-250
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-177	0	0	-177	0%	-177	0%	0
0	0	0	0	0%	0	0%	53530	Signs	0	-200	-17	200	100%	17	100%	-200
<b>-132</b>	<b>-100</b>	<b>-378</b>	<b>-32</b>	<b>-32%</b>	<b>246</b>	<b>65%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-1,513</b>	<b>-750</b>	<b>-1,206</b>	<b>-763</b>	<b>-102%</b>	<b>-307</b>	<b>-25%</b>	<b>-1,000</b>
-69	-50	-173	-19	-37%	104	60%	56540	Small Tools & Equipment	-1,891	-250	-1,678	-1,641	-657%	-213	-13%	-250
-15	0	0	-15	0%	-15	0%	56545	Safety Equipment	-588	-150	-131	-438	-292%	-457	-348%	-150
-2,119	-1,000	-1,547	-1,119	-112%	-572	-37%	55532	Special Programs	-4,670	-3,500	-3,320	-1,170	-33%	-1,349	-41%	-4,500
								<b>Repairs &amp; Maintenance</b>								
-509	-200	0	-309	-155%	-509	0%	54210	General/PM	-1,137	-1,000	-754	-137	-14%	-384	-51%	-1,200
0	0	0	0	0%	0	0%	54220	Plumbing	0	0	-135	0	0%	135	100%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-70	-250	0	180	72%	-70	0%	-250
0	-50	0	50	100%	0	0%	54290	Other Building	0	-500	-558	500	100%	558	100%	-600
<b>-509</b>	<b>-250</b>	<b>0</b>	<b>-259</b>	<b>-104%</b>	<b>-509</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-1,207</b>	<b>-1,750</b>	<b>-1,446</b>	<b>543</b>	<b>31%</b>	<b>239</b>	<b>17%</b>	<b>-2,050</b>
0	0	0	0	0%	0	0%	54443	Rolling, Heavy	-45	0	0	-45	0%	-45	0%	0
0	-100	0	100	100%	0	0%	54448	Rolling, Car/Truck/Bus/Van	-30	-400	-869	370	93%	839	97%	-600
0	-100	0	100	100%	0	0%		<b>R&amp;M Equipment</b>	<b>-75</b>	<b>-400</b>	<b>-869</b>	<b>325</b>	<b>81%</b>	<b>794</b>	<b>91%</b>	<b>-600</b>
<b>-509</b>	<b>-350</b>	<b>0</b>	<b>-159</b>	<b>-46%</b>	<b>-509</b>	<b>0%</b>		<b>R&amp;M subtotal</b>	<b>-1,282</b>	<b>-2,150</b>	<b>-2,316</b>	<b>868</b>	<b>40%</b>	<b>1,034</b>	<b>45%</b>	<b>-2,650</b>
<b>-6,468</b>	<b>-8,253</b>	<b>-11,193</b>	<b>1,785</b>	<b>22%</b>	<b>4,725</b>	<b>42%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-46,565</b>	<b>-43,617</b>	<b>-46,901</b>	<b>-2,948</b>	<b>-7%</b>	<b>336</b>	<b>1%</b>	<b>-56,520</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	0	0	-23	0	0%	23	100%	0
-300	0	-150	-300	0%	-150	-100%	55520	Promotion Expense	-300	0	-150	-300	0%	-150	-100%	0
-2,529	-800	-1,107	-1,729	-216%	-1,422	-129%	55540	Resort Advertising	-3,864	-2,500	-2,479	-1,364	-55%	-1,385	-56%	-2,500

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Equestrian (080)

August 2019							Year-to-Date August 2019							Full Year Budget \$	
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %	Variance \$		Var %
0	0	0	0	0%	0	0%	51035	-674	0	-521	-674	0%	-153	-29%	-550
0	0	0	0	0%	0	0%	51096	-292	-200	-64	-92	-46%	-229	-358%	-300
0	0	-3	0	0%	3	100%	51065	0	0	-7	0	0%	7	100%	0
-1,735	-1,750	-2,001	15	1%	266	13%	52220	-4,708	-5,380	-5,800	672	12%	1,092	19%	-6,100
187	0	-5	187	0%	192	3661%	52225	-16	0	-30	-16	0%	14	46%	0
-1,100	-1,100	-1,000	0	0%	-100	-10%	52025	-4,400	-4,400	-4,000	0	0%	-400	-10%	-6,600
<b>-5,477</b>	<b>-3,650</b>	<b>-4,266</b>	<b>-1,827</b>	<b>-50%</b>	<b>-1,212</b>	<b>-28%</b>		<b>-14,255</b>	<b>-12,480</b>	<b>-13,074</b>	<b>-1,775</b>	<b>-14%</b>	<b>-1,181</b>	<b>-9%</b>	<b>-16,050</b>
<b>-16,296</b>	<b>-16,263</b>	<b>-18,699</b>	<b>-33</b>	<b>0%</b>	<b>2,403</b>	<b>13%</b>		<b>-75,276</b>	<b>-72,437</b>	<b>-72,358</b>	<b>-2,839</b>	<b>-4%</b>	<b>-2,918</b>	<b>-4%</b>	<b>-94,100</b>
<b>-60,302</b>	<b>-57,316</b>	<b>-58,813</b>	<b>-2,986</b>	<b>-5%</b>	<b>-1,489</b>	<b>-3%</b>		<b>-236,405</b>	<b>-239,394</b>	<b>-226,219</b>	<b>2,989</b>	<b>1%</b>	<b>-10,186</b>	<b>-5%</b>	<b>-313,500</b>
<b>15,801</b>	<b>15,184</b>	<b>3,884</b>	<b>617</b>	<b>4%</b>	<b>11,917</b>	<b>307%</b>		<b>-22,868</b>	<b>-18,144</b>	<b>-30,769</b>	<b>-4,724</b>	<b>-26%</b>	<b>7,902</b>	<b>26%</b>	<b>-65,000</b>
-6,219	-6,219	0	0	0%	-6,219	0%	59025	-49,429	-49,429	0	0	0%	-49,429	0%	-75,500
<b>9,582</b>	<b>8,965</b>	<b>3,884</b>	<b>617</b>	<b>7%</b>	<b>5,698</b>	<b>147%</b>		<b>-72,297</b>	<b>-67,573</b>	<b>-30,769</b>	<b>-4,724</b>	<b>-7%</b>	<b>-41,527</b>	<b>-135%</b>	<b>-140,500</b>
-68,876	-65,435	-60,159	-3,441	-5%	-8,717	-14%		-292,281	-294,573	-231,918	2,292	1%	-60,364	-26%	-395,500
<b>-62,657</b>	<b>-59,216</b>	<b>-60,159</b>	<b>-3,441</b>	<b>-6%</b>	<b>-2,498</b>	<b>-4%</b>		<b>-242,852</b>	<b>-245,144</b>	<b>-231,918</b>	<b>2,292</b>	<b>1%</b>	<b>-10,935</b>	<b>-5%</b>	<b>-320,000</b>
-113.9%	-113.7%	-106.5%	-00.2%	-00.2%	-07.5%	-07.0%		-75.3%	-77.1%	-86.7%	01.8%	02.3%	11.5%	13.2%	-64.5%
<b>9,582</b>	<b>8,965</b>	<b>3,884</b>	<b>617</b>	<b>7%</b>	<b>5,698</b>	<b>147%</b>		<b>-72,297</b>	<b>-67,573</b>	<b>-30,769</b>	<b>-4,724</b>	<b>-7%</b>	<b>-41,527</b>	<b>-135%</b>	<b>-140,500</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Trails (051)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var						Variance	Var				
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$	
302	300	84	2	1%	218	260%	35615	Revenue									
<b>302</b>	<b>300</b>	<b>84</b>	<b>2</b>	<b>1%</b>	<b>218</b>	<b>260%</b>		Public Daily Trail Fee	514	900	343	-386	-43%	171	50%	1,000	
								<b>Total Direct Access &amp; Use</b>	<b>514</b>	<b>900</b>	<b>343</b>	<b>-386</b>	<b>-43%</b>	<b>171</b>	<b>50%</b>	<b>1,000</b>	
1,000	0	0	1,000	0%	1,000	0%	34075	Sponsorships	3,000	0	0	3,000	0%	3,000	0%	0	
<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0%</b>	<b>1,000</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0%</b>	<b>3,000</b>	<b>0%</b>	<b>0</b>	
<b>1,302</b>	<b>300</b>	<b>84</b>	<b>1,002</b>	<b>334%</b>	<b>1,218</b>	<b>1450%</b>		<b>GROSS REVENUE (GREV)</b>	<b>3,514</b>	<b>900</b>	<b>343</b>	<b>2,614</b>	<b>290%</b>	<b>3,171</b>	<b>924%</b>	<b>1,000</b>	
								<b>COST OF GOODS SOLD (COGS)</b>									
<b>1,302</b>	<b>300</b>	<b>84</b>	<b>1,002</b>	<b>334%</b>	<b>1,218</b>	<b>1450%</b>		<b>Gross Margin (GREV-COG)</b>	<b>3,514</b>	<b>900</b>	<b>343</b>	<b>2,614</b>	<b>290%</b>	<b>3,171</b>	<b>924%</b>	<b>1,000</b>	
								<b>PAYROLL</b>									
								<b>SALARIES &amp; WAGES</b>									
-5,845	-5,448	-5,675	-397	-7%	-170	-3%	5110...	Salaries - Exempt - Regular & Ot	-43,019	-43,583	-36,392	564	1%	-6,627	-18%	-65,400	
-13,769	-14,213	-15,521	444	3%	1,752	11%	5124...	Wages - Seasonal	-31,934	-46,171	-53,642	14,237	31%	21,708	40%	-56,900	
0	0	-137	0	0%	137	100%	51247	Incentive Program, Seasonal, N	-137	0	-356	-137	0%	219	62%	0	
6,316	0	8,080	6,316	0%	-1,765	-22%	51299	Capitalized Payroll Direct S&W	7,520	0	13,826	7,520	0%	-6,307	-46%	0	
<b>-13,299</b>	<b>-19,661</b>	<b>-13,253</b>	<b>6,362</b>	<b>32%</b>	<b>-46</b>	<b>0%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-67,571</b>	<b>-89,754</b>	<b>-76,564</b>	<b>22,183</b>	<b>25%</b>	<b>8,993</b>	<b>12%</b>	<b>-122,300</b>	
470	-5,448	2,405	5,918	109%	-1,935	-80%		Salaries sub-total	-35,499	-43,583	-22,566	8,084	19%	-12,933	-57%	-65,400	
-13,769	-14,213	-15,658	444	3%	1,889	12%		Wage sub-total	-32,071	-46,171	-53,998	14,100	31%	21,926	41%	-56,900	
-13,769	-14,213	-15,658	444	3%	1,889	12%		Wage-Seasonal subsubto	-32,071	-46,171	-53,998	14,100	31%	21,926	41%	-56,900	
-1021.4%	-6553.7%	-15777.5%	5532.3%	84.4%	14756.1%	93.5%		PayrollDirect %ofRevenue	-1922.9%	-9972.7%	-22321.8%	8049.8%	80.7%	20398.9%	91.4%	-12230.0%	
-398	0	-386	-398	0%	-12	-3%	51108	PTO net\$ accrual, in Salaries	562	0	-2,014	562	0%	2,576	128%	-26	
-398	0	-386	-398	0%	-12	-3%		PTO net accrual, in PD Total	562	0	-2,014	562	0%	2,576	128%	-26	
-34.8	0.0	-23.2	-34.8	0.0	-11.6	-0.5		Wage Overtime Hours	-55.8	0.0	-49.3	-55.8	0.0	-6.6	-0.1	0.0	
-762.3	-840.9	-839.3	78.5	0.1	77.0	0.1		Wage Total Hours	-1753.0	-2732.9	-2962.2	979.9	0.4	1209.2	0.4	-3371.2	
18.06	16.90	18.66	1.16	0.07	-0.59	-0.03		Wage ROP avg	18.30	16.89	18.23	1.40	0.08	0.07	0.00	16.88	
								<b>PAYROLL BURDEN</b>									
-2,171	-2,030	-1,828	-141	-7%	-343	-19%	5130...	Payroll Taxes	-7,846	-9,050	-8,983	1,204	13%	1,137	13%	-12,200	
-865	-1,580	-1,190	715	45%	325	27%	5130...	Workers Compensation	-3,396	-7,710	-5,029	4,314	56%	1,633	32%	-10,600	
-662	-867	-705	205	24%	43	6%	5130...	Group Insurance	-6,472	-6,936	-4,801	464	7%	-1,671	-32%	-10,400	
-109	-50	-106	-59	-118%	-3	-3%	5130...	Retirement Plan	-881	-400	-899	-481	-120%	19	2%	-600	
1,137	0	1,454	1,137	0%	-318	-22%	51499	Capitalized Payroll Burden	1,354	0	2,488	1,354	0%	-1,135	-46%	0	
<b>-2,671</b>	<b>-4,527</b>	<b>-2,374</b>	<b>1,856</b>	<b>41%</b>	<b>-297</b>	<b>-13%</b>		<b>PAYROLL BURDEN Total</b>	<b>-17,240</b>	<b>-24,096</b>	<b>-17,224</b>	<b>6,856</b>	<b>28%</b>	<b>-17</b>	<b>0%</b>	<b>-33,800</b>	
-1,414	-1,927	-1,524	513	27%	110	7%	(513...	subtotal, Burden-Salary	-12,834	-15,646	-10,497	2,812	18%	-2,336	-22%	-23,400	
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	0	0	0	0%	0	0%	20	
-2,394	-2,600	-2,304	206	8%	-90	-4%	(514...	subtotal, Burden-Wage-Seasonal	-5,760	-8,450	-9,215	2,690	32%	3,455	37%	-10,420	
<b>20.1%</b>	<b>23.0%</b>	<b>17.9%</b>	<b>-02.9%</b>	<b>-12.8%</b>	<b>02.2%</b>	<b>12.1%</b>		<b>Burden % - on all Payroll</b>	<b>25.5%</b>	<b>26.8%</b>	<b>22.5%</b>	<b>-01.3%</b>	<b>-05.0%</b>	<b>03.0%</b>	<b>13.4%</b>	<b>27.6%</b>	
-300.8%	35.4%	-63.4%	-336.2%	-950.4%	-237.4%	-374.6%		Burden % - Salary	36.2%	35.9%	46.5%	00.3%	00.7%	-10.4%	-22.3%	35.8%	
17.4%	18.3%	14.7%	-00.9%	-05.0%	02.7%	18.1%		Burden % - Wage-Season	18.0%	18.3%	17.1%	-00.3%	-01.9%	00.9%	05.2%	18.3%	
17.4%	18.3%	14.7%	-00.9%	-05.0%	02.7%	18.1%		Burden % - Wage-FTR&Se	18.0%	18.3%	17.1%	-00.3%	-01.9%	00.9%	05.2%	18.3%	
<b>-15,969</b>	<b>-24,188</b>	<b>-15,627</b>	<b>8,219</b>	<b>34%</b>	<b>-343</b>	<b>-2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-84,811</b>	<b>-113,850</b>	<b>-93,787</b>	<b>29,039</b>	<b>26%</b>	<b>8,976</b>	<b>10%</b>	<b>-156,100</b>	
<b>20.1%</b>	<b>23.0%</b>	<b>17.9%</b>	<b>-2.9%</b>	<b>-12.8%</b>	<b>2.2%</b>	<b>12.1%</b>		<b>Burden % TL</b>	<b>25.5%</b>	<b>26.8%</b>	<b>22.5%</b>	<b>-1.3%</b>	<b>-5.0%</b>	<b>3.0%</b>	<b>13.4%</b>	<b>27.6%</b>	
16.3%	10.3%	13.8%	6.0%	58.1%	2.5%	18.4%		Payroll Taxes %	11.6%	10.1%	11.7%	1.5%	15.2%	-0.1%	-1.0%	10.0%	
6.5%	8.0%	9.0%	-1.5%	-19.0%	-2.5%	-27.5%		Workers Comp %	5.0%	8.6%	6.6%	-3.6%	-41.5%	-1.5%	-23.5%	8.7%	
5.0%	4.4%	5.3%	0.6%	12.9%	-0.3%	-6.4%		Group Insurance %	9.6%	7.7%	6.3%	1.9%	23.9%	3.3%	52.8%	8.5%	
0.8%	0.3%	0.8%	0.6%	222.1%	0.0%	2.6%		Retirement %	1.3%	0.4%	1.2%	0.9%	192.4%	0.1%	11.0%	0.5%	
-8.5%	0.0%	-11.0%	-8.5%	0.0%	2.4%	22.1%		Capz PB %	-2.0%	0.0%	-3.3%	-2.0%	0.0%	1.2%	38.4%	0.0%	
								<b>OPERATING EXPENSES (OE)</b>									
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	0	0	-525	0	0%	525	100%	0	
-18	-20	-91	2	10%	73	80%	50625	Employee Relations	-83	-160	-91	77	48%	8	9%	-300	
-104	0	0	-104	0%	-104	0%	50630	Uniforms	-390	-400	-432	10	2%	42	10%	-400	
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-80	0	80	100%	0	0%	-80	

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Trails (051)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var			
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	51095	0	-280	-742	280	100%	742	100%	-280
-122	-20	-91	-102	-509%	-31	-34%					447	49%	1,317	74%	-1,060
0	-30	0	30	100%	0	0%	51090	0	-240	0	240	100%	0	0%	-360
-108	-50	-323	-58	-115%	215	67%	55005	-860	-200	-828	-660	-330%	-33	-4%	-300
-327	-300	-115	-27	-9%	-212	-184%	(530...	-1,107	-1,200	-1,103	93	8%	-4	0%	-1,800
-435	-380	-438	-55	-14%	3	1%		-1,967	-1,620	-1,931	-327	-20%	-37	-2%	-2,460
0	0	0	0	0%	0	0%	56530	0	0	-656	0	0%	656	100%	0
0	-10	0	10	100%	0	0%	51060	0	-40	0	40	100%	0	0%	-60
-309	-50	-892	-259	-518%	583	65%	53530	-309	-200	-1,564	-109	-55%	1,255	80%	-300
-30	-100	0	70	70%	-30	0%	56501	-169	-400	0	231	58%	-169	0%	-600
-32	-50	0	18	36%	-32	0%	56540	-291	-200	-189	-91	-45%	-102	-54%	-300
-184	-50	0	-134	-269%	-184	0%	56545	-457	-200	-153	-257	-129%	-304	-199%	-300
0	0	-38	0	0%	38	100%	54210	0	0	-38	0	0%	38	100%	0
0	0	-38	0	0%	38	100%		0	0	-38	0	0%	38	100%	0
-30	-100	0	70	70%	-30	0%	54443	-633	-400	-673	-233	-58%	40	6%	-600
-613	-50	-770	-563	-1126%	157	20%	54448	-3,102	-700	-2,513	-2,402	-343%	-589	-23%	-1,300
0	-50	0	50	100%	0	0%	54499	0	-200	0	200	100%	0	0%	-300
-643	-200	-770	-443	-222%	127	16%		-3,735	-1,300	-3,186	-2,435	-187%	-549	-17%	-2,200
-461	-100	-272	-361	-361%	-188	-69%	57528	-1,143	-1,400	-2,284	257	18%	1,141	50%	-1,600
-461	-100	-272	-361	-361%	-188	-69%		-1,143	-1,400	-2,284	257	18%	1,141	50%	-1,600
-1,104	-300	-1,080	-804	-268%	-24	-2%		-4,878	-2,700	-5,507	-2,178	-81%	629	11%	-3,800
-1,659	-560	-1,973	-1,099	-196%	313	16%		-6,104	-3,740	-8,070	-2,364	-63%	1,966	24%	-5,360
0	0	0	0	0%	0	0%	52015	0	0	-500	0	0%	500	100%	0
-24	0	0	-24	0%	-24	0%	51070	-62	0	0	-62	0%	-62	0%	0
0	0	-620	0	0%	620	100%	51530	0	0	-620	0	0%	620	100%	0
0	0	0	0	0%	0	0%	51020	-120	-150	0	30	20%	-120	0%	-200
0	0	0	0	0%	0	0%	51035	-1,322	0	-1,030	-1,322	0%	-293	-28%	0
0	-20	0	20	100%	0	0%	51096	0	-80	-67	80	100%	67	100%	-120
0	0	0	0	0%	0	0%	51546	-4,269	-3,000	-3,731	-1,269	-42%	-538	-14%	-3,000
-400	-400	-400	0	0%	0	0%	52025	-3,200	-3,200	-3,200	0	0%	0	0%	-4,800
-424	-420	-1,020	-4	-1%	596	58%		-8,973	-6,430	-9,148	-2,543	-40%	175	2%	-8,120
-2,640	-1,380	-3,521	-1,260	-91%	881	25%		-17,517	-12,730	-20,939	-4,787	-38%	3,422	16%	-17,000
-18,609	-25,568	-19,148	6,959	27%	539	3%		-102,328	-126,580	-114,726	24,252	19%	12,398	11%	-173,100
-17,307	-25,268	-19,064	7,961	32%	1,757	9%		-98,814	-125,680	-114,383	26,866	21%	15,569	14%	-172,100
-5,074	-5,074	0	0	0%	-5,074	0%	59025	-40,329	-40,329	0	0	0%	-40,329	0%	-61,600
-22,381	-30,342	-19,064	7,961	26%	-3,317	-17%		-139,143	-166,009	-114,383	26,866	16%	-24,760	-22%	-233,700
-23,683	-30,642	-19,148	6,959	23%	-4,535	-24%		-142,657	-166,909	-114,726	24,252	15%	-27,931	-24%	-234,700
-18,609	-25,568	-19,148	6,959	27%	539	3%		-102,328	-126,580	-114,726	24,252	19%	12,398	11%	-173,100
-05.5%	-01.0%	-00.4%	-04.5%	-461.5%	-05.1%	-1153.2%		-02.5%	-00.5%	-00.3%	-01.9%	-356.8%	-02.2%	-723.9%	-00.4%
-22,381	-30,342	-19,064	7,961	26%	-3,317	-17%		-139,143	-166,009	-114,383	26,866	16%	-24,760	-22%	-233,700



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Bikeworks (141)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
11,412	7,000	6,841	4,412	63%	4,571	67%	36030	Sales - Retail	64,255	44,500	43,035	19,755	44%	21,220	49%	59,000
-680	-900	-858	220	24%	178	21%	38015	Employee Discounts	-10,645	-4,800	-5,712	-5,845	-122%	-4,933	-86%	-5,000
-803	-500	-601	-303	-61%	-201	-33%	38017	Homeowner Discounts	-2,316	-1,700	-2,075	-616	-36%	-241	-12%	-2,000
-273	0	-16	-273	0%	-257	-1581%	38020	Discounts - Retail	-480	0	-103	-480	0%	-377	-367%	0
<b>9,657</b>	<b>5,600</b>	<b>5,365</b>	<b>4,057</b>	<b>72%</b>	<b>4,291</b>	<b>80%</b>		<b>Total Retail Product Reven</b>	<b>50,814</b>	<b>38,000</b>	<b>35,145</b>	<b>12,814</b>	<b>34%</b>	<b>15,669</b>	<b>45%</b>	<b>52,000</b>
14,173	12,000	11,659	2,173	18%	2,514	22%	36043	Rentals, Bikes	37,830	38,000	36,771	-170	0%	1,059	3%	44,000
<b>14,173</b>	<b>12,000</b>	<b>11,659</b>	<b>2,173</b>	<b>18%</b>	<b>2,514</b>	<b>22%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>37,830</b>	<b>38,000</b>	<b>36,771</b>	<b>-170</b>	<b>0%</b>	<b>1,059</b>	<b>3%</b>	<b>44,000</b>
6,171	5,900	5,332	271	5%	839	16%	37020	Other Revenue	23,467	20,200	19,637	3,267	16%	3,830	20%	21,000
<b>6,171</b>	<b>5,900</b>	<b>5,332</b>	<b>271</b>	<b>5%</b>	<b>839</b>	<b>16%</b>		<b>Total Other Revenue</b>	<b>23,467</b>	<b>20,200</b>	<b>19,637</b>	<b>3,267</b>	<b>16%</b>	<b>3,830</b>	<b>20%</b>	<b>21,000</b>
<b>30,000</b>	<b>23,500</b>	<b>22,356</b>	<b>6,500</b>	<b>28%</b>	<b>7,644</b>	<b>34%</b>		<b>GROSS REVENUE (GREV)</b>	<b>112,111</b>	<b>96,200</b>	<b>91,553</b>	<b>15,911</b>	<b>17%</b>	<b>20,558</b>	<b>22%</b>	<b>117,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-6,695	-4,500	-4,436	-2,195	-49%	-2,260	-51%		<b>Retail Product Cogs</b>	<b>-41,390</b>	<b>-29,400</b>	<b>-27,547</b>	<b>-11,990</b>	<b>-41%</b>	<b>-13,843</b>	<b>-50%</b>	<b>-39,000</b>
<b>-6,695</b>	<b>-4,500</b>	<b>-4,436</b>	<b>-2,195</b>	<b>-49%</b>	<b>-2,260</b>	<b>-51%</b>		<b>Total COGS</b>	<b>-41,390</b>	<b>-29,400</b>	<b>-27,547</b>	<b>-11,990</b>	<b>-41%</b>	<b>-13,843</b>	<b>-50%</b>	<b>-39,000</b>
-22.3%	-19.1%	-19.8%	-03.2%	-16.5%	-02.5%	-12.5%		Total Cogs / GREV %	-36.9%	-30.6%	-30.1%	-06.4%	-20.8%	-06.8%	-22.7%	-33.3%
-69.3%	-80.4%	-82.7%	11.0%	13.7%	13.3%	16.1%		Retail Product Cogs / Retail R	-81.5%	-77.4%	-78.4%	-04.1%	-05.3%	-03.1%	-03.9%	-75.0%
-58.7%	-64.3%	-64.8%	05.6%	08.7%	06.2%	09.5%		Retail Product Cogs / Retail R	-64.4%	-66.1%	-64.0%	01.7%	02.5%	-00.4%	-00.6%	-66.1%
<b>23,305</b>	<b>19,000</b>	<b>17,920</b>	<b>4,305</b>	<b>23%</b>	<b>5,385</b>	<b>30%</b>		<b>Gross Margin (GREV-COG)</b>	<b>70,720</b>	<b>66,800</b>	<b>64,005</b>	<b>3,920</b>	<b>6%</b>	<b>6,715</b>	<b>10%</b>	<b>78,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-6,560	-6,017	-5,842	-543	-9%	-718	-12%	5110...	Salaries - Exempt - Regular & Ot	-18,848	-18,050	-17,526	-798	-4%	-1,322	-8%	-24,100
-5,211	-5,609	-5,964	398	7%	753	13%	5124...	Wages - Seasonal	-16,856	-18,875	-19,808	2,019	11%	2,952	15%	-21,700
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-137	0	-383	-137	0%	246	64%	0
<b>-11,771</b>	<b>-11,626</b>	<b>-11,806</b>	<b>-145</b>	<b>-1%</b>	<b>35</b>	<b>0%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-35,841</b>	<b>-36,925</b>	<b>-37,717</b>	<b>1,084</b>	<b>3%</b>	<b>1,876</b>	<b>5%</b>	<b>-45,800</b>
-6,560	-6,017	-5,842	-543	-9%	-718	-12%		Salaries sub-total	-18,848	-18,050	-17,526	-798	-4%	-1,322	-8%	-24,100
-5,211	-5,609	-5,964	398	7%	753	13%		Wage sub-total	-16,993	-18,875	-20,191	1,882	10%	3,198	16%	-21,700
-5,211	-5,609	-5,964	398	7%	753	13%		Wage-Seasonal subsubto	-16,993	-18,875	-20,191	1,882	10%	3,198	16%	-21,700
-39.2%	-49.5%	-52.8%	10.2%	20.7%	13.6%	25.7%		PayrollDirect %ofRevenue	-32.0%	-38.4%	-41.2%	06.4%	16.7%	09.2%	22.4%	-39.1%
-554	0	0	-554	0%	-554	0%	51108	PTO net\$ accrual, in Salaries	-831	0	0	-831	0%	-831	0%	-33
-554	0	0	-554	0%	-554	0%		PTO net accrual, in PD Total	-831	0	0	-831	0%	-831	0%	-33
0.0	0.0	0.0	0.0	0.0	0.0	0.0		Wage Overtime Hours	-3.3	0.0	-3.1	-3.3	0.0	-0.3	-0.1	0.0
-323.5	-360.0	-401.0	36.5	0.1	77.5	0.2		Wage Total Hours	-1131.6	-1210.8	-1308.8	79.1	0.1	177.2	0.1	-1391.8
16.11	15.58	14.87	0.53	0.03	1.24	0.08		Wage ROP avg	15.02	15.59	15.43	-0.57	-0.04	-0.41	-0.03	15.59
<b>PAYROLL BURDEN</b>																
-1,028	-1,150	-1,220	122	11%	192	16%	5130...	Payroll Taxes	-3,246	-3,700	-3,876	454	12%	629	16%	-4,480
-525	-580	-658	55	9%	133	20%	5130...	Workers Compensation	-1,627	-1,860	-2,105	233	13%	478	23%	-2,120
-649	-850	-696	201	24%	47	7%	5130...	Group Insurance	-2,220	-2,550	-2,128	330	13%	-91	-4%	-3,400
-180	-425	-175	245	58%	-5	-3%	5130...	Retirement Plan	-540	-1,275	-526	735	58%	-15	-3%	-1,700
<b>-2,383</b>	<b>-3,005</b>	<b>-2,750</b>	<b>622</b>	<b>21%</b>	<b>367</b>	<b>13%</b>		<b>PAYROLL BURDEN Total</b>	<b>-7,633</b>	<b>-9,385</b>	<b>-8,634</b>	<b>1,752</b>	<b>19%</b>	<b>1,001</b>	<b>12%</b>	<b>-11,700</b>
-1,521	-1,945	-1,641	424	22%	120	7%	(513...	subtotal, Burden-Salary	-4,835	-5,835	-4,953	1,000	17%	118	2%	-7,700
0	0	0	0	0%	0	0%	(514...	subtotal, Burden-Wage-FTR	0	0	0	0	0%	0	0%	80
-862	-1,060	-1,109	198	19%	246	22%	(514...	subtotal, Burden-Wage-Seasonal	-2,798	-3,550	-3,681	752	21%	883	24%	-4,080
<b>20.2%</b>	<b>25.8%</b>	<b>23.3%</b>	<b>-05.6%</b>	<b>-21.7%</b>	<b>-03.0%</b>	<b>-13.1%</b>		<b>Burden % - on all Payroll</b>	<b>21.3%</b>	<b>25.4%</b>	<b>22.9%</b>	<b>-04.1%</b>	<b>-16.2%</b>	<b>-01.6%</b>	<b>-07.0%</b>	<b>25.5%</b>
23.2%	32.3%	28.1%	-09.1%	-28.3%	-04.9%	-17.5%		Burden % - Salary	25.7%	28.3%	28.3%	-06.7%	-20.7%	-02.6%	-09.2%	32.0%
16.5%	18.9%	18.6%	-02.4%	-12.4%	-02.0%	-11.0%		Burden % - Wage-Season	16.5%	18.8%	18.2%	-02.3%	-12.4%	-01.8%	-09.7%	18.8%
16.5%	18.9%	18.6%	-02.4%	-12.4%	-02.0%	-11.0%		Burden % - Wage-FTR&Se	16.5%	18.8%	18.2%	-02.3%	-12.4%	-01.8%	-09.7%	18.4%
<b>-14,154</b>	<b>-14,631</b>	<b>-14,556</b>	<b>477</b>	<b>3%</b>	<b>402</b>	<b>3%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-43,474</b>	<b>-46,310</b>	<b>-46,352</b>	<b>2,836</b>	<b>6%</b>	<b>2,877</b>	<b>6%</b>	<b>-57,500</b>
<b>20.2%</b>	<b>25.8%</b>	<b>23.3%</b>	<b>-5.6%</b>	<b>-21.7%</b>	<b>-3.0%</b>	<b>-13.1%</b>		<b>Burden % TL</b>	<b>21.3%</b>	<b>25.4%</b>	<b>22.9%</b>	<b>-4.1%</b>	<b>-16.2%</b>	<b>-1.6%</b>	<b>-7.0%</b>	<b>25.5%</b>
8.7%	9.9%	10.3%	-1.2%	-11.7%	-1.6%	-15.5%		Payroll Taxes %	9.1%	10.0%	10.3%	-1.0%	-9.6%	-1.2%	-11.9%	9.8%
4.5%	5.0%	5.6%	-0.5%	-10.6%	-1.1%	-19.9%		Workers Comp %	4.5%	5.0%	5.6%	-0.5%	-9.9%	-1.0%	-18.7%	4.6%
5.5%	7.3%	5.9%	-1.8%	-24.6%	-0.4%	-6.5%		Group Insurance %	6.2%	6.9%	5.6%	-0.7%	-10.3%	0.6%	9.8%	7.4%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Bikeworks (141)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %	Variance \$	Var %	
1.5%	3.7%	1.5%	-2.1%	-58.1%	0.0%	3.1%					-1.9%	-56.3%	0.1%	8.2%	3.7%
0	0	0	0	0%	0	0%									
0	0	0	0	0%	0	0%	50620				184	46%	-186	-620%	-400
0	0	0	0	0%	0	0%	50625				50	100%	0	0%	-100
0	0	0	0	0%	0	0%	50630				300	100%	0	0%	-300
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>					<b>534</b>	<b>71%</b>	<b>-186</b>	<b>-620%</b>	<b>-800</b>
-59	-50	-57	-9	-18%	-2	-3%	55003				-42	-21%	-6	-3%	-250
-164	-200	-114	36	18%	-51	-45%	55005				-324	-50%	-508	-109%	-750
-509	-500	-441	-69	-16%	-69	-16%	5501...				85	4%	-87	-5%	-2,800
-101	-100	-84	-1	-1%	-17	-21%	55025				16	3%	-161	-38%	-900
-173	-200	-100	27	14%	-73	-73%	55030				96	12%	-294	-75%	-1,180
-83	-200	-56	117	58%	-27	-47%	5503...				435	67%	-33	-18%	-700
-112	0	-105	-112	0%	-8	-7%	55040				-322	0%	-40	-14%	
<b>-1,202</b>	<b>-1,250</b>	<b>-956</b>	<b>48</b>	<b>4%</b>	<b>-246</b>	<b>-26%</b>					<b>-57</b>	<b>-1%</b>	<b>-1,129</b>	<b>-30%</b>	<b>-6,580</b>
-187	-200	-220	13	6%	33	15%	56530				492	62%	274	47%	-1,000
-36	0	-35	-36	0%	0	-1%	56535				-142	0%	47	25%	0
0	0	0	0	0%	0	0%	51060				-12	0%	107	90%	0
0	0	0	0	0%	0	0%	51061				-177	0%	-177	0%	0
0	0	0	0	0%	0	0%	<b>56501</b>				<b>-45</b>	<b>0%</b>	<b>-41</b>	<b>-901%</b>	<b>0</b>
0	0	0	0	0%	0	0%	56540				0	0%	218	100%	0
0	0	-400	0	0%	400	100%	55532				0	0%	400	100%	0
-54	0	0	-54	0%	-54	0%	54210				-54	0%	-54	0%	0
0	0	0	0	0%	0	0%	54256				-68	0%	-68	0%	0
<b>-54</b>	<b>0</b>	<b>0</b>	<b>-54</b>	<b>0%</b>	<b>-54</b>	<b>0%</b>					<b>-122</b>	<b>0%</b>	<b>-122</b>	<b>0%</b>	<b>0</b>
0	-50	-242	50	100%	242	100%	54461				-834	-805	-434	-109%	-500
0	-50	-242	50	100%	242	100%					<b>-834</b>	<b>-805</b>	<b>-29</b>	<b>-4%</b>	<b>-500</b>
<b>-54</b>	<b>-50</b>	<b>-242</b>	<b>-4</b>	<b>-8%</b>	<b>188</b>	<b>78%</b>					<b>-556</b>	<b>-139%</b>	<b>-151</b>	<b>-19%</b>	<b>-500</b>
<b>-277</b>	<b>-250</b>	<b>-897</b>	<b>-27</b>	<b>-11%</b>	<b>621</b>	<b>69%</b>					<b>-441</b>	<b>-37%</b>	<b>676</b>	<b>29%</b>	<b>-1,500</b>
-659	-250	-300	-409	-164%	-359	-120%	55540				68	5%	-616	-100%	-1,620
0	0	0	0	0%	0	0%	51035				-16	0%	-16	0%	0
-936	-640	-439	-296	-46%	-498	-113%	52220				1	0%	-634	-31%	-3,300
0	0	0	0	0%	0	0%	52225				0	0%	0	0%	0
-400	-400	-400	0	0%	0	0%	52025				0	0%	0	0%	-2,400
<b>-1,995</b>	<b>-1,290</b>	<b>-1,139</b>	<b>-705</b>	<b>-55%</b>	<b>-857</b>	<b>-75%</b>					<b>53</b>	<b>1%</b>	<b>-1,266</b>	<b>-30%</b>	<b>-7,320</b>
<b>-3,474</b>	<b>-2,790</b>	<b>-2,993</b>	<b>-684</b>	<b>-25%</b>	<b>-482</b>	<b>-16%</b>					<b>88</b>	<b>1%</b>	<b>-1,904</b>	<b>-18%</b>	<b>-16,200</b>
<b>-17,628</b>	<b>-17,421</b>	<b>-17,548</b>	<b>-207</b>	<b>-1%</b>	<b>-80</b>	<b>0%</b>					<b>2,924</b>	<b>5%</b>	<b>973</b>	<b>2%</b>	<b>-73,700</b>
<b>5,677</b>	<b>1,579</b>	<b>372</b>	<b>4,098</b>	<b>260%</b>	<b>5,305</b>	<b>1425%</b>					<b>6,844</b>	<b>83%</b>	<b>7,688</b>	<b>105%</b>	<b>4,300</b>
-2,784	-2,784	0	0	0%	-2,784	0%	59025				0	0%	-22,129	0%	-33,800
<b>2,893</b>	<b>-1,205</b>	<b>372</b>	<b>4,098</b>	<b>340%</b>	<b>2,521</b>	<b>677%</b>					<b>6,844</b>	<b>49%</b>	<b>-14,441</b>	<b>-196%</b>	<b>-29,500</b>
-27,107	-24,705	-21,984	-2,402	-10%	-5,123	-23%					-9,067	-8%	-34,999	-42%	-146,500
<b>-24,323</b>	<b>-21,921</b>	<b>-21,984</b>	<b>-2,402</b>	<b>-11%</b>	<b>-2,339</b>	<b>-11%</b>					<b>-9,067</b>	<b>-10%</b>	<b>-12,870</b>	<b>-15%</b>	<b>-112,700</b>
-110.7%	-95.1%	-101.7%	-15.6%	-16.3%	-09.0%	-08.8%					-06.7%	-07.7%	14.7%	13.5%	-79.9%
2,893	-1,205	372	4,098	340%	2,521	677%					6,844	49%	-14,441	-196%	-29,500

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Lodge and Summer F&B Combined

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
287,917	318,280	273,145	-30,364	-10%	14,772	5%	3310...	Food	1,330,544	1,465,080	1,305,183	-134,536	-9%	25,361	2%	2,069,700
-21,289	-28,300	-16,485	7,011	25%	-4,804	-29%		Food Discounts	-99,149	-147,500	-113,031	48,351	33%	13,882	12%	-202,000
-6,001	-7,100	-5,533	1,099	15%	-468	-8%	33152	EE Discounts	-24,557	-29,100	-20,534	4,543	16%	-4,023	-20%	-39,800
-4,975	-5,200	-2,949	225	4%	-2,026	-69%	33154	Guest Relations aka Manager	-15,294	-23,700	-17,473	8,406	35%	2,178	12%	-31,800
-10,313	-16,000	-8,003	5,687	36%	-2,309	-29%	3316...	Marketing Discounts	-59,297	-94,700	-75,024	35,403	37%	15,727	21%	-130,400
9,312	11,200	10,139	-1,888	-17%	-827	-8%	33180	Food NA Beverage	29,759	45,100	37,174	-15,341	-34%	-7,416	-20%	61,300
<b>275,939</b>	<b>301,180</b>	<b>266,799</b>	<b>-25,241</b>	<b>-8%</b>	<b>9,141</b>	<b>3%</b>		<b>Food subtotal</b>	<b>1,261,154</b>	<b>1,362,680</b>	<b>1,229,326</b>	<b>-101,526</b>	<b>-7%</b>	<b>31,828</b>	<b>3%</b>	<b>1,929,000</b>
30,026	24,960	29,487	5,066	20%	539	2%	3322...	Beer	116,019	114,010	124,938	2,009	2%	-8,919	-7%	161,500
-1,052	0	-895	-1,052	0%	-157	-18%	3322...	Beer Discounts	-5,400	0	-4,362	-5,400	0%	-1,038	-24%	0
55,732	32,910	48,335	22,822	69%	7,397	15%	33242	Liquor	218,121	156,600	201,754	61,521	39%	16,367	8%	226,400
-737	0	-1,613	-737	0%	876	54%	3324...	Liquor Discounts	-5,519	0	-7,762	-5,519	0%	2,243	29%	0
52,187	58,970	45,610	-6,783	-12%	6,577	14%	33262	Wine	234,027	290,450	224,776	-56,423	-19%	9,250	4%	421,100
-758	0	-1,236	-758	0%	478	39%	3326...	Wine Discounts	-5,812	0	-8,674	-5,812	0%	2,862	33%	0
3,757	0	3,527	3,757	0%	230	7%	33268	Corkage Fees	16,211	0	12,146	16,211	0%	4,065	33%	0
-1,520	0	-720	-1,520	0%	-800	-111%	33269	Corkage Fee Discounts	-9,980	0	-5,043	-9,980	0%	-4,938	-98%	0
<b>137,634</b>	<b>116,840</b>	<b>122,495</b>	<b>20,794</b>	<b>18%</b>	<b>15,139</b>	<b>12%</b>		<b>Beverage subtotal</b>	<b>557,667</b>	<b>561,060</b>	<b>537,775</b>	<b>-3,393</b>	<b>-1%</b>	<b>19,892</b>	<b>4%</b>	<b>809,000</b>
43,461	30,980	47,283	12,481	40%	-3,823	-8%	3328...	Misc other F&B	121,873	84,660	121,018	37,213	44%	855	1%	143,000
<b>43,461</b>	<b>30,980</b>	<b>47,283</b>	<b>12,481</b>	<b>40%</b>	<b>-3,823</b>	<b>-8%</b>		<b>Other F&amp;B subtotal</b>	<b>121,873</b>	<b>84,660</b>	<b>121,018</b>	<b>37,213</b>	<b>44%</b>	<b>855</b>	<b>1%</b>	<b>143,000</b>
<b>457,034</b>	<b>449,000</b>	<b>436,578</b>	<b>8,034</b>	<b>2%</b>	<b>20,457</b>	<b>5%</b>		<b>Total Food and Beverage</b>	<b>1,940,694</b>	<b>2,008,400</b>	<b>1,888,119</b>	<b>-67,706</b>	<b>-3%</b>	<b>52,575</b>	<b>3%</b>	<b>2,881,000</b>
<b>457,034</b>	<b>454,500</b>	<b>436,578</b>	<b>2,534</b>	<b>1%</b>	<b>20,457</b>	<b>5%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>1,940,542</b>	<b>2,022,900</b>	<b>1,888,119</b>	<b>-82,358</b>	<b>-4%</b>	<b>52,423</b>	<b>3%</b>	<b>2,900,000</b>
161,799	168,900	151,749	-7,101	-4%	10,050	7%	33910	F&B-Dining Room	852,822	905,100	827,245	-52,278	-6%	25,578	3%	1,262,000
93,154	83,200	85,032	9,954	12%	8,122	10%	33920	F&B-Pub	538,379	550,500	513,606	-12,121	-2%	24,773	5%	793,000
137,386	130,000	138,273	7,386	6%	-887	-1%	33930	F&B-Banquets	383,664	344,000	357,361	39,664	12%	26,303	7%	575,000
8,045	24,600	21,818	-16,555	-67%	-13,772	-63%	33940	F&B-Lunch	39,117	75,200	58,391	-36,083	-48%	-19,274	-33%	86,000
20,717	23,800	22,880	-3,083	-13%	-2,163	-9%	33950	SmrF&B-Snack Bar	52,805	79,400	79,179	-26,595	-33%	-26,375	-33%	107,000
35,934	18,500	16,826	17,434	94%	19,108	114%	33970	SmrF&B-Pool BBQ	73,755	54,200	52,337	19,555	36%	21,417	41%	58,000
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	14,500	0	-14,500	-100%	0	0%	19,000
-2,011	0	-2,004	-2,011	0%	-8	0%	33163	Mkt Discounts, Happy Hour Foo	-17,563	0	-20,785	-17,563	0%	3,221	15%	0
-823	0	-596	-823	0%	-226	-38%	33226	Mkt Discounts, Happy Hour Bev	-3,917	0	-2,419	-3,917	0%	-1,498	-62%	0
-132	0	-661	-132	0%	529	80%	33246	Mkt Discounts, Happy Hour Bev	-602	0	-2,797	-602	0%	2,195	78%	0
-356	0	-809	-356	0%	453	56%	33266	Mkt Discounts, Happy Hour Bev	-2,742	0	-5,310	-2,742	0%	2,568	48%	0
-1,311	0	-2,066	-1,311	0%	755	37%		Mkt Discounts, Happy Hour Bev	-7,261	0	-10,526	-7,261	0%	3,265	31%	0
-3,322	0	-4,070	-3,322	0%	747	18%		Mkt Discounts, Happy Hour F	-24,824	0	-31,311	-24,824	0%	6,486	21%	0
0	0	2,000	0	0%	-2,000	-100%	37018	Lease Revenue	0	0	6,000	0	0%	-6,000	-100%	0
3,107	5,500	3,429	-2,393	-44%	-322	-9%	38005	Employee Housing Revenue	12,607	14,500	18,330	-1,893	-13%	-5,723	-31%	19,000
<b>3,107</b>	<b>5,500</b>	<b>5,429</b>	<b>-2,393</b>	<b>-44%</b>	<b>-2,322</b>	<b>-43%</b>		<b>Total Other Revenue</b>	<b>12,607</b>	<b>14,500</b>	<b>24,330</b>	<b>-1,893</b>	<b>-13%</b>	<b>-11,723</b>	<b>-48%</b>	<b>19,000</b>
<b>460,142</b>	<b>454,500</b>	<b>442,006</b>	<b>5,642</b>	<b>1%</b>	<b>18,135</b>	<b>4%</b>		<b>GROSS REVENUE (GREV)</b>	<b>1,953,301</b>	<b>2,022,900</b>	<b>1,912,450</b>	<b>-69,599</b>	<b>-3%</b>	<b>40,852</b>	<b>2%</b>	<b>2,900,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	-6,750	0	0%	6,750	100%	4310...	Food	0	0	-6,750	0	0%	6,750	100%	0
-27,970	-29,530	-24,049	1,560	5%	-3,921	-16%	43110	Meat	-133,870	-135,870	-121,844	2,000	1%	-12,026	-10%	-191,670
-22,566	-27,780	-15,279	5,214	19%	-7,288	-48%	43120	Seafood	-111,578	-130,630	-102,546	19,052	15%	-9,032	-9%	-185,470
-18,846	-15,840	-18,727	-3,006	-19%	-118	-1%	43130	Produce	-91,054	-73,800	-89,708	-17,254	-23%	-1,347	-2%	-104,490
-8,330	-11,140	-7,606	2,810	25%	-724	-10%	43140	Dairy	-40,605	-49,260	-40,396	8,655	18%	-210	-1%	-68,580
-3,427	-5,630	-5,169	2,203	39%	1,742	34%	43150	NA Beverage	-11,977	-19,970	-17,337	7,993	40%	5,360	31%	-26,160
-18,566	-15,978	-16,406	-2,588	-16%	-2,160	-13%	43160	Food Other	-86,531	-76,890	-92,341	-9,641	-13%	5,810	6%	-110,150
7,759	10,510	5,853	-2,751	-26%	1,906	33%	43190	Mktg Discounts credit	39,006	47,840	44,188	-8,834	-18%	-5,182	-12%	66,800
2,713	2,718	2,744	-6	0%	-31	-1%	43192	EE Meals credit	15,383	16,520	16,358	-1,138	-7%	-975	-6%	24,400
<b>-89,233</b>	<b>-92,670</b>	<b>-85,389</b>	<b>3,437</b>	<b>4%</b>	<b>-3,845</b>	<b>-5%</b>		<b>Food Cogs</b>	<b>-421,227</b>	<b>-422,060</b>	<b>-410,375</b>	<b>833</b>	<b>0%</b>	<b>-10,852</b>	<b>-3%</b>	<b>-595,320</b>
-6,703	-6,330	-7,658	-955	-12%	955	12%	43270	Beer	-29,313	-29,310	-30,188	-3	0%	875	3%	-41,390
-9,382	-6,800	-7,261	-2,582	-38%	-2,121	-29%	43280	Liquor	-36,040	-32,040	-37,809	-4,000	-12%	1,770	5%	-46,390
-15,270	-17,700	-12,923	2,430	14%	-2,347	-18%	43290	Wine	-72,337	-67,690	-68,705	15,353	18%	-3,632	-5%	-126,900
<b>-31,355</b>	<b>-30,830</b>	<b>-27,842</b>	<b>-525</b>	<b>-2%</b>	<b>-3,513</b>	<b>-13%</b>		<b>Beverage Cogs</b>	<b>-137,689</b>	<b>-149,040</b>	<b>-136,702</b>	<b>11,351</b>	<b>8%</b>	<b>-987</b>	<b>-1%</b>	<b>-214,680</b>
<b>-120,589</b>	<b>-123,500</b>	<b>-113,231</b>	<b>2,911</b>	<b>2%</b>	<b>-7,358</b>	<b>-6%</b>		<b>Total COGS</b>	<b>-558,916</b>	<b>-571,100</b>	<b>-547,077</b>	<b>12,184</b>	<b>2%</b>	<b>-11,839</b>	<b>-2%</b>	<b>-810,000</b>
-26.2%	-27.2%	-25.6%	01.0%	03.6%	-00.6%	-02.3%		Total Cogs / GREV %	-28.6%	-28.2%	-28.6%	-00.4%	-01.4%	00.0%	00.0%	-27.9%
-26.4%	-27.5%	-25.9%	01.1%	04.1%	-00.4%	-01.7%		F&B Cogs / F&B Rev %	-28.8%	-28.4%	-29.0%	-00.4%	-01.3%	00.2%	00.6%	-28.1%
-30.0%	-28.1%	-30.1%	-01.9%	-06.7%	00.1%	00.4%		Food %, preDiscounts	-31.0%	-27.9%	-30.6%	-03.0%	-10.8%	-00.4%	-01.3%	-27.9%
-32.3%	-30.8%	-32.0%	-01.6%	-05.1%	-00.3%	-01.0%		Food %, postDiscounts	-33.4%	-31.0%	-33.4%	-02.4%	-07.8%	00.0%	-00.1%	-30.9%
-36.8%	-50.3%	-51.0%	13.5%	26.8%	14.2%	27.8%		Food NA Beverage %	-40.2%	-44.3%	-46.6%	04.0%	09.1%	06.4%	13.7%	-42.7%



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Lodge and Summer F&B Combined

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	(530...	Fuel & Oil	-13	0	0	-13	0%	-13	0%	0
-298	-100	-271	-198	-198%	-27	-10%	55027	Propane (LPG)	-559	-500	-602	-59	-12%	43	7%	-1,900
-997	-1,020	-975	23	2%	-22	-2%	55030	Sewer Fees	-7,841	-7,890	-7,662	49	1%	-179	-2%	-11,970
-500	-630	-500	130	21%	0	0%	5503...	Water - Building/Facility	-6,247	-4,090	-4,000	-2,157	-53%	-2,247	-56%	-6,200
<b>-8,144</b>	<b>-8,650</b>	<b>-7,863</b>	<b>506</b>	<b>6%</b>	<b>-281</b>	<b>-4%</b>		<b>TOTAL UTILITIES</b>	<b>-65,088</b>	<b>-61,800</b>	<b>-58,888</b>	<b>-3,288</b>	<b>-5%</b>	<b>-6,200</b>	<b>-11%</b>	<b>-92,510</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-5,557	-4,600	-5,867	-957	-21%	309	5%	56520	Linen Service	-26,979	-28,900	-30,733	1,921	7%	3,754	12%	-43,400
457	-100	0	557	557%	457	0%	56530	Janitorial Services & Supplies	1,181	-800	-902	1,981	248%	2,083	231%	-1,200
-162	-160	-160	-2	-1%	-2	-1%	56535	Pest Control	-1,318	-1,280	-1,339	-38	-3%	21	2%	-1,920
-249	-200	-119	-49	-25%	-130	-110%	53705	Equipment Rental	-1,857	-1,900	-1,946	43	2%	89	5%	-3,100
0	0	-639	0	0%	639	100%	57035	Rental Property Expense	0	0	-639	0	0%	639	100%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-1,206	-250	0	-956	-382%	-1,206	0%	-350
-318	-200	-218	-118	-59%	-99	-46%	51060	Office Supplies	-1,052	-1,050	-815	-2	0%	-237	-29%	-1,850
-138	-400	-449	262	65%	311	69%	51061	Toner Cartridges	-2,135	-2,000	-2,009	-135	-7%	-126	-6%	-3,300
0	-100	0	100	100%	0	0%	53530	Signs	-153	-950	-571	797	84%	419	73%	-1,150
<b>-411</b>	<b>-300</b>	<b>-265</b>	<b>-111</b>	<b>-37%</b>	<b>-146</b>	<b>-55%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-1,459</b>	<b>-1,360</b>	<b>-850</b>	<b>-99</b>	<b>-7%</b>	<b>-609</b>	<b>-72%</b>	<b>-1,810</b>
-4,868	-5,100	-4,576	232	5%	-291	-6%	56502	Paper Products - Restaurant	-23,342	-25,800	-25,414	2,458	10%	2,072	8%	-36,700
-154	0	0	-154	0%	-154	0%	56504	Candle & TableTop Supplies	-1,304	-1,000	-1,111	-304	-30%	-194	-17%	-2,000
-2,224	-2,700	-2,514	476	18%	289	12%	56511	Cleaning Supplies - Restaurant	-15,863	-16,200	-15,891	337	2%	28	0%	-24,100
-704	-300	-630	-404	-135%	-74	-12%	56540	Small Tools & Equipment	-3,203	-4,400	-4,221	1,197	27%	1,018	24%	-6,000
0	0	0	0	0%	0	0%	56545	Safety Equipment	-74	0	0	-74	0%	-74	0%	0
0	0	0	0	0%	0	0%	56550	Spoilage	-4,431	0	-85	-4,431	0%	-4,346	-5093%	0
0	-300	0	300	100%	0	0%	51025	Entertainment	-132	-1,600	-250	1,468	92%	118	47%	-2,100
0	0	0	0	0%	0	0%	55532	Special Programs	0	-500	-478	500	100%	478	100%	-2,500
-380	-600	-1,702	220	37%	1,323	78%	55537	Catering Rentals	-2,417	-2,800	-4,548	383	14%	2,131	47%	-7,400
								<b>Repairs &amp; Maintenance</b>								
-1,319	-1,000	-1,474	-319	-32%	154	10%	54210	General/PM	-4,051	-6,200	-9,128	2,149	35%	5,078	56%	-9,200
-45	0	-45	-45	0%	0	0%	54220	Plumbing	-665	-600	-364	-65	-11%	-302	-83%	-1,200
0	-100	0	100	100%	0	0%	54240	Lighting and Electrical	-236	-800	-304	564	71%	69	23%	-1,200
-75	0	0	-75	0%	-75	0%	54250	HVAC	-75	-150	0	75	50%	-75	0%	-200
-359	-350	-1,146	-9	-3%	787	69%	54254	Elevators	-3,880	-2,800	-3,903	-1,080	-39%	24	1%	-4,200
-106	0	0	-106	0%	-106	0%	54256	Fire Suppression	-2,602	-1,900	-966	-702	-37%	-1,636	-169%	-3,500
0	0	0	0	0%	0	0%	54290	Other Building	0	-250	-549	250	100%	549	100%	-500
<b>-1,904</b>	<b>-1,450</b>	<b>-2,665</b>	<b>-454</b>	<b>-31%</b>	<b>760</b>	<b>29%</b>		<b>R&amp;M Building</b>	<b>-11,508</b>	<b>-12,700</b>	<b>-15,215</b>	<b>1,192</b>	<b>9%</b>	<b>3,707</b>	<b>24%</b>	<b>-20,000</b>
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	0	0	0	-154	0%	154	100%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-14,033	-7,700	-6,841	-6,333	-82%	-7,192	-105%	-8,900
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	-304	0	-198	-304	0%	-107	-54%	0
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>-14,337</b>	<b>-7,700</b>	<b>-7,193</b>	<b>-6,637</b>	<b>-86%</b>	<b>-7,145</b>	<b>-99%</b>	<b>-8,900</b>
0	0	0	0	0%	0	0%	54448	Rolling, Car/Truck/Bus/Van	-92	0	-910	92	0%	818	90%	0
-629	-1,000	-1,440	371	37%	811	56%	54452	F&B Kitchen Equip	-8,716	-7,300	-8,706	-1,416	-19%	-10	0%	-11,000
0	-100	0	100	100%	0	0%	54454	F&B GlassSilverChina	0	-800	-138	800	100%	138	100%	-1,200
<b>-629</b>	<b>-1,100</b>	<b>-1,440</b>	<b>471</b>	<b>43%</b>	<b>811</b>	<b>56%</b>		<b>R&amp;M Equipment</b>	<b>-8,808</b>	<b>-8,100</b>	<b>-9,754</b>	<b>-708</b>	<b>-9%</b>	<b>946</b>	<b>10%</b>	<b>-12,200</b>
0	500	500	-500	-100%	-500	-100%	59010	Contra - Inter-Dept. Charges	0	2,000	2,000	-2,000	-100%	-2,000	-100%	3,000
<b>-2,533</b>	<b>-2,050</b>	<b>-3,605</b>	<b>-483</b>	<b>-24%</b>	<b>1,071</b>	<b>30%</b>		<b>R&amp;M subtotal</b>	<b>-34,653</b>	<b>-26,500</b>	<b>-30,162</b>	<b>-8,153</b>	<b>-31%</b>	<b>-4,492</b>	<b>-15%</b>	<b>-38,100</b>
<b>-17,241</b>	<b>-17,110</b>	<b>-20,743</b>	<b>-131</b>	<b>-1%</b>	<b>3,503</b>	<b>17%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-120,398</b>	<b>-117,290</b>	<b>-121,964</b>	<b>-3,108</b>	<b>-3%</b>	<b>1,566</b>	<b>1%</b>	<b>-176,980</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-300	0	-27	-300	0%	-273	-1011%	51070	Public Relations	-339	0	-218	-339	0%	-121	-56%	0
-700	0	-358	-700	0%	-341	-95%	55540	Resort Advertising	-5,209	-4,500	-5,289	-709	-16%	80	2%	-7,000
0	-300	-203	300	100%	203	100%	55560	Sales specific	-2,634	-2,500	-1,783	-134	-5%	-852	-48%	-3,700
0	0	0	0	0%	0	0%	51520	Charitable Contributions	0	-300	0	300	100%	0	0%	-300
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-7,759	-10,510	-5,853	2,751	26%	-1,906	-33%	55525	Marketing Discounts CoGS	-39,006	-47,840	-44,128	8,834	18%	5,122	12%	-66,800
0	-250	0	250	100%	0	0%	51020	Dues & Subscriptions	0	-250	0	250	100%	0	0%	-250
0	0	-600	0	0%	600	100%	51035	Licenses, Permits, Fees	-2,046	-2,200	-2,249	154	7%	203	9%	-3,640
0	-100	-58	100	100%	58	100%	51096	Mileage Reimbursement	-522	-900	-857	378	42%	334	39%	-1,300
-1	-5	-4	4	88%	4	88%	51065	Postage - General	-60	-60	-30	0	-1%	-30	-100%	-80
0	0	0	0	0%	0	0%	51547	Printing - Other	-39	0	-101	-39	0%	62	61%	0
-5	0	0	-5	0%	-5	0%	52215	Collection Expense	-86	0	0	-86	0%	-86	0%	0
-13,913	-12,250	-11,500	-1,663	-14%	-2,413	-21%	52220	Credit Card Expense	-63,563	-56,050	-55,325	-7,513	-13%	-8,238	-15%	-80,790
-244	0	575	-244	0%	-818	-142%	52225	Over/Short	-1,584	0	499	-1,584	0%	-2,083	-417%	0
-1,600	-1,600	-1,600	0	0%	0	0%	52025	Insurance Expense	-12,400	-12,400	-12,400	0	0%	0	0%	-18,600
<b>-25,821</b>	<b>-26,215</b>	<b>-20,714</b>	<b>394</b>	<b>2%</b>	<b>-5,107</b>	<b>-25%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-135,808</b>	<b>-135,100</b>	<b>-129,420</b>	<b>-708</b>	<b>-1%</b>	<b>-6,388</b>	<b>-5%</b>	<b>-193,660</b>
<b>-56,639</b>	<b>-60,293</b>	<b>-56,965</b>	<b>3,654</b>	<b>6%</b>	<b>326</b>	<b>1%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-350,288</b>	<b>-355,710</b>	<b>-346,473</b>	<b>5,422</b>	<b>2%</b>	<b>-3,815</b>	<b>-1%</b>	<b>-524,300</b>





Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 The Lodge (128)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
234,866	260,980	223,353	-26,114	-10%	11,513	5%	3310...	Food	1,200,940	1,293,480	1,157,892	-92,540	-7%	43,049	4%	1,866,900
-15,000	-20,800	-10,277	5,800	28%	-4,723	-46%		Food Discounts	-82,989	-124,900	-94,037	41,911	-34%	11,049	12%	-175,000
-3,382	-1,900	-1,112	-1,482	-78%	-2,270	-204%	33152	EE Discounts	-17,909	-13,400	-5,763	-4,509	-34%	-12,146	-211%	-20,800
-1,305	-2,900	-1,162	1,595	55%	-143	-12%	33154	Guest Relations aka Manager	-5,782	-16,800	-13,250	11,018	66%	7,467	56%	-23,800
-10,313	-16,000	-8,003	5,687	36%	-2,309	-29%	3316...	Marketing Discounts	-59,297	-94,700	-75,024	35,403	37%	15,727	21%	-130,400
5,003	5,900	5,893	-897	-15%	-890	-15%	33180	Food NA Beverage	19,341	28,400	22,854	-9,059	-32%	-3,513	-15%	41,100
<b>224,870</b>	<b>246,080</b>	<b>218,969</b>	<b>-21,210</b>	<b>-9%</b>	<b>5,901</b>	<b>3%</b>		<b>Food subtotal</b>	<b>1,137,293</b>	<b>1,196,980</b>	<b>1,086,708</b>	<b>-59,687</b>	<b>-5%</b>	<b>50,584</b>	<b>5%</b>	<b>1,733,000</b>
21,622	17,860	22,176	3,762	21%	-554	-2%	3322...	Beer	92,154	87,710	97,461	4,444	5%	-5,307	-5%	128,000
-1,052	0	-895	-1,052	0%	-157	-18%	3322...	Beer Discounts	-5,400	0	-4,362	-5,400	0%	-1,038	-24%	0
51,343	29,410	42,862	21,933	75%	8,481	20%	33242	Liquor	206,471	144,800	187,062	61,671	43%	19,410	10%	211,000
-737	0	-1,613	-737	0%	876	54%	3324...	Liquor Discounts	-5,519	0	-7,762	-5,519	0%	2,243	29%	0
51,354	57,770	44,702	-6,416	-11%	6,652	15%	33262	Wine	227,726	285,450	219,657	-57,724	-20%	8,069	4%	415,000
-758	0	-1,236	-758	0%	478	39%	3326...	Wine Discounts	-5,812	0	-8,674	-5,812	0%	2,862	33%	0
3,757	0	3,527	3,757	0%	230	7%	33268	Corkage Fees	16,211	0	12,146	16,211	0%	4,065	33%	0
-1,520	0	-720	-1,520	0%	-800	-111%	33269	Corkage Fee Discounts	-9,980	0	-5,043	-9,980	0%	-4,938	-98%	0
<b>124,008</b>	<b>105,040</b>	<b>108,802</b>	<b>18,968</b>	<b>18%</b>	<b>15,206</b>	<b>14%</b>		<b>Beverage subtotal</b>	<b>515,852</b>	<b>517,960</b>	<b>490,485</b>	<b>-2,108</b>	<b>0%</b>	<b>25,367</b>	<b>5%</b>	<b>754,000</b>
43,461	30,980	47,283	12,481	40%	-3,823	-8%	3328...	Misc other F&B	121,873	84,660	121,018	37,213	44%	855	1%	143,000
<b>43,461</b>	<b>30,980</b>	<b>47,283</b>	<b>12,481</b>	<b>40%</b>	<b>-3,823</b>	<b>-8%</b>		<b>Other F&amp;B subtotal</b>	<b>121,873</b>	<b>84,660</b>	<b>121,018</b>	<b>37,213</b>	<b>44%</b>	<b>855</b>	<b>1%</b>	<b>143,000</b>
<b>392,338</b>	<b>382,100</b>	<b>375,054</b>	<b>10,238</b>	<b>3%</b>	<b>17,284</b>	<b>5%</b>		<b>Total Food and Beverage</b>	<b>1,775,017</b>	<b>1,799,600</b>	<b>1,698,212</b>	<b>-24,583</b>	<b>-1%</b>	<b>76,805</b>	<b>5%</b>	<b>2,630,000</b>
<b>392,338</b>	<b>382,100</b>	<b>375,054</b>	<b>10,238</b>	<b>3%</b>	<b>17,284</b>	<b>5%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>1,774,865</b>	<b>1,799,600</b>	<b>1,698,212</b>	<b>-24,735</b>	<b>-1%</b>	<b>76,654</b>	<b>5%</b>	<b>2,630,000</b>
161,799	168,900	151,749	-7,101	-4%	10,050	7%	33910	F&B-Dining Room	852,822	905,100	827,245	-52,278	-6%	25,578	3%	1,262,000
93,154	83,200	85,032	9,954	12%	8,122	10%	33920	F&B-Pub	538,379	550,500	513,606	-12,121	-2%	24,773	5%	793,000
137,386	130,000	138,273	7,386	6%	-887	-1%	33930	F&B-Banquets	383,664	344,000	357,361	39,664	12%	26,303	7%	575,000
-2,011	0	-2,004	-2,011	0%	-8	0%	33163	Mkt Discounts, Happy Hour Foo	-17,563	0	-20,785	-17,563	0%	3,221	15%	0
-823	0	-596	-823	0%	-226	-38%	33226	Mkt Discounts, Happy Hour Bev	-3,917	0	-2,419	-3,917	0%	-1,498	-62%	0
-132	0	-661	-132	0%	529	80%	33246	Mkt Discounts, Happy Hour Bev	-602	0	-2,797	-602	0%	2,195	78%	0
-356	0	-809	-356	0%	453	56%	33266	Mkt Discounts, Happy Hour Bev	-2,742	0	-5,310	-2,742	0%	2,568	48%	0
-1,311	0	-2,066	-1,311	0%	755	37%		Mkt Discounts, Happy Hour Bev,	-7,261	0	-10,526	-7,261	0%	3,265	31%	0
-3,322	0	-4,070	-3,322	0%	747	18%		Mkt Discounts, Happy Hour F	-24,824	0	-31,311	-24,824	0%	6,486	21%	0
<b>392,338</b>	<b>382,100</b>	<b>375,054</b>	<b>10,238</b>	<b>3%</b>	<b>17,284</b>	<b>5%</b>		<b>GROSS REVENUE (GREV)</b>	<b>1,775,017</b>	<b>1,799,600</b>	<b>1,698,212</b>	<b>-24,583</b>	<b>-1%</b>	<b>76,805</b>	<b>5%</b>	<b>2,630,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	-6,750	0	0%	6,750	100%	4310...	Food	0	0	-6,750	0	0%	6,750	100%	0
-21,507	-24,020	-18,449	2,513	10%	-3,058	-17%	43110	Meat	-117,840	-119,320	-105,936	1,480	1%	-11,904	-11%	-172,070
-20,400	-24,020	-13,964	3,620	15%	-6,436	-46%	43120	Seafood	-106,821	-119,320	-97,792	12,499	10%	-9,030	-9%	-172,070
-16,201	-13,340	-16,066	-2,861	-21%	-135	-1%	43130	Produce	-84,154	-66,280	-82,714	-17,874	-27%	-1,441	-2%	-95,590
-7,287	-8,010	-6,501	723	9%	-786	-12%	43140	Dairy	-38,089	-39,800	-37,354	1,711	4%	-735	-2%	-57,380
-1,686	-1,870	-2,755	184	10%	1,069	39%	43150	NA Beverage	-7,432	-8,660	-10,374	1,228	14%	2,943	28%	-12,760
-11,477	-14,868	-11,307	3,391	23%	-170	-2%	43160	Food Other	-68,359	-73,560	-73,959	5,201	7%	5,600	8%	-106,150
5,474	8,010	3,763	-2,536	-32%	1,711	45%	43190	Mktg Discounts credit	32,935	40,420	37,395	-7,485	-19%	-4,461	-12%	58,000
1,628	1,628	1,628	-1	0%	0	0%	43192	EE Meals credit	12,863	12,700	12,758	163	1%	105	1%	19,000
<b>-71,456</b>	<b>-76,490</b>	<b>-70,401</b>	<b>5,034</b>	<b>7%</b>	<b>-1,055</b>	<b>-1%</b>		<b>Food Cogs</b>	<b>-376,897</b>	<b>-373,820</b>	<b>-364,726</b>	<b>-3,077</b>	<b>-1%</b>	<b>-12,172</b>	<b>-3%</b>	<b>-539,020</b>
-4,937	-4,550	-5,255	-387	-9%	318	6%	43270	Beer	-22,654	-22,720	-23,670	67	0%	1,017	4%	-32,990
-8,083	-6,030	-6,081	-2,053	-34%	-2,002	-33%	43280	Liquor	-33,667	-29,430	-34,372	-4,237	-14%	705	2%	-42,990
-15,110	-17,330	-12,755	2,220	13%	-2,356	-18%	43290	Wine	-70,036	-86,130	-67,084	16,094	19%	-2,952	-4%	-125,000
<b>-28,131</b>	<b>-27,910</b>	<b>-24,091</b>	<b>-221</b>	<b>-1%</b>	<b>-4,039</b>	<b>-17%</b>		<b>Beverage Cogs</b>	<b>-126,356</b>	<b>-138,280</b>	<b>-125,126</b>	<b>11,924</b>	<b>9%</b>	<b>-1,230</b>	<b>-1%</b>	<b>-200,980</b>
<b>-99,587</b>	<b>-104,400</b>	<b>-94,493</b>	<b>4,813</b>	<b>5%</b>	<b>-5,094</b>	<b>-5%</b>		<b>Total COGS</b>	<b>-503,253</b>	<b>-512,100</b>	<b>-489,851</b>	<b>8,847</b>	<b>2%</b>	<b>-13,402</b>	<b>-3%</b>	<b>-740,000</b>
-25.4%	-27.3%	-25.2%	01.9%	07.1%	-00.2%	-00.7%		Total Cogs / GREV %	-28.4%	-28.5%	-28.8%	00.1%	00.4%	00.5%	01.7%	-28.1%
-25.4%	-27.3%	-25.2%	01.9%	07.1%	-00.2%	-00.7%		F&B Cogs / F&B Rev %	-28.4%	-28.5%	-28.8%	00.1%	00.4%	00.5%	01.7%	-28.1%
-29.8%	-28.7%	-30.7%	-01.1%	-03.9%	00.9%	03.0%		Food %, preDiscounts	-30.9%	-28.3%	-30.9%	-02.6%	-09.2%	00.0%	00.0%	-28.3%
-31.8%	-31.1%	-32.2%	-00.7%	-02.2%	00.4%	01.2%		Food %, postDiscounts	-33.1%	-31.2%	-33.6%	-01.9%	-06.1%	00.4%	01.3%	-31.1%
-33.7%	-31.7%	-46.7%	-02.0%	-06.3%	13.1%	27.9%		Food NA Beverage %	-38.4%	-30.5%	-45.4%	-07.9%	-26.0%	07.0%	15.4%	-31.0%
-22.7%	-26.6%	-22.1%	03.9%	14.6%	-00.5%	-02.4%		COGS % Beverage, incld CF,ne	-24.5%	-26.7%	-25.5%	02.2%	08.2%	01.0%	04.0%	-26.7%
-24.0%	-25.5%	-24.7%	01.5%	05.8%	00.7%	02.8%		COGS % Beer,net	-26.1%	-25.9%	-25.4%	-00.2%	-00.8%	-00.7%	-02.7%	-25.8%
-16.0%	-20.5%	-14.7%	04.5%	22.1%	-01.2%	-08.3%		COGS % Liquor,net	-16.8%	-20.3%	-19.2%	03.6%	17.6%	02.4%	12.6%	-20.4%
-29.9%	-30.0%	-29.3%	00.1%	00.4%	-00.5%	-01.8%		COGS % Wine,net	-31.8%	-30.2%	-31.8%	-01.4%	-04.6%	00.2%	00.7%	-30.1%
<b>292,752</b>	<b>277,700</b>	<b>280,561</b>	<b>15,052</b>	<b>5%</b>	<b>12,190</b>	<b>4%</b>		<b>Gross Margin (GREV-COG)</b>	<b>1,271,764</b>	<b>1,287,500</b>	<b>1,208,360</b>	<b>-15,736</b>	<b>-1%</b>	<b>63,404</b>	<b>5%</b>	<b>1,890,000</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 The Lodge (128)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-162	-160	-160	-2	-1%	-2	-1%	56535	Pest Control	-1,318	-1,280	-1,339	-38	-3%	21	2%	-1,920
-249	-200	-119	-49	-25%	-130	-110%	53705	Equipment Rental	-1,857	-1,900	-1,946	43	2%	89	5%	-3,100
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-177	-200	0	23	11%	-177	0%	-300
-318	-200	-218	-118	-59%	-99	-46%	51060	Office Supplies	-1,052	-1,000	-815	-52	-5%	-237	-23%	-1,800
-138	-400	-449	262	65%	311	69%	51061	Toner Cartridges	-2,135	-2,000	-2,009	-135	-7%	-126	-6%	-3,300
0	-100	0	100	100%	0	0%	53530	Signs	-153	-400	0	247	62%	-153	0%	-500
<b>-411</b>	<b>-200</b>	<b>-233</b>	<b>-211</b>	<b>-105%</b>	<b>-178</b>	<b>-77%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-789</b>	<b>-1,000</b>	<b>-769</b>	<b>211</b>	<b>21%</b>	<b>-20</b>	<b>-3%</b>	<b>-1,400</b>
-2,080	-2,800	-2,304	720	26%	224	10%	56502	Paper Products - Restaurant	-15,509	-18,100	-18,033	2,591	14%	2,522	14%	-27,100
-154	0	0	-154	0%	-154	0%	56504	Candle & TableTop Supplies	-1,304	-1,000	-1,111	-304	-30%	-194	-17%	-2,000
-1,312	-1,400	-1,567	88	6%	256	16%	56511	Cleaning Supplies - Restaurant	-13,292	-12,900	-12,370	-392	-3%	-922	-7%	-20,300
-184	-300	-310	116	39%	126	41%	56540	Small Tools & Equipment	-2,466	-3,400	-3,478	934	27%	1,012	29%	-5,000
0	0	0	0	0%	0	0%	56545	Safety Equipment	-74	0	0	-74	0%	-74	0%	0
0	0	0	0	0%	0	0%	56550	Spoilage	-4,431	0	-85	-4,431	0%	-4,346	-5093%	0
0	-300	0	300	100%	0	0%	51025	Entertainment	-132	-1,600	-250	1,468	92%	118	47%	-2,100
0	0	0	0	0%	0	0%	55532	Special Programs	0	-500	-478	500	100%	478	100%	-2,500
-380	-600	-1,702	220	37%	1,323	78%	55537	Catering Rentals	-2,417	-2,800	-4,548	383	14%	2,131	47%	-7,400
								<b>Repairs &amp; Maintenance</b>								
-1,319	-1,000	-1,474	-319	-32%	154	10%	54210	General/PM	-3,949	-6,200	-9,049	2,251	36%	5,101	56%	-9,200
-45	0	-45	-45	0%	0	0%	54220	Plumbing	-665	-600	-364	-65	-11%	-302	-83%	-1,200
0	-100	0	100	100%	0	0%	54240	Lighting and Electrical	-236	-800	-304	564	71%	69	23%	-1,200
-75	0	0	-75	0%	-75	0%	54250	HVAC	-75	-150	0	75	50%	-75	0%	-200
-359	-350	-1,146	-9	-3%	787	69%	54254	Elevators	-3,880	-2,800	-3,903	-1,080	-39%	24	1%	-4,200
-106	0	0	-106	0%	-106	0%	54256	Fire Suppression	-2,602	-1,900	-966	-702	-37%	-1,636	-169%	-3,500
0	0	0	0	0%	0	0%	54290	Other Building	0	-250	-549	250	100%	549	100%	-500
<b>-1,904</b>	<b>-1,450</b>	<b>-2,665</b>	<b>-454</b>	<b>-31%</b>	<b>760</b>	<b>29%</b>		<b>R&amp;M Building</b>	<b>-11,406</b>	<b>-12,700</b>	<b>-15,136</b>	<b>1,294</b>	<b>10%</b>	<b>3,730</b>	<b>25%</b>	<b>-20,000</b>
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	0	0	-154	0	0%	154	100%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-14,033	-7,700	-6,841	-6,333	-82%	-7,192	-105%	-8,900
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	-304	0	-198	-304	0%	-107	-54%	0
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>-14,337</b>	<b>-7,700</b>	<b>-7,193</b>	<b>-6,637</b>	<b>-86%</b>	<b>-7,145</b>	<b>-99%</b>	<b>-8,900</b>
0	0	0	0	0%	0	0%	54448	Rolling, Car/Truck/Bus/Van	-92	0	-910	-92	0%	818	90%	0
-611	-1,000	-1,422	389	39%	811	57%	54452	F&B Kitchen Equip	-8,644	-7,100	-8,384	-1,544	-22%	-260	-3%	-10,700
0	-100	0	100	100%	0	0%	54454	F&B GlassSilverChina	0	-800	-138	800	100%	138	100%	-1,200
<b>-611</b>	<b>-1,100</b>	<b>-1,422</b>	<b>489</b>	<b>44%</b>	<b>811</b>	<b>57%</b>		<b>R&amp;M Equipment</b>	<b>-8,736</b>	<b>-7,900</b>	<b>-9,432</b>	<b>-836</b>	<b>-11%</b>	<b>696</b>	<b>7%</b>	<b>-11,900</b>
3,000	3,000	3,000	0	0%	0	0%	59010	Contra - Inter-Dept. Charges	11,500	11,500	11,500	0	0%	0	0%	17,000
<b>485</b>	<b>450</b>	<b>-1,087</b>	<b>35</b>	<b>8%</b>	<b>1,571</b>	<b>145%</b>		<b>R&amp;M subtotal</b>	<b>-22,980</b>	<b>-16,800</b>	<b>-20,261</b>	<b>-6,180</b>	<b>-37%</b>	<b>-2,719</b>	<b>-13%</b>	<b>-23,800</b>
<b>-9,499</b>	<b>-10,010</b>	<b>-12,900</b>	<b>511</b>	<b>5%</b>	<b>3,401</b>	<b>26%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-95,706</b>	<b>-92,280</b>	<b>-96,093</b>	<b>-3,426</b>	<b>-4%</b>	<b>387</b>	<b>0%</b>	<b>-143,820</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
-300	0	-27	-300	0%	-273	-1011%	51070	Public Relations	-320	0	-218	-320	0%	-102	-47%	0
-700	0	-358	-700	0%	-341	-95%	55540	Resort Advertising	-4,900	-3,000	-5,070	-1,900	-63%	170	3%	-5,000
0	-300	-203	300	100%	203	100%	55560	Sales specific	-2,634	-2,500	-1,783	-134	-5%	-852	-48%	-3,700
0	0	0	0	0%	0	0%	51520	Charitable Contributions	0	-300	0	300	100%	0	0%	-300
-1,300	-1,200	-1,084	-100	-8%	-216	-20%	55538	Reservation Services	-8,318	-8,100	-7,539	-218	-3%	-780	-10%	-11,200
-5,474	-8,010	-3,763	2,536	32%	-1,711	-45%	55525	Marketing Discounts CoGS	-32,935	-40,420	-37,336	7,485	19%	4,401	12%	-58,000
0	-250	0	250	100%	0	0%	51020	Dues & Subscriptions	0	-250	0	250	100%	0	0%	-250
0	0	-507	507	100%	507	100%	51035	Licenses, Permits, Fees	-1,520	-1,200	-1,778	-320	-27%	258	15%	-2,640
0	-100	-58	100	100%	58	100%	51096	Mileage Reimbursement	-493	-900	-807	407	45%	313	39%	-1,300
-1	-5	-4	4	88%	4	88%	51065	Postage - General	-60	-60	-30	0	-1%	-31	-103%	-80
0	0	0	0	0%	0	0%	51547	Printing - Other	-39	0	-101	-39	0%	62	61%	0
-5	0	0	-5	0%	-5	0%	52215	Collection Expense	-86	0	-86	-86	0%	-86	0%	0
-12,113	-10,710	-9,841	-1,403	-13%	-2,273	-23%	52220	Credit Card Expense	-58,835	-51,250	-50,662	-7,585	-15%	-8,173	-16%	-75,000
-234	0	575	-234	0%	-808	-141%	52225	Over/Short	-1,574	0	499	-1,574	0%	-2,073	-415%	0
-1,500	-1,500	-1,500	0	0%	0	0%	52025	Insurance Expense	-12,000	-12,000	-12,000	0	0%	0	0%	-18,000
<b>-21,627</b>	<b>-22,075</b>	<b>-16,772</b>	<b>448</b>	<b>2%</b>	<b>-4,855</b>	<b>-29%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-123,715</b>	<b>-119,980</b>	<b>-116,823</b>	<b>-3,735</b>	<b>-3%</b>	<b>-6,892</b>	<b>-6%</b>	<b>-175,470</b>
<b>-40,969</b>	<b>-42,563</b>	<b>-39,285</b>	<b>1,594</b>	<b>4%</b>	<b>-1,684</b>	<b>-4%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-300,430</b>	<b>-289,160</b>	<b>-284,892</b>	<b>-11,270</b>	<b>-4%</b>	<b>-15,537</b>	<b>-5%</b>	<b>-433,900</b>
<b>-169,672</b>	<b>-187,194</b>	<b>-179,958</b>	<b>17,522</b>	<b>9%</b>	<b>10,286</b>	<b>6%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-1,251,643</b>	<b>-1,223,563</b>	<b>-1,197,058</b>	<b>-28,080</b>	<b>-2%</b>	<b>-54,585</b>	<b>-5%</b>	<b>-1,810,000</b>
<b>123,079</b>	<b>90,506</b>	<b>100,603</b>	<b>32,573</b>	<b>36%</b>	<b>22,476</b>	<b>22%</b>		<b>NORBO (before AO)</b>	<b>20,121</b>	<b>63,937</b>	<b>11,302</b>	<b>-43,816</b>	<b>-69%</b>	<b>8,818</b>	<b>78%</b>	<b>80,000</b>
<b>-34,347</b>	<b>-34,347</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-34,347</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-273,011</b>	<b>-273,011</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-273,011</b>	<b>0%</b>	<b>-417,000</b>
<b>88,732</b>	<b>56,159</b>	<b>100,603</b>	<b>32,573</b>	<b>58%</b>	<b>-11,871</b>	<b>-12%</b>		<b>NOR (after AO)</b>	<b>-252,890</b>	<b>-209,074</b>	<b>11,302</b>	<b>-43,816</b>	<b>-21%</b>	<b>-264,193</b>	<b>-2338%</b>	<b>-337,000</b>
-303,606	-325,941	-274,451	22,335	7%	-29,155	-11%		T O C post AO	-2,027,907	-2,008,674	-1,686,909	-19,233	-1%	-340,998	-20%	-2,967,000
<b>-269,259</b>	<b>-291,594</b>	<b>-274,451</b>	<b>22,335</b>	<b>8%</b>	<b>5,192</b>	<b>2%</b>		T O C pre AO	<b>-1,754,896</b>	<b>-1,735,663</b>	<b>-1,686,909</b>	<b>-19,233</b>	<b>-1%</b>	<b>-67,987</b>	<b>-4%</b>	<b>-2,550,000</b>
-129.2%	-117.2%	-136.7%	-12.0%	-10.2%	07.4%	05.4%		REV to TOC (CRR%)	-87.5%	-89.6%	-100.7%	02.1%	02.3%	13.1%	13.1%	-88.6%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 The Lodge (128)

<u>August 2019</u>							<u>Account Number</u>	<u>Year-to-Date August 2019</u>							<u>Full Year Budget \$</u>
<u>Actual \$</u>	<u>Budget \$</u>	<u>Prior Yr \$</u>	<u>Actual vs Budget</u>		<u>Actual vs Prior Yr</u>			<u>Actual \$</u>	<u>Budget \$</u>	<u>Prior Year \$</u>	<u>Actual vs Budget</u>		<u>Actual vs Prior Yr</u>		
			<u>Variance \$</u>	<u>Var %</u>	<u>Variance \$</u>	<u>Var %</u>					<u>Variance \$</u>	<u>Var %</u>	<u>Variance \$</u>	<u>Var %</u>	
88,732	56,159	100,603	32,573	58%	-11,871	-12%	NOR AFTER Assessment Reven	-252,890	-209,074	11,302	-43,816	-21%	-264,193	-2338%	-337,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Summer Food and Beverage (170)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
53,050	57,300	49,792	-4,250	-7%	3,258	7%	3310...	Food	129,604	171,600	147,291	-41,996	-24%	-17,688	-12%	202,800
-6,289	-7,500	-6,208	1,211	16%	-81	-1%		Food Discounts	-16,160	-22,600	-18,993	6,440	28%	2,834	15%	-27,000
-2,619	-5,200	-4,421	2,581	50%	1,802	41%	33152	EE Discounts	-6,648	-15,700	-14,771	9,052	58%	8,123	55%	-19,000
-3,670	-2,300	-1,787	-1,370	-60%	-1,883	-105%	33154	Guest Relations aka Manager	-9,512	-6,900	-4,223	-2,612	-38%	-5,289	-125%	-8,000
4,309	5,300	4,246	-991	-19%	63	1%	33180	Food NA Beverage	10,417	16,700	14,320	-6,283	-38%	-3,903	-27%	20,200
<b>51,070</b>	<b>55,100</b>	<b>47,830</b>	<b>-4,030</b>	<b>-7%</b>	<b>3,240</b>	<b>7%</b>		<b>Food subtotal</b>	<b>123,861</b>	<b>165,700</b>	<b>142,618</b>	<b>-41,839</b>	<b>-25%</b>	<b>-18,757</b>	<b>-13%</b>	<b>196,000</b>
8,404	7,100	7,311	1,304	18%	1,093	15%	3322...	Beer	23,865	26,300	27,477	-2,435	-9%	-3,612	-13%	33,500
4,389	3,500	5,474	889	25%	-1,085	-20%	33242	Liquor	11,650	11,800	14,693	-150	-1%	-3,043	-21%	15,400
833	1,200	909	-367	-31%	-76	-8%	33262	Wine	6,301	5,000	5,120	1,301	26%	1,181	23%	6,100
<b>13,626</b>	<b>11,800</b>	<b>13,694</b>	<b>1,826</b>	<b>15%</b>	<b>-67</b>	<b>0%</b>		<b>Beverage subtotal</b>	<b>41,816</b>	<b>43,100</b>	<b>47,290</b>	<b>-1,284</b>	<b>-3%</b>	<b>-5,474</b>	<b>-12%</b>	<b>55,000</b>
<b>64,696</b>	<b>66,900</b>	<b>61,524</b>	<b>-2,204</b>	<b>-3%</b>	<b>3,173</b>	<b>5%</b>		<b>Total Food and Beverage</b>	<b>165,677</b>	<b>208,800</b>	<b>189,908</b>	<b>-43,123</b>	<b>-21%</b>	<b>-24,231</b>	<b>-13%</b>	<b>251,000</b>
<b>64,696</b>	<b>72,400</b>	<b>61,524</b>	<b>-7,704</b>	<b>-11%</b>	<b>3,172</b>	<b>5%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>165,676</b>	<b>223,300</b>	<b>189,908</b>	<b>-57,624</b>	<b>-26%</b>	<b>-24,231</b>	<b>-13%</b>	<b>270,000</b>
8,045	24,600	21,818	-16,555	-67%	-13,772	-63%	33940	F&B-Lunch	39,117	75,200	58,391	-36,083	-48%	-19,274	-33%	86,000
20,717	23,800	22,880	-3,083	-13%	-2,163	-9%	33950	SmrF&B-Snack Bar	52,805	79,400	79,179	-26,595	-33%	-26,375	-33%	107,000
35,934	18,500	16,826	17,434	94%	19,108	114%	33970	SmrF&B-Pool BBQ	73,755	54,200	52,337	19,555	36%	21,417	41%	58,000
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	14,500	0	-14,500	-100%	0	0%	19,000
0	0	2,000	0	0%	-2,000	-100%	37018	Lease Revenue	0	0	6,000	0	0%	-6,000	-100%	0
3,107	5,500	3,429	-2,393	-44%	-322	-9%	38005	Employee Housing Revenue	12,607	14,500	18,330	-1,893	-13%	-5,723	-31%	19,000
<b>3,107</b>	<b>5,500</b>	<b>5,429</b>	<b>-2,393</b>	<b>-44%</b>	<b>-2,322</b>	<b>-43%</b>		<b>Total Other Revenue</b>	<b>12,607</b>	<b>14,500</b>	<b>24,330</b>	<b>-1,893</b>	<b>-13%</b>	<b>-11,723</b>	<b>-48%</b>	<b>19,000</b>
<b>67,803</b>	<b>72,400</b>	<b>66,952</b>	<b>-4,597</b>	<b>-6%</b>	<b>851</b>	<b>1%</b>		<b>GROSS REVENUE (GREV)</b>	<b>178,284</b>	<b>223,300</b>	<b>214,238</b>	<b>-45,016</b>	<b>-20%</b>	<b>-35,954</b>	<b>-17%</b>	<b>270,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-6,462	-5,510	-5,599	-952	-17%	-863	-15%	43110	Meat	-16,030	-16,550	-15,908	520	3%	-122	-1%	-19,600
-2,166	-3,760	-1,315	1,594	42%	-851	-65%	43120	Seafood	-4,757	-11,310	-4,755	6,553	58%	-2	0%	-13,400
-2,645	-2,500	-2,662	-145	-6%	17	1%	43130	Produce	-6,900	-7,520	-6,994	620	8%	94	1%	-8,900
-1,043	-3,130	-1,105	2,087	67%	62	6%	43140	Dairy	-2,517	-9,460	-3,042	6,943	73%	525	17%	-11,200
-1,741	-3,760	-2,414	2,019	54%	673	28%	43150	NA Beverage	-4,545	-11,310	-6,962	6,765	60%	2,417	35%	-13,400
-7,089	-1,110	-5,099	-5,979	-539%	-1,990	-39%	43160	Food Other	-18,172	-3,330	-18,382	-14,842	-446%	210	1%	-4,000
2,285	2,500	2,090	-215	-9%	195	9%	43190	Mktg Discounts credit	6,072	7,420	6,793	-1,348	-18%	-721	-11%	8,800
1,085	1,090	1,116	-5	0%	-31	-3%	43192	EE Meals credit	2,520	3,820	3,600	-1,300	-34%	-1,080	-30%	5,400
<b>-17,777</b>	<b>-16,180</b>	<b>-14,987</b>	<b>-1,597</b>	<b>-10%</b>	<b>-2,790</b>	<b>-19%</b>		<b>Food Cogs</b>	<b>-44,329</b>	<b>-48,240</b>	<b>-45,649</b>	<b>3,911</b>	<b>8%</b>	<b>1,320</b>	<b>3%</b>	<b>-56,300</b>
-1,766	-1,780	-2,403	14	1%	637	26%	43270	Beer	-6,659	-6,590	-6,518	-69	-1%	-142	-2%	-8,400
-1,299	-770	-1,179	-529	-69%	-119	-10%	43280	Liquor	-2,373	-2,610	-3,438	237	9%	1,065	31%	-3,400
-160	-370	-169	210	57%	9	5%	43290	Wine	-2,301	-1,560	-1,621	-741	-48%	-680	-42%	-1,900
<b>-3,225</b>	<b>-2,920</b>	<b>-3,751</b>	<b>-305</b>	<b>-10%</b>	<b>526</b>	<b>14%</b>		<b>Beverage Cogs</b>	<b>-11,333</b>	<b>-10,760</b>	<b>-11,577</b>	<b>-573</b>	<b>-5%</b>	<b>243</b>	<b>2%</b>	<b>-13,700</b>
<b>-21,002</b>	<b>-19,100</b>	<b>-18,738</b>	<b>-1,902</b>	<b>-10%</b>	<b>-2,264</b>	<b>-12%</b>		<b>Total COGS</b>	<b>-55,663</b>	<b>-59,000</b>	<b>-57,226</b>	<b>3,337</b>	<b>6%</b>	<b>1,563</b>	<b>3%</b>	<b>-70,000</b>
-31.0%	-26.4%	-28.0%	-04.6%	-17.4%	-03.0%	-10.7%		Total Cogs / GREV %	-31.2%	-26.4%	-26.7%	-04.8%	-18.2%	-04.5%	-16.9%	-25.9%
-32.5%	-28.6%	-30.5%	-03.9%	-13.7%	-02.0%	-06.6%		F&B Cogs / F&B Rev %	-33.6%	-28.3%	-28.3%	-05.3%	-18.9%	-03.5%	-11.5%	-27.9%
-31.0%	-25.8%	-27.7%	-05.1%	-19.9%	-03.3%	-11.7%		Food %, preDiscounts	-31.7%	-25.6%	-28.2%	-06.0%	-23.6%	-03.4%	-12.1%	-25.2%
-34.8%	-29.4%	-31.3%	-05.4%	-18.5%	-03.5%	-11.1%		Food %, postDiscounts	-35.8%	-29.1%	-32.0%	-06.7%	-22.9%	-03.8%	-11.8%	-28.7%
-40.4%	-70.9%	-56.8%	30.5%	43.0%	16.4%	28.9%		Food NA Beverage %	-43.6%	-67.7%	-48.6%	24.1%	35.6%	05.0%	10.3%	-66.3%
-23.7%	-24.7%	-27.4%	01.1%	04.4%	03.7%	13.6%		COGS % Beverage, incld CF,ne	-27.1%	-25.0%	-24.5%	-02.1%	-08.6%	-02.6%	-10.7%	-24.9%
-21.0%	-25.1%	-32.9%	04.1%	16.2%	11.9%	36.1%		COGS % Beer,net	-27.9%	-25.1%	-23.7%	-02.8%	-11.4%	-04.2%	-17.6%	-25.1%
-29.6%	-22.0%	-21.5%	-07.6%	-34.5%	-08.0%	-37.3%		COGS % Liquor,net	-20.4%	-22.1%	-23.4%	01.8%	07.9%	03.0%	12.9%	-22.1%
-19.2%	-30.8%	-18.6%	11.6%	37.7%	-00.7%	-03.5%		COGS % Wine,net	-36.5%	-31.2%	-31.7%	-05.3%	-17.3%	-04.9%	-15.3%	-31.1%
<b>46,801</b>	<b>53,300</b>	<b>48,214</b>	<b>-6,499</b>	<b>-12%</b>	<b>-1,413</b>	<b>-3%</b>		<b>Gross Margin (GREV-COG)</b>	<b>122,621</b>	<b>164,300</b>	<b>157,012</b>	<b>-41,679</b>	<b>-25%</b>	<b>-34,391</b>	<b>-22%</b>	<b>200,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-4,476	-5,167	-5,310	691	13%	834	16%	5110...	Salaries - Exempt - Regular & Ot	-22,315	-24,630	-24,225	2,315	9%	1,910	8%	-36,900
0	-2,040	-1,827	2,040	100%	1,827	100%	5122...	Wages - FTRregular	0	-5,940	-8,957	5,940	100%	8,957	100%	-10,075
-37,371	-28,393	-25,271	-8,978	-32%	-12,100	-48%	5124...	Wages - Seasonal	-79,137	-86,218	-70,205	7,081	8%	-8,932	-13%	-109,525
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExempt	0	0	-411	0	0%	411	100%	0
-274	0	-263	-274	0%	-11	-4%	51247	Incentive Program, Seasonal, N	-274	0	-263	-274	0%	-11	-4%	0
<b>-42,121</b>	<b>-35,600</b>	<b>-32,670</b>	<b>-6,521</b>	<b>-18%</b>	<b>-9,450</b>	<b>-29%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-101,725</b>	<b>-116,788</b>	<b>-104,060</b>	<b>15,063</b>	<b>13%</b>	<b>2,335</b>	<b>2%</b>	<b>-156,500</b>
-4,476	-5,167	-5,310	691	13%	834	16%		Salaries sub-total	-22,315	-24,630	-24,225	2,315	9%	1,910	8%	-36,900
-37,644	-30,433	-27,360	-7,211	-24%	-10,284	-38%		Wage sub-total	-79,411	-92,158	-79,836	12,747	14%	425	1%	-119,600

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Summer Food and Beverage (170)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-2,040	-1,827	2,040	100%	1,827	100%		Wage-FTR subtotal	0	-5,940	-9,367	5,940	100%	9,367	100%	-10,075
-37,644	-28,393	-25,534	-9,251	-33%	-12,111	-47%		Wage-Seasonal subsubto	-79,411	-86,218	-70,468	6,807	8%	-8,942	-13%	-109,525
-62.1%	-49.2%	-48.8%	-13.0%	-26.3%	-13.3%	-27.3%		PayrollDirect %ofRevenue	-57.1%	-52.3%	-48.6%	-04.8%	-09.1%	-08.5%	-17.5%	-58.0%
-305	0	-294	-305	0%	-10	-4%	51108	PTO net\$ accrual, in Salaries	1,385	0	-314	1,385	0%	1,699	541%	45
-305	0	-294	-305	0%	-10	-4%		PTO net accrual, in PD Total	1,385	0	-314	1,385	0%	1,699	541%	45
-96.9	0.0	-22.9	-96.9	0.0	-74.0	-3.2		Wage Overtime Hours	-222.4	0.0	-144.1	-222.4	0.0	-78.4	-0.5	0.0
-2652.7	-2236.6	-2191.0	-416.1	-0.2	-461.6	-0.2		Wage Total Hours	-5539.3	-6743.0	-6284.3	1203.7	0.2	745.0	0.1	-8691.7
14.19	13.61	12.49	0.58	0.04	1.70	0.14		Wage ROP avg	14.34	13.67	12.70	0.67	0.05	1.63	0.13	13.76
								<b>PAYROLL BURDEN</b>								
-5,639	-4,640	-4,207	-999	-22%	-1,432	-34%	5130...	Payroll Taxes	-12,873	-14,850	-12,945	1,977	13%	72	1%	-19,690
-1,832	-2,390	-1,817	558	23%	-15	-1%	5130...	Workers Compensation	-5,013	-9,340	-5,780	4,327	46%	767	13%	-13,410
-668	-967	-775	299	31%	107	14%	5130...	Group Insurance	-3,707	-4,220	-3,487	513	12%	-220	-6%	-6,300
-200	-142	-122	-58	-41%	-79	-65%	5130...	Retirement Plan	-651	-1,136	-486	485	43%	-164	-34%	-1,700
<b>-8,339</b>	<b>-8,139</b>	<b>-6,920</b>	<b>-200</b>	<b>-2%</b>	<b>-1,419</b>	<b>-21%</b>		<b>PAYROLL BURDEN Total</b>	<b>-22,244</b>	<b>-29,546</b>	<b>-22,698</b>	<b>7,302</b>	<b>25%</b>	<b>455</b>	<b>2%</b>	<b>-41,100</b>
-1,300	-2,609	-1,562	1,309	50%	263	17%	(513...	subtotal, Burden-Salary	-7,106	-12,566	-7,169	5,460	43%	63	1%	-19,000
0	-260	-223	260	100%	223	100%	(514...	subtotal, Burden-Wage-FTR	0	-980	-1,180	980	100%	1,180	100%	-1,750
-7,040	-5,270	-5,136	-1,770	-34%	-1,904	-37%	(514...	subtotal, Burden-Wage-Seasonal	-15,137	-16,000	-14,350	863	5%	-788	-5%	-20,350
<b>19.8%</b>	<b>22.9%</b>	<b>21.2%</b>	<b>-03.1%</b>	<b>-13.4%</b>	<b>-01.4%</b>	<b>-06.5%</b>		<b>Burden % - on all Payroll</b>	<b>21.9%</b>	<b>25.3%</b>	<b>21.8%</b>	<b>-03.4%</b>	<b>-13.6%</b>	<b>00.1%</b>	<b>00.2%</b>	<b>26.3%</b>
29.0%	50.5%	29.4%	-21.5%	-42.5%	-00.4%	-01.3%		Burden % - Salary	31.8%	51.0%	29.6%	-19.2%	-37.6%	02.3%	07.6%	51.5%
00.0%	12.7%	12.2%	-12.7%	-100.0%	-12.2%	-100.0%		Burden % - Wage-FTR	00.0%	16.5%	12.6%	-16.5%	-100.0%	-12.6%	-100.0%	17.4%
18.7%	18.6%	20.1%	00.1%	00.8%	-01.4%	-07.0%		Burden % - Wage-Season	19.1%	18.6%	20.4%	00.5%	02.7%	-01.3%	-06.4%	18.6%
18.7%	18.2%	19.6%	00.5%	02.9%	-00.9%	-04.5%		Burden % - Wage-FTR&Se	19.1%	18.4%	19.5%	00.6%	03.5%	-00.4%	-02.0%	18.5%
<b>-50,460</b>	<b>-43,739</b>	<b>-39,591</b>	<b>-6,721</b>	<b>-15%</b>	<b>-10,869</b>	<b>-27%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-123,969</b>	<b>-146,334</b>	<b>-126,759</b>	<b>22,365</b>	<b>15%</b>	<b>2,790</b>	<b>2%</b>	<b>-197,600</b>
<b>19.8%</b>	<b>22.9%</b>	<b>21.2%</b>	<b>-3.1%</b>	<b>-13.4%</b>	<b>-1.4%</b>	<b>-6.5%</b>		<b>Burden % TL</b>	<b>21.9%</b>	<b>25.3%</b>	<b>21.8%</b>	<b>-3.4%</b>	<b>-13.6%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>26.3%</b>
13.4%	13.0%	12.9%	0.4%	2.7%	0.5%	4.0%		Payroll Taxes %	12.7%	12.7%	12.4%	-0.1%	-0.5%	0.2%	1.7%	12.6%
4.3%	6.7%	5.6%	-2.4%	-35.2%	-1.2%	-21.8%		Workers Comp %	4.9%	8.0%	5.6%	-3.1%	-38.4%	-0.6%	-11.3%	8.6%
1.6%	2.7%	2.4%	-1.1%	-41.6%	-0.8%	-33.1%		Group Insurance %	3.6%	3.6%	3.6%	0.0%	0.8%	0.3%	8.8%	4.0%
0.5%	0.4%	0.4%	0.1%	19.1%	0.1%	27.7%		Retirement %	0.6%	1.0%	0.5%	-0.3%	-34.2%	0.2%	36.8%	1.1%
								<b>OPERATING EXPENSES (OE)</b>								
-1,085	-1,090	-1,116	5	0%	31	3%	50530	Employee Meals	-2,520	-3,820	-3,600	1,300	34%	1,080	30%	-5,400
-2,649	-5,400	-4,779	2,751	51%	2,130	45%	50605	Employee Housing expenses	-10,401	-21,600	-18,959	11,199	52%	8,558	45%	-32,400
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	0	0	-44	0	0%	44	100%	0
0	0	0	0	0%	0	0%	50625	Employee Relations	0	0	0	0	0%	0	0%	-250
0	0	0	0	0%	0	0%	50630	Uniforms	-152	-1,000	-492	848	85%	341	69%	-1,000
<b>-3,734</b>	<b>-6,490</b>	<b>-5,895</b>	<b>2,756</b>	<b>42%</b>	<b>2,161</b>	<b>37%</b>		<b>Total Staff Expense</b>	<b>-13,073</b>	<b>-26,420</b>	<b>-23,095</b>	<b>13,347</b>	<b>51%</b>	<b>10,022</b>	<b>43%</b>	<b>-39,050</b>
0	0	0	0	0%	0	0%	55025	Natural Gas - Buildings	0	0	-18	0	0%	18	100%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>-18</b>	<b>0</b>	<b>0%</b>	<b>18</b>	<b>100%</b>	<b>0</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-1,003	-900	-1,115	-103	-11%	113	10%	56520	Linen Service	-2,180	-2,300	-2,901	120	5%	721	25%	-3,300
500	0	0	500	0%	500	0%	56530	Janitorial Services & Supplies	2,000	0	-132	2,000	0%	2,132	1618%	0
0	0	-639	0	0%	639	100%	57035	Rental Property Expense	0	0	-639	0	0%	639	100%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-1,028	-50	0	-978	-1957%	-1,028	0%	-50
0	0	0	0	0%	0	0%	51060	Office Supplies	0	-50	0	50	100%	0	0%	-50
0	0	0	0	0%	0	0%	53530	Signs	0	-550	-571	550	100%	571	100%	-650
<b>0</b>	<b>-100</b>	<b>-32</b>	<b>100</b>	<b>100%</b>	<b>32</b>	<b>100%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-670</b>	<b>-360</b>	<b>-81</b>	<b>-310</b>	<b>-86%</b>	<b>-589</b>	<b>-728%</b>	<b>-410</b>
-2,787	-2,300	-2,272	-487	-21%	-515	-23%	56502	Paper Products - Restaurant	-7,833	-7,700	-7,383	-133	-2%	-450	-6%	-9,600
-913	-1,300	-946	387	30%	34	4%	56511	Cleaning Supplies - Restaurant	-2,570	-3,300	-3,521	730	22%	950	27%	-3,800
-520	0	-320	-520	0%	-200	-63%	56540	Small Tools & Equipment	-737	-1,000	-743	263	26%	6	1%	-1,000
								<b>Repairs &amp; Maintenance</b>								
0	0	0	0	0%	0	0%	54210	General/PM	-102	0	-79	-102	0%	-23	-29%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-102</b>	<b>0</b>	<b>-79</b>	<b>-102</b>	<b>0%</b>	<b>-23</b>	<b>-29%</b>	<b>0</b>
-18	0	-18	-18	0%	0	0%	54452	F&B Kitchen Equip	-72	-200	-322	128	64%	250	78%	-300
<b>-18</b>	<b>0</b>	<b>-18</b>	<b>-18</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>-72</b>	<b>-200</b>	<b>-322</b>	<b>128</b>	<b>64%</b>	<b>250</b>	<b>78%</b>	<b>-300</b>
-3,000	-2,500	-2,500	-500	-20%	-500	-20%	59010	Contra - Inter-Dept. Charges	-11,500	-9,500	-9,500	-2,000	-21%	-2,000	-21%	-14,000
<b>-3,018</b>	<b>-2,500</b>	<b>-2,518</b>	<b>-518</b>	<b>-21%</b>	<b>-500</b>	<b>-20%</b>		<b>R&amp;M subtotal</b>	<b>-11,674</b>	<b>-9,700</b>	<b>-9,901</b>	<b>-1,974</b>	<b>-20%</b>	<b>-1,773</b>	<b>-18%</b>	<b>-14,300</b>
<b>-7,741</b>	<b>-7,100</b>	<b>-7,843</b>	<b>-641</b>	<b>-9%</b>	<b>102</b>	<b>1%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-24,692</b>	<b>-25,010</b>	<b>-25,872</b>	<b>318</b>	<b>1%</b>	<b>1,179</b>	<b>5%</b>	<b>-33,160</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	-19	0	0	-19	0%	-19	0%	0



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Summer Food and Beverage (170)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	0	0	0%	0	0%	55540	Resort Advertising	-309	-1,500	-219	1,191	79%	-90	-41%	-2,000
-2,285	-2,500	-2,090	215	9%	-195	-9%	55525	Marketing Discounts CoGS	-6,072	-7,420	-6,793	1,348	18%	721	11%	-8,800
0	0	-93	0	0%	93	100%	51035	Licenses, Permits, Fees	-526	-1,000	-471	474	47%	-55	-12%	-1,000
0	0	0	0	0%	0	0%	51096	Mileage Reimbursement	-29	0	-50	-29	0%	21	42%	0
0	0	0	0	0%	0	0%	51065	Postage - General	0	0	0	0	0%	0	100%	0
-1,800	-1,540	-1,659	-260	-17%	-140	-8%	52220	Credit Card Expense	-4,728	-4,800	-4,663	72	1%	-65	-1%	-5,790
-10	0	0	-10	0%	-10	0%	52225	Over/Short	-10	0	0	-10	0%	-10	0%	0
-100	-100	-100	0	0%	0	0%	52025	Insurance Expense	-400	-400	-400	0	0%	0	0%	-600
<b>-4,195</b>	<b>-4,140</b>	<b>-3,942</b>	<b>-55</b>	<b>-1%</b>	<b>-252</b>	<b>-6%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-12,093</b>	<b>-15,120</b>	<b>-12,597</b>	<b>3,027</b>	<b>20%</b>	<b>504</b>	<b>4%</b>	<b>-18,190</b>
<b>-15,670</b>	<b>-17,730</b>	<b>-17,680</b>	<b>2,060</b>	<b>12%</b>	<b>2,011</b>	<b>11%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-49,858</b>	<b>-66,550</b>	<b>-61,581</b>	<b>16,692</b>	<b>25%</b>	<b>11,723</b>	<b>19%</b>	<b>-90,400</b>
<b>-66,130</b>	<b>-61,469</b>	<b>-57,271</b>	<b>-4,661</b>	<b>-8%</b>	<b>-8,859</b>	<b>-15%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-173,827</b>	<b>-212,884</b>	<b>-188,339</b>	<b>39,057</b>	<b>18%</b>	<b>14,512</b>	<b>8%</b>	<b>-288,000</b>
<b>-19,329</b>	<b>-8,169</b>	<b>-9,057</b>	<b>-11,160</b>	<b>-137%</b>	<b>-10,272</b>	<b>-113%</b>		<b>NORBO (before AO)</b>	<b>-51,206</b>	<b>-48,584</b>	<b>-31,327</b>	<b>-2,622</b>	<b>-5%</b>	<b>-19,879</b>	<b>-63%</b>	<b>-88,000</b>
-4,217	-4,217	0	0	0%	-4,217	0%	59025	ALLOCATED OVERHEAD (AO)	-33,521	-33,521	0	0	0%	-33,521	0%	-51,200
<b>-23,546</b>	<b>-12,386</b>	<b>-9,057</b>	<b>-11,160</b>	<b>-90%</b>	<b>-14,489</b>	<b>-160%</b>		<b>NOR (after AO)</b>	<b>-84,727</b>	<b>-82,105</b>	<b>-31,327</b>	<b>-2,622</b>	<b>-3%</b>	<b>-53,400</b>	<b>-170%</b>	<b>-139,200</b>
-91,349	-84,786	-76,009	-6,563	-8%	-15,340	-20%		T O C post AO	-263,011	-305,405	-245,565	42,394	14%	-17,446	-7%	-409,200
<b>-87,132</b>	<b>-80,569</b>	<b>-76,009</b>	<b>-6,563</b>	<b>-8%</b>	<b>-11,123</b>	<b>-15%</b>		<b>T O C pre AO</b>	<b>-229,490</b>	<b>-271,884</b>	<b>-245,565</b>	<b>42,394</b>	<b>16%</b>	<b>16,075</b>	<b>7%</b>	<b>-358,000</b>
-74.2%	-85.4%	-88.1%	11.2%	13.1%	13.9%	15.7%		REV to TOC (CRR%)	-67.8%	-73.1%	-87.2%	05.3%	07.3%	19.5%	22.3%	-66.0%
<b>-23,546</b>	<b>-12,386</b>	<b>-9,057</b>	<b>-11,160</b>	<b>-90%</b>	<b>-14,489</b>	<b>-160%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-84,727</b>	<b>-82,105</b>	<b>-31,327</b>	<b>-2,622</b>	<b>-3%</b>	<b>-53,400</b>	<b>-170%</b>	<b>-139,200</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Pizza on the Hill (150)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
53,527	67,750	70,251	-14,224	-21%	-16,724	-24%	3310...	Food	248,522	357,950	352,914	-109,428	-31%	-104,392	-30%	478,900
-2,714	-4,350	-3,617	1,636	38%	902	25%		Food Discounts	-9,365	-19,050	-16,740	9,685	51%	7,375	44%	-26,400
-616	-950	-1,412	335	35%	796	56%	33152	EE Discounts	-3,575	-4,600	-4,857	1,025	22%	1,282	26%	-6,000
-266	0	-321	-266	0%	56	17%	33154	Guest Relations aka Manager	-1,731	0	-1,721	-1,731	0%	-10	-1%	0
0	-400	-387	400	100%	387	100%	33156	InterDept Discounts	0	-1,450	-1,955	1,450	100%	1,955	100%	-2,000
-1,833	-3,000	-1,497	1,167	39%	-336	-22%	3316...	Marketing Discounts	-4,059	-13,000	-8,207	8,941	69%	4,148	51%	-18,400
1,725	2,000	2,636	-275	-14%	-912	-35%	33180	Food NA Beverage	7,059	7,600	11,791	-541	-7%	-4,732	-40%	10,000
<b>52,537</b>	<b>65,400</b>	<b>69,270</b>	<b>-12,863</b>	<b>-20%</b>	<b>-16,734</b>	<b>-24%</b>		<b>Food subtotal</b>	<b>246,215</b>	<b>346,500</b>	<b>347,965</b>	<b>-100,285</b>	<b>-29%</b>	<b>-101,750</b>	<b>-29%</b>	<b>462,500</b>
9,393	11,600	11,446	-2,207	-19%	-2,054	-18%	3322...	Beer	38,718	59,600	54,065	-20,882	-35%	-15,347	-28%	81,100
-265	0	-157	-265	0%	-108	-69%	3322...	Beer Discounts	-492	0	-1,057	-492	0%	566	53%	0
5,839	6,900	8,546	-1,061	-15%	-2,708	-32%	33262	Wine	26,264	35,500	36,832	-9,236	-26%	-10,568	-29%	48,400
-114	0	-65	-114	0%	-49	-75%	3326...	Wine Discounts	-301	0	-701	-301	0%	400	57%	0
<b>14,853</b>	<b>18,500</b>	<b>19,771</b>	<b>-3,647</b>	<b>-20%</b>	<b>-4,918</b>	<b>-25%</b>		<b>Beverage subtotal</b>	<b>64,189</b>	<b>95,100</b>	<b>89,138</b>	<b>-30,911</b>	<b>-33%</b>	<b>-24,949</b>	<b>-28%</b>	<b>129,500</b>
1,433	2,000	3,709	-567	-28%	-2,275	-61%	3328...	Misc other F&B	9,380	6,600	13,395	2,780	42%	-4,015	-30%	9,000
0	100	0	-100	-100%	0	0%	33299	InterDept Food Sales	0	1,800	0	-1,800	-100%	0	0%	2,000
<b>1,433</b>	<b>2,100</b>	<b>3,709</b>	<b>-667</b>	<b>-32%</b>	<b>-2,275</b>	<b>-61%</b>		<b>Total F&amp;B subtotal</b>	<b>9,380</b>	<b>8,400</b>	<b>13,395</b>	<b>980</b>	<b>12%</b>	<b>-4,015</b>	<b>-30%</b>	<b>11,000</b>
<b>68,822</b>	<b>86,000</b>	<b>92,750</b>	<b>-17,178</b>	<b>-20%</b>	<b>-23,928</b>	<b>-26%</b>		<b>Total Food and Beverage</b>	<b>319,785</b>	<b>450,000</b>	<b>450,499</b>	<b>-130,215</b>	<b>-29%</b>	<b>-130,714</b>	<b>-29%</b>	<b>603,000</b>
68,822	0	92,750	68,822	0%	-23,928	-26%		<b>F&amp;B Revenue by Segment:</b>	<b>319,785</b>	<b>0</b>	<b>450,499</b>	<b>319,785</b>	<b>0%</b>	<b>-130,714</b>	<b>-29%</b>	<b>0</b>
62,665	0	69,146	62,665	0%	-6,481	-9%	33910	F&B-Dining Room	293,052	0	354,580	293,052	0%	-61,528	-17%	0
6,157	0	14,994	6,157	0%	-8,837	-59%	33930	F&B-Banquets	24,175	0	41,927	24,175	0%	-17,752	-42%	0
0	0	8,610	0	0%	-8,610	-100%	33940	F&B-Lunch	2,558	0	54,190	2,558	0%	-51,632	-95%	0
0	0	0	0	0%	0	0%	33990	Cafeteria	0	0	-199	0	0%	199	100%	0
<b>68,822</b>	<b>86,000</b>	<b>92,750</b>	<b>-17,178</b>	<b>-20%</b>	<b>-23,928</b>	<b>-26%</b>		<b>GROSS REVENUE (GREV)</b>	<b>319,785</b>	<b>450,000</b>	<b>450,499</b>	<b>-130,215</b>	<b>-29%</b>	<b>-130,714</b>	<b>-29%</b>	<b>603,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
0	0	-6,500	0	0%	6,500	100%	4310...	Food	0	0	-6,500	0	0%	6,500	100%	0
-3,618	-6,280	-3,943	2,662	42%	1,325	8%	43110	Meat	-21,653	-32,900	-28,293	11,247	34%	6,640	23%	-44,000
-1,803	-2,440	-2,926	637	26%	1,122	38%	43130	Produce	-12,213	-12,880	-12,436	667	5%	6,223	34%	-17,200
-4,166	-4,390	-3,739	224	5%	-427	-11%	43140	Dairy	-16,541	-23,130	-22,468	6,589	28%	5,927	26%	-30,900
-270	-700	-780	430	61%	511	65%	43150	NA Beverage	-2,126	-3,760	-3,370	1,634	43%	1,244	37%	-5,000
-4,648	-7,250	-7,500	2,602	36%	2,852	38%	43160	Food Other	-26,233	-38,340	-40,002	12,107	32%	13,769	34%	-51,900
829	1,160	1,008	-331	-29%	-179	-18%	43190	Mktg Discounts credit	3,095	6,560	5,722	-3,465	-53%	-2,628	-46%	9,400
543	700	543	-158	-23%	0	0%	43192	EE Meals credit	3,675	4,520	4,253	-845	-19%	-578	-14%	6,500
<b>-13,134</b>	<b>-19,200</b>	<b>-23,837</b>	<b>6,066</b>	<b>32%</b>	<b>10,703</b>	<b>45%</b>		<b>Food COGS</b>	<b>-71,996</b>	<b>-99,930</b>	<b>-109,094</b>	<b>27,934</b>	<b>28%</b>	<b>37,097</b>	<b>34%</b>	<b>-133,100</b>
-2,265	-2,730	-3,460	465	17%	1,195	35%	43270	Beer	-10,881	-14,040	-13,565	3,159	23%	2,684	20%	-19,100
-1,729	-2,070	-1,881	341	16%	152	8%	43290	Wine	-7,691	-10,530	-9,824	2,839	27%	2,133	22%	-14,400
<b>-3,994</b>	<b>-4,800</b>	<b>-5,341</b>	<b>806</b>	<b>17%</b>	<b>1,347</b>	<b>25%</b>		<b>Beverage COGS</b>	<b>-18,572</b>	<b>-24,570</b>	<b>-23,390</b>	<b>5,998</b>	<b>24%</b>	<b>4,817</b>	<b>21%</b>	<b>-33,500</b>
<b>-17,128</b>	<b>-24,000</b>	<b>-29,178</b>	<b>6,872</b>	<b>29%</b>	<b>12,050</b>	<b>41%</b>		<b>Total COGS</b>	<b>-90,569</b>	<b>-124,500</b>	<b>-132,483</b>	<b>33,931</b>	<b>27%</b>	<b>41,915</b>	<b>32%</b>	<b>-166,600</b>
-24.9%	-27.9%	-31.5%	03.0%	10.8%	06.6%	20.9%		Total COGS / GREV %	-28.3%	-27.7%	-29.4%	-00.7%	-02.4%	01.1%	03.7%	-27.6%
-24.9%	-27.9%	-31.5%	03.0%	10.8%	06.6%	20.9%		F&B COGS / F&B Rev %	-28.3%	-27.7%	-29.4%	-00.7%	-02.4%	01.1%	03.7%	-27.6%
-23.8%	-27.5%	-32.7%	03.8%	13.6%	08.9%	27.3%		Food %, preDiscounts	-28.2%	-27.3%	-29.9%	-00.8%	-03.0%	01.7%	05.8%	-27.2%
-25.0%	-29.4%	-34.4%	04.4%	14.8%	09.4%	27.4%		Food %, postDiscounts	-29.2%	-28.8%	-31.4%	-00.4%	-01.4%	02.1%	06.7%	-28.8%
-15.6%	-35.0%	-29.6%	19.4%	55.3%	14.0%	47.2%		Food NA Beverage %	-30.1%	-49.5%	-28.6%	19.4%	39.1%	-01.5%	-05.4%	-50.0%
-26.9%	-25.9%	-27.0%	-00.9%	-03.6%	00.1%	00.5%		COGS % Beverage, incld CF,ne	-28.9%	-25.8%	-26.2%	-03.1%	-12.0%	-02.7%	-10.3%	-25.9%
-24.8%	-23.5%	-30.6%	-01.3%	-05.4%	05.8%	19.0%		COGS % Beer,net	-28.5%	-23.6%	-25.6%	-04.9%	-20.8%	-02.9%	-11.2%	-23.6%
-30.2%	-30.0%	-22.2%	-00.2%	-00.7%	-08.0%	-36.2%		COGS % Wine,net	-29.6%	-29.7%	-27.2%	00.0%	00.1%	-02.4%	-09.0%	-29.8%
<b>51,695</b>	<b>62,000</b>	<b>63,572</b>	<b>-10,305</b>	<b>-17%</b>	<b>-11,878</b>	<b>-19%</b>		<b>Gross Margin (GREV-COG)</b>	<b>229,216</b>	<b>325,500</b>	<b>318,015</b>	<b>-96,284</b>	<b>-30%</b>	<b>-88,799</b>	<b>-28%</b>	<b>436,400</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
0	-10,315	-10,722	10,315	100%	10,722	100%	5110...	Salaries - Exempt - Regular & Ot	-55,257	-82,518	-84,432	27,261	33%	29,175	35%	-123,800
-4,763	-2,910	-4,506	-1,853	-64%	-2,58	-6%	5122...	Wages - FTRRegular	-23,490	-23,210	-28,648	-280	-1%	5,158	18%	-26,165
-24,572	-26,876	-28,791	2,304	9%	4,218	15%	5124...	Wages - Seasonal	-90,829	-115,630	-114,880	24,801	21%	24,051	21%	-151,635
-153	0	-1,098	-153	0%	945	86%	5122...	Wages-FTR-Commissions	-593	0	-2,664	-593	0%	2,070	78%	0
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	-30	0	0	-30	0%	-30	0%	0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExempt	0	0	-137	0	0%	137	100%	0
-526	0	-328	-526	0%	-198	-60%	51247	Incentive Program, Seasonal, N	-909	0	-438	-909	0%	-471	-108%	0
<b>-30,015</b>	<b>-40,101</b>	<b>-45,444</b>	<b>10,086</b>	<b>25%</b>	<b>15,429</b>	<b>34%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-171,108</b>	<b>-221,358</b>	<b>-231,198</b>	<b>50,250</b>	<b>23%</b>	<b>60,090</b>	<b>26%</b>	<b>-301,600</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Pizza on the Hill (150)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-10,315	-10,722	10,315	100%	10,722	100%		Salaries sub-total	-55,257	-82,518	-84,432	27,261	33%	29,175	35%	-123,800
-30,015	-29,786	-34,723	-229	-1%	4,708	14%		Wage sub-total	-115,851	-138,840	-146,766	22,989	17%	30,915	21%	-177,800
-4,916	-2,910	-5,604	-2,006	-69%	687	12%		Wage-FTR subsubtotal	-24,083	-23,210	-31,449	-873	-4%	7,365	23%	-26,165
-25,099	-26,876	-29,119	1,777	7%	4,020	14%		Wage-Seasonal subsubto	-91,768	-115,630	-115,318	23,862	21%	23,550	20%	-151,635
-43.6%	-46.6%	-49.0%	03.0%	06.5%	05.4%	11.0%		PayrollDirect %ofRevenue	-53.5%	-49.2%	-51.3%	-04.3%	-08.8%	-02.2%	-04.3%	-50.0%
0	0	-707	0	0%	707	100%	51108	PTO net\$ accrual, in Salaries	6,131	0	-4,316	6,131	0%	10,447	242%	-24
-272	0	-215	-272	0%	-57	-26%	51228	PTO net\$ accrual, in Wages FTR	1,031	0	-908	1,031	0%	1,939	214%	0
-272	0	-923	-272	0%	650	70%		PTO net accrual, in PD Total	7,162	0	-5,224	7,162	0%	12,386	237%	-24
-420.0	0.0	-196.9	-420.0	0.0	-223.1	-1.1		Wage Overtime Hours	-671.9	0.0	-952.9	-671.9	0.0	281.0	0.3	0.0
-1924.9	-1921.0	-2461.0	-3.9	0.0	536.0	0.2		Wage Total Hours	-7905.7	-9221.9	-10724.4	1316.2	0.1	2818.8	0.3	-12105.8
15.45	15.51	14.02	-0.05	0.00	1.43	0.10		Wage ROP avg	14.78	15.06	13.60	-0.27	-0.02	1.18	0.09	14.69
								<b>PAYROLL BURDEN</b>								
-2,802	-4,670	-4,861	1,868	40%	2,059	42%	5130...	Payroll Taxes	-18,091	-26,110	-25,018	8,019	31%	6,927	28%	-35,350
-1,320	-2,190	-2,435	870	40%	1,115	46%	5130...	Workers Compensation	-7,934	-11,520	-12,943	3,586	31%	5,009	39%	-15,350
-1,280	-2,734	-2,217	1,454	53%	937	42%	5130...	Group Insurance	-17,884	-21,872	-18,754	3,988	18%	869	5%	-32,800
-135	-267	-261	132	49%	126	48%	5130...	Retirement Plan	-1,208	-2,136	-1,892	928	43%	684	36%	-3,200
<b>-5,537</b>	<b>-9,861</b>	<b>-9,773</b>	<b>4,324</b>	<b>44%</b>	<b>4,236</b>	<b>43%</b>		<b>PAYROLL BURDEN Total</b>	<b>-45,117</b>	<b>-61,638</b>	<b>-58,607</b>	<b>16,521</b>	<b>27%</b>	<b>13,490</b>	<b>23%</b>	<b>-86,700</b>
-618	-3,464	-2,991	2,846	82%	2,373	79%	(513...	subtotal, Burden-Salary	-21,567	-28,222	-25,417	6,655	24%	3,850	15%	-42,300
-1,310	-1,407	-1,378	97	7%	69	5%	(514...	subtotal, Burden-Wage-FTR	-8,596	-11,436	-10,790	2,840	25%	2,194	20%	-15,300
-3,610	-4,990	-5,404	1,380	28%	1,795	33%	(514...	subtotal, Burden-Wage-Seasonal	-14,955	-21,980	-22,401	7,025	32%	7,446	33%	-29,100
<b>18.4%</b>	<b>24.6%</b>	<b>21.5%</b>	<b>-06.1%</b>	<b>-25.0%</b>	<b>-03.1%</b>	<b>-14.2%</b>		<b>Burden % - on all Payroll</b>	<b>26.4%</b>	<b>27.8%</b>	<b>25.3%</b>	<b>-01.5%</b>	<b>-05.3%</b>	<b>01.0%</b>	<b>04.0%</b>	<b>28.7%</b>
00.0%	33.6%	27.9%	-33.6%	-100.0%	-27.9%	-100.0%		Burden % - Salary	39.0%	34.2%	30.1%	04.8%	14.1%	08.9%	29.7%	34.2%
26.6%	48.4%	24.6%	-21.7%	-44.9%	02.0%	08.3%		Burden % - Wage-FTR	13.6%	49.3%	34.3%	-13.6%	-27.6%	01.4%	04.0%	58.5%
14.4%	18.6%	18.6%	-04.2%	-22.5%	-04.2%	-22.5%		Burden % - Wage-Season	16.3%	19.0%	19.4%	-02.7%	-14.3%	-03.1%	-16.1%	19.2%
16.4%	21.5%	19.5%	-05.1%	-23.7%	-03.1%	-16.1%		Burden % - Wage-FTR&Se	20.3%	24.1%	22.6%	-03.7%	-15.5%	-02.3%	-10.1%	25.0%
<b>-35,552</b>	<b>-49,962</b>	<b>-55,218</b>	<b>14,410</b>	<b>29%</b>	<b>19,666</b>	<b>36%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-216,225</b>	<b>-282,996</b>	<b>-289,805</b>	<b>66,771</b>	<b>24%</b>	<b>73,580</b>	<b>25%</b>	<b>-388,300</b>
<b>18.4%</b>	<b>24.6%</b>	<b>21.5%</b>	<b>-6.1%</b>	<b>-25.0%</b>	<b>-3.1%</b>	<b>-14.2%</b>		<b>Burden % TL</b>	<b>26.4%</b>	<b>27.8%</b>	<b>25.3%</b>	<b>-1.5%</b>	<b>-5.3%</b>	<b>1.0%</b>	<b>4.0%</b>	<b>28.7%</b>
9.3%	11.6%	10.7%	-2.3%	-19.8%	-1.4%	-12.7%		Payroll Taxes %	10.6%	11.8%	10.8%	-1.2%	-10.4%	-0.2%	-2.3%	11.7%
4.4%	5.5%	5.4%	-1.1%	-19.4%	-1.0%	-17.9%		Workers Comp %	4.6%	5.2%	5.6%	-0.6%	-10.9%	-1.0%	-17.2%	5.1%
4.3%	6.8%	4.9%	-2.6%	-37.5%	-0.6%	-12.6%		Group Insurance %	10.5%	9.9%	8.1%	0.6%	5.8%	2.3%	28.9%	10.9%
0.5%	0.7%	0.6%	-0.2%	-32.3%	-0.1%	-21.5%		Retirement %	0.7%	1.0%	0.8%	-0.3%	-26.8%	-0.1%	-13.8%	1.1%
								<b>OPERATING EXPENSES (OE)</b>								
-543	-700	-543	158	23%	0	0%	50530	Employee Meals	-3,675	-4,520	-4,253	845	19%	578	14%	-6,500
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-266	-100	0	-166	-166%	-266	0%	-100
-81	0	0	-81	0%	-81	0%	50625	Employee Relations	-136	-200	-381	64	32%	245	64%	-200
0	0	-102	0	0%	102	100%	50630	Uniforms	0	-500	-802	500	100%	802	100%	-750
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	0	-50	0	50	100%	0	0%	-50
<b>-624</b>	<b>-700</b>	<b>-645</b>	<b>77</b>	<b>11%</b>	<b>21</b>	<b>3%</b>		<b>Total Staff Expense</b>	<b>-4,077</b>	<b>-5,370</b>	<b>-5,435</b>	<b>1,293</b>	<b>24%</b>	<b>1,358</b>	<b>25%</b>	<b>-7,600</b>
-108	-100	-104	-8	-8%	-4	-4%	55003	Cable/Sat TV Service	-860	-800	-711	-60	-8%	-149	-21%	-1,200
-60	-100	-60	40	40%	0	0%	5501...	Electricity	-480	-800	-480	320	40%	0	0%	-1,200
-75	-90	-75	15	17%	0	0%	55025	Natural Gas - Buildings	-600	-730	-615	130	18%	15	2%	-1,100
0	0	-17	0	0%	17	100%	55027	Propane (LPG)	-55	0	-57	-55	0%	2	3%	0
-270	-280	-270	10	4%	0	0%	55030	Sewer Fees	-2,160	-2,180	-2,160	20	1%	0	0%	-3,300
<b>-513</b>	<b>-570</b>	<b>-526</b>	<b>57</b>	<b>10%</b>	<b>13</b>	<b>2%</b>		<b>TOTAL UTILITIES</b>	<b>-4,155</b>	<b>-4,510</b>	<b>-4,023</b>	<b>355</b>	<b>8%</b>	<b>-132</b>	<b>-3%</b>	<b>-6,800</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-662	-500	-623	-162	-32%	-40	-6%	56520	Linen Service	-3,215	-3,700	-3,501	485	13%	286	8%	-5,400
-518	-50	-289	-468	-935%	-228	-79%	56530	Janitorial Services & Supplies	-1,096	-1,400	-1,636	304	22%	540	33%	-2,600
-117	-50	-58	-67	-134%	-59	-102%	56535	Pest Control	-758	-400	-312	-358	-89%	-445	-142%	-600
-157	-170	-151	13	7%	-6	-4%	53705	Equipment Rental	-1,240	-1,360	-1,196	120	9%	-44	-4%	-2,050
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-657	-50	-130	-607	-1213%	-526	-404%	-100
0	-50	-174	50	100%	174	100%	51060	Office Supplies	-427	-400	-651	-27	-7%	225	34%	-600
0	0	0	0	0%	0	0%	53530	Signs	-286	-200	-444	-86	-43%	158	36%	-200
0	-50	0	50	100%	0	0%	56501	Operating Supplies	-67	-480	-320	413	86%	253	79%	-680
-1,270	-2,000	-1,934	730	36%	664	34%	56502	Paper Products - Restaurant	-8,336	-11,120	-12,968	2,784	25%	4,632	36%	-14,520
0	-600	-510	600	100%	510	100%	56511	Cleaning Supplies - Restaurant	-1,370	-3,500	-3,461	2,130	61%	2,092	60%	-5,200
-135	0	-228	-135	0%	92	41%	56540	Small Tools & Equipment	-243	-450	-497	207	46%	254	51%	-600
0	0	-16	0	0%	16	100%	56545	Safety Equipment	-63	0	-16	-63	0%	-47	-287%	0
0	0	-105	0	0%	105	100%	56550	Spoilage	-2,977	0	-768	-2,977	0%	-2,209	-288%	0
0	0	0	0	0%	0	0%	55532	Special Programs	0	0	-44	0	0%	44	100%	0
0	0	-165	0	0%	165	100%	55537	Catering Rentals	-1,767	0	-1,937	-1,767	0%	170	9%	0
								<b>Repairs &amp; Maintenance</b>								
-110	0	-147	-110	0%	37	25%	54210	General/PM	-1,707	0	-937	-1,707	0%	-770	-82%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Pizza on the Hill (150)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-6	0	0	-6	0%	-6	0%	54220	Plumbing	-135	0	-130	-135	0%	-5	-4%	0
0	0	-3	0	0%	3	100%	54240	Lighting and Electrical	0	-100	-24	100	100%	24	100%	-200
0	0	-571	0	0%	571	100%	54256	Fire Suppression	-489	-350	-1,905	-139	-40%	1,416	74%	-600
0	0	0	0	0%	0	0%	54290	Other Building	-259	-350	0	91	26%	-259	0%	-700
<b>-116</b>	<b>0</b>	<b>-721</b>	<b>-116</b>	<b>0%</b>	<b>605</b>	<b>84%</b>		<b>R&amp;M Building</b>	<b>-2,590</b>	<b>-800</b>	<b>-2,995</b>	<b>-1,790</b>	<b>-224%</b>	<b>405</b>	<b>14%</b>	<b>-1,500</b>
-126	-200	-36	74	37%	-90	-249%	54452	F&B Kitchen Equip	-360	-1,600	-783	1,240	78%	423	54%	-2,400
0	-50	0	50	100%	0	0%	54454	F&B GlassSilverChina	0	-375	0	375	100%	0	0%	-550
<b>-126</b>	<b>-250</b>	<b>-36</b>	<b>124</b>	<b>50%</b>	<b>-90</b>	<b>-249%</b>		<b>R&amp;M Equipment</b>	<b>-360</b>	<b>-1,975</b>	<b>-783</b>	<b>1,615</b>	<b>82%</b>	<b>423</b>	<b>54%</b>	<b>-2,950</b>
<b>-241</b>	<b>-250</b>	<b>-757</b>	<b>9</b>	<b>3%</b>	<b>516</b>	<b>68%</b>		<b>R&amp;M subtotal</b>	<b>-2,950</b>	<b>-2,775</b>	<b>-3,778</b>	<b>-175</b>	<b>-6%</b>	<b>828</b>	<b>22%</b>	<b>-4,450</b>
<b>-3,102</b>	<b>-3,720</b>	<b>-5,010</b>	<b>618</b>	<b>17%</b>	<b>1,908</b>	<b>38%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-25,452</b>	<b>-25,835</b>	<b>-31,661</b>	<b>383</b>	<b>1%</b>	<b>6,210</b>	<b>20%</b>	<b>-37,000</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	-47	0	0%	47	100%	51070	Public Relations	0	0	-61	0	0%	61	100%	0
-100	0	0	-100	0%	-100	0%	55520	Promotion Expense	-119	0	0	-119	0%	-119	0%	0
-95	-50	0	-45	-90%	-95	0%	55540	Resort Advertising	-1,310	-1,300	-1,095	-10	-1%	-215	-20%	-2,000
-829	-1,160	-1,008	331	29%	179	18%	55525	Marketing Discounts CoGS	-3,095	-6,560	-5,722	3,465	53%	2,628	46%	-9,400
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-464	-450	-389	-14	-3%	-75	-19%	-1,300
0	-50	0	50	100%	0	0%	51096	Mileage Reimbursement	0	-100	0	100	100%	0	0%	-100
0	0	0	0	0%	0	100%	51065	Postage - General	-1	0	-1	-1	0%	0	0%	0
-1,605	-2,050	-1,873	445	22%	268	14%	52220	Credit Card Expense	-8,047	-10,900	-11,109	2,853	26%	3,062	28%	-14,700
17	0	1	17	0%	17	2129%	52225	Over/Short	-289	0	1	-289	0%	-290	-37195%	0
-200	-200	-200	0	0%	0	0%	52025	Insurance Expense	-1,600	-1,600	-1,600	0	0%	0	0%	-2,400
<b>-2,811</b>	<b>-3,510</b>	<b>-3,128</b>	<b>699</b>	<b>20%</b>	<b>317</b>	<b>10%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-14,925</b>	<b>-20,910</b>	<b>-19,977</b>	<b>5,985</b>	<b>29%</b>	<b>5,052</b>	<b>25%</b>	<b>-29,900</b>
<b>-7,049</b>	<b>-8,500</b>	<b>-9,309</b>	<b>1,451</b>	<b>17%</b>	<b>2,260</b>	<b>24%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-48,609</b>	<b>-56,625</b>	<b>-61,097</b>	<b>8,016</b>	<b>14%</b>	<b>12,488</b>	<b>20%</b>	<b>-81,300</b>
<b>-42,601</b>	<b>-58,462</b>	<b>-64,527</b>	<b>15,861</b>	<b>27%</b>	<b>21,925</b>	<b>34%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-264,834</b>	<b>-339,621</b>	<b>-350,902</b>	<b>74,787</b>	<b>22%</b>	<b>86,067</b>	<b>25%</b>	<b>-469,600</b>
<b>9,093</b>	<b>3,538</b>	<b>-955</b>	<b>5,555</b>	<b>157%</b>	<b>10,048</b>	<b>1053%</b>		<b>NORBO (before AO)</b>	<b>-35,618</b>	<b>-14,121</b>	<b>-32,886</b>	<b>-21,497</b>	<b>-152%</b>	<b>-2,732</b>	<b>-8%</b>	<b>-33,200</b>
-9,761	-9,761	0	0	0%	-9,761	0%	59025	ALLOCATED OVERHEAD (AO)	-77,582	-77,582	0	0	0%	-77,582	0%	-118,500
<b>-668</b>	<b>-6,223</b>	<b>-955</b>	<b>5,555</b>	<b>89%</b>	<b>287</b>	<b>30%</b>		<b>NOR (after AO)</b>	<b>-113,200</b>	<b>-91,703</b>	<b>-32,886</b>	<b>-21,497</b>	<b>-23%</b>	<b>-80,314</b>	<b>-244%</b>	<b>-151,700</b>
-69,490	-92,223	-93,705	22,733	25%	24,214	28%		T O C post AO	-432,985	-541,703	-483,385	108,718	20%	50,400	10%	-754,700
-59,729	-82,462	-93,705	22,733	28%	33,975	36%		T O C pre AO	-355,403	-464,121	-483,385	108,718	23%	127,982	26%	-636,200
-99.0%	-93.3%	-99.0%	-05.8%	-06.2%	-00.1%	-00.1%		REV to TOC (CRR%)	-73.9%	-83.1%	-93.2%	09.2%	11.1%	19.3%	20.8%	-79.9%
<b>-668</b>	<b>-6,223</b>	<b>-955</b>	<b>5,555</b>	<b>89%</b>	<b>287</b>	<b>30%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-113,200</b>	<b>-91,703</b>	<b>-32,886</b>	<b>-21,497</b>	<b>-23%</b>	<b>-80,314</b>	<b>-244%</b>	<b>-151,700</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Alder Creek Cafe (155)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
36,483	40,662	27,764	-4,179	-10%	8,719	31%	3310...	Food	262,676	254,447	180,100	8,229	3%	82,575	46%	364,000
-3,825	-3,100	-3,021	-725	-23%	-803	-27%		Food Discounts	-36,111	-28,000	-25,080	-8,111	-29%	-11,030	-44%	-41,300
-2,451	-2,000	-2,075	-451	-23%	-377	-18%	33152	EE Discounts	-22,635	-19,300	-18,127	-3,335	-17%	-4,508	-25%	-28,400
-1,373	-1,100	-947	-273	-25%	-426	-45%	3316...	Marketing Discounts	-13,476	-8,700	-6,953	-4,776	-55%	-6,523	-94%	-12,900
3,312	2,800	2,998	512	18%	314	10%	33180	Food NA Beverage	28,168	25,500	22,219	2,668	10%	5,949	27%	33,500
<b>35,971</b>	<b>40,362</b>	<b>27,741</b>	<b>-4,391</b>	<b>-11%</b>	<b>8,230</b>	<b>30%</b>		<b>Food subtotal</b>	<b>254,733</b>	<b>251,947</b>	<b>177,239</b>	<b>2,786</b>	<b>1%</b>	<b>77,494</b>	<b>44%</b>	<b>356,200</b>
5,874	6,772	3,380	-898	-13%	2,494	74%	3322...	Beer	48,433	42,566	28,281	5,867	14%	20,152	71%	60,400
2,763	2,766	1,278	-3	0%	1,485	116%	33262	Wine	24,221	17,387	12,235	6,834	39%	11,986	98%	24,600
240	0	462	240	0%	-222	-48%	33268	Corkage Fees	240	0	462	240	0%	-222	-48%	0
<b>8,877</b>	<b>9,538</b>	<b>5,120</b>	<b>-661</b>	<b>-7%</b>	<b>3,757</b>	<b>73%</b>		<b>Beverage subtotal</b>	<b>72,894</b>	<b>59,953</b>	<b>40,978</b>	<b>12,941</b>	<b>22%</b>	<b>31,917</b>	<b>78%</b>	<b>85,000</b>
1,400	1,400	390	0	0%	1,010	259%	3328...	Misc other F&B	8,315	4,800	2,725	3,515	73%	5,590	205%	8,800
<b>1,400</b>	<b>1,400</b>	<b>390</b>	<b>0</b>	<b>0%</b>	<b>1,010</b>	<b>259%</b>		<b>Other F&amp;B subtotal</b>	<b>8,315</b>	<b>4,800</b>	<b>2,725</b>	<b>3,515</b>	<b>73%</b>	<b>5,590</b>	<b>205%</b>	<b>8,800</b>
<b>46,247</b>	<b>51,300</b>	<b>33,251</b>	<b>-5,053</b>	<b>-10%</b>	<b>12,996</b>	<b>39%</b>		<b>Total Food and Beverage</b>	<b>335,943</b>	<b>316,700</b>	<b>220,942</b>	<b>19,243</b>	<b>6%</b>	<b>115,001</b>	<b>52%</b>	<b>450,000</b>
<b>46,247</b>	<b>51,300</b>	<b>33,251</b>	<b>-5,053</b>	<b>-10%</b>	<b>12,996</b>	<b>39%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>335,952</b>	<b>316,700</b>	<b>220,942</b>	<b>19,252</b>	<b>6%</b>	<b>115,010</b>	<b>52%</b>	<b>450,000</b>
8,313	33,700	5,636	-25,387	-75%	2,676	47%	33930	F&B-Banquets	38,943	99,500	21,610	-60,557	-61%	17,333	80%	155,000
37,935	17,600	27,615	20,335	116%	10,320	37%	33990	Cafeteria	297,009	217,200	199,332	79,809	37%	97,678	49%	295,000
1,353	0	621	1,353	0%	732	118%	36030	Sales - Retail	5,261	0	3,545	5,261	0%	1,715	48%	0
<b>1,353</b>	<b>0</b>	<b>621</b>	<b>1,353</b>	<b>0%</b>	<b>732</b>	<b>118%</b>		<b>Total Retail Product Reven</b>	<b>5,261</b>	<b>0</b>	<b>3,545</b>	<b>5,261</b>	<b>0%</b>	<b>1,715</b>	<b>48%</b>	<b>0</b>
<b>47,600</b>	<b>51,300</b>	<b>33,872</b>	<b>-3,700</b>	<b>-7%</b>	<b>13,728</b>	<b>41%</b>		<b>GROSS REVENUE (GREV)</b>	<b>341,203</b>	<b>316,700</b>	<b>224,487</b>	<b>24,503</b>	<b>8%</b>	<b>116,716</b>	<b>52%</b>	<b>450,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-3,154	-3,910	-2,295	756	19%	-859	-37%	43110	Meat	-18,308	-33,430	-15,287	15,122	45%	-3,021	-20%	-47,900
-637	-2,170	-689	1,533	71%	52	8%	43120	Seafood	-4,778	-7,180	-2,417	2,402	33%	-2,361	-98%	-9,800
-4,451	-2,390	-2,639	-2,061	-86%	-1,812	-69%	43130	Produce	-27,933	-12,640	-18,174	-15,293	-121%	-9,759	-54%	-17,800
-977	-3,610	-1,063	2,633	73%	86	8%	43140	Dairy	-7,613	-20,540	-5,848	12,927	63%	-1,765	-30%	-29,000
-1,544	-1,740	-1,168	196	11%	-377	-32%	43150	NA Beverage	-11,373	-12,560	-8,277	1,187	9%	-3,096	-37%	-17,900
-4,214	-1,330	-2,757	-2,884	-217%	-1,457	-53%	43160	Food Other	-34,276	-7,000	-22,240	-27,276	-390%	-12,036	-54%	-9,800
651	700	651	-49	-7%	0	0%	43192	EE Meals credit	4,746	5,540	5,103	-794	-14%	-357	-7%	8,300
<b>-14,326</b>	<b>-14,450</b>	<b>-9,959</b>	<b>124</b>	<b>1%</b>	<b>-4,367</b>	<b>-44%</b>		<b>Food Cogs</b>	<b>-99,536</b>	<b>-87,810</b>	<b>-67,140</b>	<b>-11,726</b>	<b>-13%</b>	<b>-32,395</b>	<b>-48%</b>	<b>-123,900</b>
-1,304	-1,420	-1,520	116	8%	216	14%	43270	Beer	-10,445	-8,950	-7,613	-1,495	-17%	-2,832	-37%	-12,700
0	0	0	0	0%	0	0%	43280	Liquor	0	0	-1	0	0%	1	100%	0
-721	-830	-369	109	13%	-353	-96%	43290	Wine	-6,246	-5,240	-4,831	-1,006	-19%	-1,415	-29%	-7,400
<b>-2,026</b>	<b>-2,250</b>	<b>-1,889</b>	<b>224</b>	<b>10%</b>	<b>-136</b>	<b>-7%</b>		<b>Beverage Cogs</b>	<b>-16,691</b>	<b>-14,190</b>	<b>-12,445</b>	<b>-2,501</b>	<b>-18%</b>	<b>-4,246</b>	<b>-34%</b>	<b>-20,100</b>
-704	0	-611	-704	0%	-94	-15%		<b>Retail Product Cogs</b>	<b>-3,159</b>	<b>0</b>	<b>-2,057</b>	<b>-3,159</b>	<b>0%</b>	<b>-1,101</b>	<b>-54%</b>	<b>0</b>
<b>-17,056</b>	<b>-16,700</b>	<b>-12,459</b>	<b>-356</b>	<b>-2%</b>	<b>-4,597</b>	<b>-37%</b>		<b>Total COGS</b>	<b>-119,385</b>	<b>-102,000</b>	<b>-81,643</b>	<b>-17,385</b>	<b>-17%</b>	<b>-37,742</b>	<b>-46%</b>	<b>-144,000</b>
-35.8%	-32.6%	-36.8%	-03.3%	-10.1%	01.0%	02.6%		Total Cogs / GREV %	-35.0%	-32.2%	-36.4%	-02.8%	-08.6%	01.4%	03.8%	-32.0%
-52.0%	00.0%	-98.3%	-52.0%	00.0%	46.3%	47.1%		Retail Product Cogs / Retail R	-60.0%	00.0%	-58.0%	-60.0%	00.0%	-02.0%	-03.5%	00.0%
-52.0%	00.0%	-98.3%	-52.0%	00.0%	46.3%	47.1%		Retail Product Cogs / Retail R	-60.0%	00.0%	-58.0%	-60.0%	00.0%	-02.0%	-03.5%	00.0%
-35.4%	-32.6%	-35.6%	-02.8%	-08.6%	00.3%	00.8%		F&B Cogs / F&B Rev %	-34.6%	-32.2%	-36.0%	-02.4%	-07.4%	01.4%	04.0%	-32.0%
-36.0%	-33.2%	-32.4%	-02.8%	-08.3%	-03.6%	-11.2%		Food %, preDiscounts	-34.2%	-31.4%	-33.2%	-02.9%	-09.1%	-01.0%	-03.1%	-31.2%
-39.8%	-35.8%	-35.9%	-04.0%	-11.2%	-03.9%	-10.9%		Food %, postDiscounts	-39.1%	-34.9%	-37.9%	-04.2%	-12.1%	-01.2%	-03.2%	-34.8%
-46.6%	-62.1%	-38.9%	15.5%	25.0%	-07.7%	-19.7%		Food NA Beverage %	-40.4%	-49.3%	-37.3%	08.9%	18.0%	-03.1%	-08.4%	-53.4%
-22.8%	-23.6%	-36.9%	00.8%	03.3%	14.1%	38.2%		COGS % Beverage, incld CF,ne	-22.9%	-23.7%	-30.4%	00.8%	03.3%	07.5%	24.6%	-23.6%
-22.2%	-21.0%	-45.0%	-01.2%	-05.9%	22.8%	50.6%		COGS % Beer,net	-21.6%	-21.0%	-26.9%	-00.5%	-02.6%	05.4%	19.9%	-21.0%
-26.1%	-30.0%	-28.9%	03.9%	13.0%	02.7%	09.5%		COGS % Wine,net	-25.8%	-30.1%	-39.5%	04.4%	14.4%	13.7%	34.7%	-30.1%
<b>30,544</b>	<b>34,600</b>	<b>21,413</b>	<b>-4,056</b>	<b>-12%</b>	<b>9,131</b>	<b>43%</b>		<b>Gross Margin (GREV-COG)</b>	<b>221,818</b>	<b>214,700</b>	<b>142,844</b>	<b>7,118</b>	<b>3%</b>	<b>78,974</b>	<b>55%</b>	<b>306,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-5,443	-6,207	-6,358	764	12%	915	14%	5110...	Salaries - Exempt - Regular & Ot	-47,931	-49,654	-47,936	1,723	3%	6	0%	-74,500
92	-1,353	-1,130	1,445	107%	1,222	108%	5122...	Wages - FTRregular	-17,497	-14,864	-16,212	-2,633	-18%	-1,284	-8%	-23,136
-16,162	-16,838	-11,675	676	4%	-4,487	-38%	5124...	Wages - Seasonal	-106,767	-111,095	-80,853	4,328	4%	-25,915	-32%	-149,864
-208	0	-141	-208	0%	-67	-47%	5122...	Wages-FTR-Commissions	-937	0	-346	-937	0%	-592	-171%	0
0	0	0	0	0%	0	0%	51227	Incentive Program, FTR, NonExe	-301	0	-137	-301	0%	-164	-120%	0
-137	0	0	-137	0%	-137	0%	51247	Incentive Program, Seasonal, N	-848	0	-684	-848	0%	-164	-24%	0
<b>-21,858</b>	<b>-24,398</b>	<b>-19,304</b>	<b>2,540</b>	<b>10%</b>	<b>-2,554</b>	<b>-13%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-174,282</b>	<b>-175,613</b>	<b>-146,168</b>	<b>1,331</b>	<b>1%</b>	<b>-28,113</b>	<b>-19%</b>	<b>-247,500</b>
-5,443	-6,207	-6,358	764	12%	915	14%		Salaries sub-total	-47,931	-49,654	-47,936	1,723	3%	6	0%	-74,500

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Alder Creek Cafe (155)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-16,415	-18,191	-12,946	1,776	10%	-3,469	-27%		Wage sub-total	-126,351	-125,959	-98,232	-392	0%	-28,119	-29%	-173,000
-116	-1,353	-1,271	1,237	91%	1,155	91%		Wage-FTR subtotal	-18,735	-14,864	-16,695	-3,871	-26%	-2,040	-12%	-23,136
-16,299	-16,838	-11,675	539	3%	-4,624	-40%		Wage-Seasonal subsubtot	-107,616	-111,095	-81,537	3,479	3%	-26,079	-32%	-149,864
-45.9%	-47.6%	-57.0%	01.6%	03.4%	11.1%	19.4%		PayrollDirect %ofRevenue	-51.1%	-55.5%	-65.1%	04.4%	07.9%	14.0%	21.6%	-55.0%
-172	0	-332	-172	0%	160	48%	51108	PTO net\$ accrual, in Salaries	1,775	0	271	1,775	0%	1,504	555%	-20
92	0	-294	92	0%	386	131%	51228	PTO net\$ accrual, in Wages FTR	321	0	-908	321	0%	1,229	135%	0
-80	0	-626	-80	0%	546	87%		PTO net accrual, in PD Total	2,096	0	-637	2,096	0%	2,733	429%	-20
-34.1	0.0	-17.8	-34.1	0.0	-16.3	-0.9		Wage Overtime Hours	-364.2	0.0	-141.5	-364.2	0.0	-222.7	-1.6	0.0
-1099.1	-1353.8	-921.3	254.7	0.2	-177.9	-0.2		Wage Total Hours	-8565.8	-9137.8	-7372.0	572.0	0.1	-1193.7	-0.2	-12478.9
15.02	13.44	13.73	1.58	0.12	1.29	0.09		Wage ROP avg	14.79	13.78	13.20	1.00	0.07	1.59	0.12	13.86
								<b>PAYROLL BURDEN</b>								
-1,872	-2,950	-2,245	1,078	37%	373	17%	5130...	Payroll Taxes	-18,498	-22,760	-17,247	4,262	19%	-1,250	-7%	-31,890
-981	-1,330	-1,007	349	26%	26	3%	5130...	Workers Compensation	-8,067	-9,500	-8,023	1,433	15%	-44	-1%	-13,510
-618	-1,867	-1,514	1,249	67%	897	59%	5130...	Group Insurance	-12,282	-14,936	-12,812	2,654	18%	530	4%	-22,400
<b>-3,471</b>	<b>-6,147</b>	<b>-4,766</b>	<b>2,676</b>	<b>44%</b>	<b>1,295</b>	<b>27%</b>		<b>PAYROLL BURDEN Total</b>	<b>-38,847</b>	<b>-47,196</b>	<b>-38,083</b>	<b>8,349</b>	<b>18%</b>	<b>-764</b>	<b>-2%</b>	<b>-67,800</b>
-1,237	-1,890	-1,565	653	35%	328	21%	(513...	subtotal, Burden-Salary	-13,306	-15,450	-13,307	2,144	14%	0	0%	-23,200
40	-1,117	-819	1,157	104%	859	105%	(514...	subtotal, Burden-Wage-FTR	-7,348	-9,896	-8,327	2,548	26%	979	12%	-15,050
-2,275	-3,140	-2,383	865	28%	108	5%	(514...	subtotal, Burden-Wage-Seasonal	-18,193	-21,850	-16,449	3,657	17%	-1,744	-11%	-29,550
<b>15.9%</b>	<b>25.2%</b>	<b>24.7%</b>	<b>-09.3%</b>	<b>-37.0%</b>	<b>-08.8%</b>	<b>-35.7%</b>		<b>Burden % - on all Payroll</b>	<b>22.3%</b>	<b>26.9%</b>	<b>26.1%</b>	<b>-04.6%</b>	<b>-17.1%</b>	<b>-03.8%</b>	<b>-14.4%</b>	<b>27.4%</b>
22.7%	30.4%	24.6%	-07.7%	-25.4%	-01.9%	-07.7%		Burden % - Salary	27.8%	31.1%	27.8%	-03.4%	-10.8%	00.0%	00.0%	31.1%
-34.9%	82.6%	64.4%	-117.5%	-142.3%	-99.4%	-154.2%		Burden % - Wage-FTR	39.2%	66.6%	49.9%	-27.4%	-41.1%	-10.7%	-21.4%	65.1%
14.0%	18.6%	20.4%	-04.7%	-25.2%	-06.5%	-31.6%		Burden % - Wage-Season	16.9%	19.7%	20.2%	-02.8%	-14.0%	-03.3%	-16.2%	19.7%
13.6%	23.4%	24.7%	-09.8%	-41.8%	-11.1%	-45.0%		Burden % - Wage-FTR&Se	20.2%	25.2%	25.2%	-05.0%	-19.8%	-05.0%	-19.9%	25.8%
<b>-25,328</b>	<b>-30,545</b>	<b>-24,070</b>	<b>5,217</b>	<b>17%</b>	<b>-1,259</b>	<b>-5%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-213,129</b>	<b>-222,809</b>	<b>-184,251</b>	<b>9,680</b>	<b>4%</b>	<b>-28,877</b>	<b>-16%</b>	<b>-315,300</b>
<b>15.9%</b>	<b>25.2%</b>	<b>24.7%</b>	<b>-9.3%</b>	<b>-37.0%</b>	<b>-8.8%</b>	<b>-35.7%</b>		<b>Burden % TL</b>	<b>22.3%</b>	<b>26.9%</b>	<b>26.1%</b>	<b>-4.6%</b>	<b>-17.1%</b>	<b>-3.8%</b>	<b>-14.4%</b>	<b>27.4%</b>
8.6%	12.1%	11.6%	-3.5%	-29.2%	-3.1%	-26.4%		Payroll Taxes %	10.6%	13.0%	11.8%	-2.3%	-18.1%	-1.2%	-10.1%	12.9%
4.5%	5.5%	5.2%	-1.0%	-17.6%	-0.7%	-13.9%		Workers Comp %	4.6%	5.4%	5.5%	-0.8%	-14.4%	-0.9%	-15.7%	5.5%
2.8%	7.7%	7.8%	-4.8%	-63.1%	-5.0%	-64.0%		Group Insurance %	7.0%	8.5%	8.8%	-1.5%	-17.1%	-1.7%	-19.6%	9.1%
								<b>OPERATING EXPENSES (OE)</b>								
-651	-700	-651	49	7%	0	0%	50530	Employee Meals	-4,746	-5,540	-5,103	794	14%	357	7%	-8,300
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-133	-100	0	-33	-33%	-133	0%	-100
-16	0	-505	-16	0%	489	97%	50625	Employee Relations	-165	-100	-1,010	-65	-65%	845	84%	-200
0	0	0	0	0%	0	0%	50630	Uniforms	-134	-300	-75	166	55%	-60	-79%	-600
<b>-667</b>	<b>-700</b>	<b>-1,156</b>	<b>33</b>	<b>5%</b>	<b>489</b>	<b>42%</b>		<b>Total Staff Expense</b>	<b>-5,178</b>	<b>-6,040</b>	<b>-6,188</b>	<b>862</b>	<b>14%</b>	<b>1,010</b>	<b>16%</b>	<b>-9,200</b>
-59	-70	-57	11	16%	-2	-3%	55003	Cable/Sat TV Service	-393	-560	-533	167	30%	140	26%	-840
21	-200	-114	221	110%	134	118%	55005	Disposal Fees	-1,329	-1,000	-819	-329	-33%	-511	-62%	-1,500
-509	-500	-441	-9	-2%	-69	-16%	5501...	Electricity	-3,952	-3,900	-4,148	-52	-1%	195	5%	-5,720
-101	-150	-84	49	32%	-17	-21%	55025	Natural Gas - Buildings	-2,225	-1,000	-1,777	-1,225	-122%	-448	-25%	-1,500
0	0	-21	0	0%	21	100%	55027	Propane (LPG)	-107	0	-271	-107	0%	-86	-412%	0
-431	-500	-452	69	14%	21	5%	55030	Sewer Fees	-3,601	-3,850	-3,635	249	6%	34	1%	-5,850
-83	-100	-56	17	17%	-27	-47%	5503...	Water - Building/Facility	-369	-380	-354	11	3%	-15	-4%	-520
-112	-100	-105	-12	-12%	-8	-7%	55040	Water - Grounds	-421	-380	-363	-41	-11%	-58	-16%	-520
<b>-1,275</b>	<b>-1,620</b>	<b>-1,329</b>	<b>345</b>	<b>21%</b>	<b>54</b>	<b>4%</b>		<b>TOTAL UTILITIES</b>	<b>-12,399</b>	<b>-11,070</b>	<b>-11,650</b>	<b>-1,329</b>	<b>-12%</b>	<b>-748</b>	<b>-6%</b>	<b>-16,450</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-806	-1,500	-629	694	46%	-177	-28%	56520	Linen Service	-4,471	-7,000	-4,710	2,529	36%	239	5%	-9,700
-459	-350	-76	-109	-31%	-382	-500%	56530	Janitorial Services & Supplies	-6,605	-2,800	-2,246	-3,805	-136%	-4,359	-194%	-4,200
-36	-70	-35	34	49%	0	-1%	56535	Pest Control	-457	-560	-550	103	18%	93	17%	-840
-113	-100	-103	-13	-13%	-9	-9%	53705	Equipment Rental	-1,020	-800	-827	-220	-28%	-193	-23%	-1,300
-339	0	0	-339	0%	-339	0%	51050	Furniture and Office Equip	-339	-50	0	-289	-578%	-339	0%	-100
0	0	-31	0	0%	31	100%	51060	Office Supplies	-96	0	-173	-96	0%	77	44%	0
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-421	0	0	-421	0%	-421	0%	0
0	0	0	0	0%	0	0%	53530	Signs	0	-200	0	200	100%	0	0%	-200
<b>-30</b>	<b>-10</b>	<b>-81</b>	<b>-20</b>	<b>-201%</b>	<b>51</b>	<b>63%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-223</b>	<b>-110</b>	<b>-108</b>	<b>-113</b>	<b>-102%</b>	<b>-114</b>	<b>-106%</b>	<b>-170</b>
-1,188	-800	-1,135	-388	-48%	-53	-5%	56502	Paper Products - Restaurant	-7,318	-6,500	-5,701	-818	-13%	-1,618	-28%	-9,100
0	0	0	0	0%	0	0%	56504	Candle & TableTop Supplies	0	0	-261	0	0%	261	100%	0
0	-500	-564	500	100%	564	100%	56511	Cleaning Supplies - Restaurant	-539	-2,800	-3,408	2,261	81%	2,869	84%	-4,000
0	0	0	0	0%	0	0%	56540	Small Tools & Equipment	-257	-300	-108	43	14%	-149	-137%	-500
0	0	0	0	0%	0	0%	56545	Safety Equipment	0	0	-7	0	0%	7	100%	0
-114	0	0	-114	0%	-114	0%	56550	Spoilage	-1,332	0	-1,418	-1,332	0%	86	6%	0
0	-300	0	300	100%	0	0%	51025	Entertainment	0	-1,800	0	1,800	100%	0	0%	-2,500
0	0	0	0	0%	0	0%	55537	Catering Rentals	-800	0	36	-800	0%	-836	-2322%	0
								<b>Repairs &amp; Maintenance</b>								



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Alder Creek Cafe (155)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
-109	0	0	-109	0%	-109	0%	54210	General/PM	-1,508	-700	-290	-808	-115%	-1,218	-420%	-1,100
0	0	0	0	0%	0	0%	54220	Plumbing	0	-300	-855	300	100%	855	100%	-400
0	0	0	0	0%	0	0%	54240	Lighting and Electrical	0	0	-42	0	0%	42	100%	0
0	0	0	0	0%	0	0%	54250	HVAC	0	0	-108	0	0%	108	100%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-542	0	-354	-542	0%	-188	-53%	-250
0	0	0	0	0%	0	0%	54290	Other Building	0	-100	0	100	100%	0	0%	-200
<b>-109</b>	<b>0</b>	<b>0</b>	<b>-109</b>	<b>0%</b>	<b>-109</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-2,050</b>	<b>-1,100</b>	<b>-1,649</b>	<b>-950</b>	<b>-86%</b>	<b>-402</b>	<b>-24%</b>	<b>-1,950</b>
0	0	0	0	0%	0	0%	54452	F&B Kitchen Equip	-300	-500	-695	200	40%	395	57%	-800
0	-25	-162	25	100%	162	100%	54454	F&B GlassSilverChina	-195	-225	-243	30	13%	49	20%	-350
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-5	0	0	-5	0%	-5	0%	0
<b>0</b>	<b>-25</b>	<b>-162</b>	<b>25</b>	<b>100%</b>	<b>162</b>	<b>100%</b>		<b>R&amp;M Equipment</b>	<b>-500</b>	<b>-725</b>	<b>-938</b>	<b>225</b>	<b>31%</b>	<b>439</b>	<b>47%</b>	<b>-1,150</b>
<b>-109</b>	<b>-25</b>	<b>-162</b>	<b>-84</b>	<b>-337%</b>	<b>53</b>	<b>33%</b>		<b>R&amp;M subtotal</b>	<b>-2,550</b>	<b>-1,825</b>	<b>-2,587</b>	<b>-725</b>	<b>-40%</b>	<b>37</b>	<b>1%</b>	<b>-3,100</b>
<b>-3,193</b>	<b>-3,655</b>	<b>-2,817</b>	<b>462</b>	<b>13%</b>	<b>-376</b>	<b>-13%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-26,428</b>	<b>-24,745</b>	<b>-22,068</b>	<b>-1,683</b>	<b>-7%</b>	<b>-4,360</b>	<b>-20%</b>	<b>-35,710</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51070	Public Relations	0	0	-104	0	0%	104	100%	0
0	0	0	0	0%	0	0%	55520	Promotion Expense	0	0	-245	0	0%	245	100%	0
-95	0	-347	-95	0%	252	73%	55540	Resort Advertising	-1,598	-900	-1,352	-698	-78%	-246	-18%	-1,500
-214	0	0	-214	0%	-214	0%	51520	Charitable Contributions	-333	0	-478	-333	0%	145	30%	0
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-622	-150	-389	-472	-315%	-233	-60%	-300
0	0	-32	0	0%	32	100%	51096	Mileage Reimbursement	-52	0	-32	-52	0%	-20	-62%	0
0	0	0	0	0%	0	0%	51065	Postage - General	-1	0	-6	-1	0%	5	82%	0
-845	-990	-701	145	15%	-144	-21%	52220	Credit Card Expense	-8,014	-6,140	-5,076	-1,874	-31%	-2,938	-58%	-8,740
-139	0	-31	-139	0%	-108	-343%	52225	Over/Short	452	0	-31	452	0%	483	1535%	0
-200	-200	-200	0	0%	0	0%	52025	Insurance Expense	-1,600	-1,600	-1,600	0	0%	0	0%	-2,400
<b>-1,494</b>	<b>-1,190</b>	<b>-1,312</b>	<b>-304</b>	<b>-26%</b>	<b>-181</b>	<b>-14%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-11,768</b>	<b>-8,790</b>	<b>-9,313</b>	<b>-2,978</b>	<b>-34%</b>	<b>-2,455</b>	<b>-26%</b>	<b>-12,940</b>
<b>-6,629</b>	<b>-7,165</b>	<b>-6,614</b>	<b>536</b>	<b>7%</b>	<b>-15</b>	<b>0%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-55,773</b>	<b>-50,645</b>	<b>-49,218</b>	<b>-5,128</b>	<b>-10%</b>	<b>-6,554</b>	<b>-13%</b>	<b>-74,300</b>
<b>-31,957</b>	<b>-37,710</b>	<b>-30,684</b>	<b>5,753</b>	<b>15%</b>	<b>-1,273</b>	<b>-4%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-268,901</b>	<b>-273,454</b>	<b>-233,470</b>	<b>4,553</b>	<b>2%</b>	<b>-35,432</b>	<b>-15%</b>	<b>-389,600</b>
<b>-1,413</b>	<b>-3,110</b>	<b>-9,271</b>	<b>1,697</b>	<b>55%</b>	<b>7,858</b>	<b>85%</b>		<b>NORBO (before AO)</b>	<b>-47,083</b>	<b>-58,754</b>	<b>-90,625</b>	<b>11,671</b>	<b>20%</b>	<b>43,542</b>	<b>48%</b>	<b>-83,600</b>
<b>-7,257</b>	<b>-7,257</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-7,257</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>-57,681</b>	<b>-57,681</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-57,681</b>	<b>0%</b>	<b>-88,100</b>
<b>-8,670</b>	<b>-10,367</b>	<b>-9,271</b>	<b>1,697</b>	<b>16%</b>	<b>601</b>	<b>6%</b>		<b>NOR (after AO)</b>	<b>-104,764</b>	<b>-116,435</b>	<b>-90,625</b>	<b>11,671</b>	<b>10%</b>	<b>-14,139</b>	<b>-16%</b>	<b>-171,700</b>
-56,270	-61,667	-43,143	5,397	9%	-13,128	-30%		T O C post AO	-445,968	-433,135	-315,112	-12,833	-3%	-130,855	-42%	-621,700
<b>-49,013</b>	<b>-54,410</b>	<b>-43,143</b>	<b>5,397</b>	<b>10%</b>	<b>-5,871</b>	<b>-14%</b>		<b>T O C pre AO</b>	<b>-388,287</b>	<b>-375,454</b>	<b>-315,112</b>	<b>-12,833</b>	<b>-3%</b>	<b>-73,174</b>	<b>-23%</b>	<b>-533,600</b>
-84.6%	-83.2%	-78.5%	-01.4%	-01.7%	-06.1%	-07.7%		REV to TOC (CRR%)	-76.5%	-73.1%	-71.2%	-03.4%	-04.6%	-05.3%	-07.4%	-72.4%
<b>-8,670</b>	<b>-10,367</b>	<b>-9,271</b>	<b>1,697</b>	<b>16%</b>	<b>601</b>	<b>6%</b>		<b>NOR AFTER Assessment Reven</b>	<b>-104,764</b>	<b>-116,435</b>	<b>-90,625</b>	<b>11,671</b>	<b>10%</b>	<b>-14,139</b>	<b>-16%</b>	<b>-171,700</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Homeowners Association Consolidated

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
-637	0	0	-637	0%	-637	0%										
-637	0	0	-637	0%	-637	0%	33156	Food Discounts	-5,594	0	-3,992	-5,594	0%	-1,602	-40%	0
-637	0	0	-637	0%	-637	0%		InterDept Discounts	-5,594	0	-3,992	-5,594	0%	-1,602	-40%	0
0	-200	0	200	100%	0	0%	33299	<b>Food subtotal</b>	<b>-5,594</b>	<b>0</b>	<b>-3,992</b>	<b>-5,594</b>	<b>0%</b>	<b>-1,602</b>	<b>-40%</b>	<b>0</b>
0	-200	0	200	100%	0	0%		InterDept Food Sales	-4,398	-1,400	-3,992	-2,998	-214%	-405	-10%	-2,000
-637	-200	0	-437	-219%	-637	0%		<b>Other F&amp;B subtotal</b>	<b>-4,398</b>	<b>-1,400</b>	<b>-3,992</b>	<b>-2,998</b>	<b>-214%</b>	<b>-405</b>	<b>-10%</b>	<b>-2,000</b>
								<b>Total Food and Beverage</b>	<b>-9,991</b>	<b>-1,400</b>	<b>-7,985</b>	<b>-8,591</b>	<b>-614%</b>	<b>-2,007</b>	<b>-25%</b>	<b>-2,000</b>
650	1,000	1,000	-350	-35%	-350	-35%	36015	Sales - Firewood	4,020	3,000	2,775	1,020	34%	1,245	45%	5,000
0	0	0	0	0%	0	0%	36016	Sales - Timber	0	0	16,793	0	0%	-16,793	-100%	0
11,088	0	0	11,088	0%	11,088	0%	36017	Sales - Chips	11,088	0	0	11,088	0%	11,088	0%	0
2,187	1,700	1,370	487	29%	818	60%	36030	Sales - Retail	8,858	11,600	12,475	-2,742	-24%	-3,616	-29%	16,000
-169	0	0	-169	0%	-169	0%	38015	Employee Discounts	-392	-300	-259	-92	-31%	-133	-51%	-400
0	-100	-205	100	100%	205	100%	38020	Discounts - Retail	-628	-1,100	-2,284	472	43%	1,656	73%	-1,500
<b>13,757</b>	<b>2,600</b>	<b>2,165</b>	<b>11,157</b>	<b>429%</b>	<b>11,592</b>	<b>535%</b>		<b>Total Retail Product Reven</b>	<b>22,946</b>	<b>13,200</b>	<b>29,499</b>	<b>9,746</b>	<b>74%</b>	<b>-6,553</b>	<b>-22%</b>	<b>19,100</b>
2,692	2,400	0	292	12%	2,692	0%	36042	Rentals, Storage	10,683	9,600	12,650	1,083	11%	-1,967	-16%	12,000
<b>2,692</b>	<b>2,400</b>	<b>0</b>	<b>292</b>	<b>12%</b>	<b>2,692</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>10,683</b>	<b>9,600</b>	<b>12,650</b>	<b>1,083</b>	<b>11%</b>	<b>-1,967</b>	<b>-16%</b>	<b>12,000</b>
2,745	5,700	7,515	-2,955	-52%	-4,770	-63%	32010	Aso - Fees	32,100	59,100	49,711	-27,000	-46%	-17,611	-35%	79,000
1,685	4,000	3,960	-2,315	-58%	-2,275	-57%	32020	Inspection Fees	13,425	20,000	21,455	-6,576	-33%	-8,031	-37%	30,000
2,713	500	625	2,213	443%	2,088	334%	32030	Fines	9,725	4,000	5,725	5,725	143%	7,143	277%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
6,872	3,610	6,469	3,262	90%	402	6%	34010	Interest	94,631	35,280	57,183	59,351	168%	37,448	65%	49,120
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
3,103	2,600	2,836	503	19%	267	9%	34020	Late Charges	24,309	24,800	22,721	-491	-2%	1,589	7%	34,000
0	-200	0	200	100%	0	0%	34030	Lien Fees	13,500	9,800	9,435	3,700	38%	4,065	43%	9,000
0	-500	0	500	100%	0	0%	34040	Delinquency Fees	40,891	43,400	41,721	-2,509	-6%	-830	-2%	42,000
18,225	15,000	13,430	3,225	22%	4,795	36%	34050	Transfer Fees	91,440	88,000	96,310	3,440	4%	-4,870	-5%	148,000
0	0	0	0	0%	0	0%	34060	NSF Charges	60	0	30	60	0%	30	100%	0
0	0	0	0	0%	0	0%	34075	Sponsorships	1,000	0	0	1,000	0%	1,000	0%	0
20,933	19,900	20,000	1,033	5%	933	5%	34080	Communications Ad Revenue	160,829	148,700	140,722	12,129	8%	20,107	14%	210,000
2,462	2,500	2,412	-38	-2%	50	2%	37018	Lease Revenue	19,530	20,000	19,136	-470	-2%	394	2%	30,000
2,349	2,190	2,524	159	7%	-176	-7%	37020	Other Revenue	13,791	14,120	14,369	-329	-2%	-578	-4%	19,780
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	-1	0	0	-1	0%	-1	0%	0
<b>61,085</b>	<b>55,300</b>	<b>59,771</b>	<b>5,785</b>	<b>10%</b>	<b>1,314</b>	<b>2%</b>		<b>Total Other Revenue</b>	<b>531,380</b>	<b>467,200</b>	<b>477,375</b>	<b>64,180</b>	<b>14%</b>	<b>54,005</b>	<b>11%</b>	<b>656,900</b>
<b>76,896</b>	<b>60,100</b>	<b>61,936</b>	<b>16,796</b>	<b>28%</b>	<b>14,961</b>	<b>24%</b>		<b>GROSS REVENUE (GREV)</b>	<b>555,017</b>	<b>488,600</b>	<b>511,540</b>	<b>66,417</b>	<b>14%</b>	<b>43,477</b>	<b>8%</b>	<b>686,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>76,896</b>	<b>60,100</b>	<b>61,936</b>	<b>16,796</b>	<b>28%</b>	<b>14,961</b>	<b>24%</b>		<b>Gross Margin (GREV-COG)</b>	<b>555,017</b>	<b>488,600</b>	<b>511,540</b>	<b>66,417</b>	<b>14%</b>	<b>43,477</b>	<b>8%</b>	<b>686,000</b>
<b>PAYROLL SALARIES &amp; WAGES</b>																
-157,120	-178,398	-159,509	21,278	12%	2,389	1%	5110...	Salaries - Exempt - Regular & Ot	-1,387,763	-1,426,515	-1,321,862	38,752	3%	-65,901	-5%	-2,140,000
-106,547	-117,995	-117,588	11,448	10%	11,042	9%	5122...	Wages - FTRRegular	-848,885	-935,622	-884,102	86,737	9%	35,217	4%	-1,402,666
-74,073	-78,667	-66,064	4,595	6%	-8,008	-12%	5124...	Wages - Seasonal	-382,828	-406,463	-352,413	23,635	6%	-30,414	-9%	-651,334
0	0	0	0	0%	0	0%	5122...	Wages-FTR-Commissions	0	0	-800	0	0%	800	100%	0
0	0	0	0	0%	0	0%	51246	Wages-Seasonal-Commissions	0	0	-100	0	0%	100	100%	0
-43,587	-11,917	-25,417	-31,670	-266%	-18,170	-71%	5110...	Incentive Program, Exempt	-145,648	-95,334	-205,747	-50,314	-53%	60,098	29%	-143,000
-10,466	-2,500	-8,313	-7,966	-319%	-2,153	-26%	51227	Incentive Program, FTR, NonExe	-43,254	-20,000	-58,722	-23,254	-116%	15,467	26%	-30,000
-547	0	-274	-547	0%	-274	-100%	51247	Incentive Program, Seasonal, N	-4,105	-5,000	-2,737	895	18%	-1,368	-50%	-10,000
23,500	23,500	22,750	0	0%	750	3%	51299	Capitalized Payroll Direct S&W	188,000	188,000	182,000	0	0%	6,000	3%	282,000
<b>-368,839</b>	<b>-365,977</b>	<b>-354,415</b>	<b>-2,862</b>	<b>-1%</b>	<b>-14,424</b>	<b>-4%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-2,624,484</b>	<b>-2,700,934</b>	<b>-2,644,483</b>	<b>76,450</b>	<b>3%</b>	<b>19,999</b>	<b>1%</b>	<b>-4,095,000</b>
-177,207	-166,815	-162,176	-10,392	-6%	-15,031	-9%		Salaries sub-total	-1,345,411	-1,333,849	-1,345,609	-11,562	-1%	198	0%	-2,001,000
-191,632	-199,162	-192,239	7,530	4%	607	0%		Wage sub-total	-1,279,073	-1,367,085	-1,298,874	88,012	6%	19,801	2%	-2,094,000
-117,012	-120,495	-125,901	3,483	3%	8,889	7%		Wage-FTR subsubtotal	-892,140	-955,622	-943,624	63,482	7%	51,484	5%	-1,432,666
-74,620	-78,667	-66,338	4,047	5%	-8,282	-12%		Wage-Seasonal subsubto	-386,933	-411,463	-355,250	24,530	6%	-31,683	-9%	-661,334
-479.7%	-608.9%	-572.2%	129.3%	21.2%	92.6%	16.2%		PayrollDirect %ofRevenue	-472.9%	-552.8%	-517.0%	79.9%	14.5%	44.1%	08.5%	-596.9%
2,412	-1,300	4,701	3,712	286%	-2,289	-49%	51108	PTO net\$ accrual, in Salaries	8,836	-13,000	-8,326	21,836	168%	17,162	206%	-17,801
-1,867	-1,000	1,577	-867	-87%	-3,444	-218%	51228	PTO net\$ accrual, in Wages FTR	-6,172	-8,000	-4,000	1,828	23%	-2,172	-54%	-12,000
545	-2,300	6,278	2,845	124%	-5,733	-91%		PTO net accrual, in PD Total	2,664	-21,000	-12,326	23,664	113%	14,990	122%	-29,801



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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-200	-437	200	100%	437	100%	53530	Signs	0	-400	-737	400	100%	737	100%	-400
-1,286	-1,770	-490	484	27%	-796	-163%	56501	<b>Operating Supplies</b>	-4,359	-11,980	-14,968	7,621	64%	10,608	71%	-17,960
-570	-240	-1,398	-330	-137%	828	59%	56540	Small Tools & Equipment	-2,371	-2,070	-3,451	-301	-15%	1,045	31%	-2,880
-1,434	-1,400	-827	-34	-2%	-607	-73%	56545	Safety Equipment	-7,386	-7,100	-3,939	-286	-4%	-3,447	-87%	-10,850
0	0	-38	0	0%	38	100%	51025	Entertainment	0	0	-38	0	0%	38	100%	0
0	0	0	0	0%	0	0%	55532	Special Programs	-112	0	-100	-112	0%	-12	-12%	0
-2,044	-1,000	-1,392	-1,044	-104%	-652	-47%	54210	<b>Repairs &amp; Maintenance</b>	-14,789	-6,900	-6,919	-7,889	-114%	-7,870	-114%	-10,600
-210	0	-1,768	-210	0%	1,558	88%	54220	General/PM	-1,819	0	-6,919	-1,819	0%	72	4%	0
0	-50	0	50	100%	0	0%	54240	Plumbing	-485	-640	-193	155	24%	-292	-151%	-1,480
0	0	0	0	0%	0	0%	54250	Lighting and Electrical	-254	0	-27	-254	0%	-227	-850%	0
-233	-300	-2,332	67	22%	2,099	90%	54254	HVAC	-1,988	-1,900	-3,982	-88	-5%	1,994	50%	-3,000
0	0	-55	55	100%	55	100%	54256	Elevators	-2,096	0	-1,516	-2,096	0%	-580	-38%	0
-160	-667	-270	507	76%	110	41%	54290	Fire Suppression	-2,389	-6,646	-1,987	4,257	64%	-401	-20%	-10,530
-2,647	-2,017	-5,817	-630	-31%	3,170	54%	54290	Other Building	-2,389	-6,646	-1,987	4,257	64%	-401	-20%	-10,530
0	0	0	0	0%	0	0%	54310	<b>R&amp;M Building</b>	-23,820	-16,086	-16,515	-7,734	-48%	-7,305	-44%	-25,510
0	0	0	0	0%	0	0%	54310	Asphalt	-61	0	0	-61	0%	-61	0%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	0	-1,500	0	1,500	100%	0	0%	-1,500
0	0	0	0	0%	0	0%	54380	Snow Removal	-44,344	-27,000	-23,236	-17,344	-64%	-21,108	-91%	-33,800
-1,333	-1,400	-1,400	67	5%	67	5%	54390	Other Grounds Maint	-5,334	-5,600	-6,100	266	5%	766	13%	-8,400
-1,333	-1,400	-1,400	67	5%	67	5%	54390	<b>R&amp;M Grounds (nonGolf)</b>	-49,739	-34,100	-29,336	-15,639	-46%	-20,403	-70%	-43,700
0	0	0	0	0%	0	0%	54438	Golf Carts Fleet	-204	0	0	-204	0%	-204	0%	0
-7,918	-4,000	-3,295	-3,918	-98%	-4,623	-140%	54443	Rolling, Heavy	-42,295	-23,300	-21,389	-18,995	-82%	-20,906	-98%	-37,700
-1,428	-6,492	-9,398	5,064	78%	7,971	85%	54448	Rolling, Car/Truck/Bus/Van	-19,688	-33,694	-43,182	14,006	42%	23,944	54%	-47,740
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	-530	-830	0	300	36%	-530	0%	-1,580
-4,747	-5,463	-4,190	716	13%	-558	-13%	54481	Computer Software Maint	-36,780	-44,276	-30,773	7,496	17%	-6,006	-20%	-66,430
-237	-500	-427	263	53%	191	45%	54483	Computer Hardware Maint	-1,569	-4,350	-3,225	2,781	64%	1,656	51%	-6,590
-148	-350	-364	202	58%	217	59%	54499	Other Operating Equip R&M	-2,548	-3,550	-1,792	1,002	28%	-756	-42%	-5,000
-14,477	-16,855	-17,675	2,378	14%	3,198	18%	54540	<b>R&amp;M Equipment</b>	-103,615	-110,000	-100,362	6,385	6%	-3,252	-3%	-165,040
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	-949	0	0	-949	0%	-949	0%	0
0	0	0	0	0%	0	0%	54540	<b>R&amp;M Golf Course</b>	-949	0	0	-949	0%	-949	0%	0
-90,956	-51,300	-41,130	-39,656	-77%	-49,825	-121%	(575...	Forestry Management	-152,841	-136,500	-109,412	-16,341	-12%	-84,431	-40%	-262,560
0	0	0	0	0%	0	0%	57528	Trails Maintenance	0	0	-2	0	0%	2	100%	0
-90,956	-51,300	-41,130	-39,656	-77%	-49,825	-121%	59010	<b>R&amp;M Forestry/Trails</b>	-152,841	-136,500	-109,412	-16,341	-12%	-84,429	-40%	-262,560
6,550	6,200	8,425	350	6%	-1,875	-22%	59010	Contra - Inter-Dept. Charges	130,675	80,000	94,033	50,675	63%	36,642	39%	113,910
-102,862	-65,372	-57,597	-37,490	-57%	-45,265	-79%	59010	<b>R&amp;M subtotal</b>	-200,288	-216,686	-161,592	16,398	8%	-38,696	-24%	-383,000
<b>-114,488</b>	<b>-83,333</b>	<b>-76,657</b>	<b>-31,155</b>	<b>-37%</b>	<b>-37,831</b>	<b>-49%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-293,833</b>	<b>-357,844</b>	<b>-303,191</b>	<b>64,011</b>	<b>18%</b>	<b>9,358</b>	<b>3%</b>	<b>-593,912</b>
<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>																
0	0	-5,450	0	0%	5,450	100%	52010	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
0	-1,825	0	1,825	100%	0	0%	52015	Consulting Expense	-1,317	-48,600	-4,357	47,283	97%	3,040	70%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	0	-6,666	-3,267	6,666	100%	3,267	100%	-10,000
-8,457	-8,750	-42,584	293	3%	34,127	80%	52030	Legal Services	-57,500	-70,000	-141,180	12,500	18%	83,680	59%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
-5,250	-5,000	-5,121	-250	-5%	-129	-3%	51070	Public Relations	-6,693	-5,500	-6,515	-1,193	-22%	-178	-3%	-6,800
0	0	0	0	0%	0	0%	55520	Promotion Expense	0	0	-1,156	0	0%	1,156	100%	0
0	-1,750	-1,412	1,750	100%	1,412	100%	55540	Resort Advertising	-4,610	-15,000	-7,351	10,390	69%	2,740	37%	-22,000
-92	-600	-1,125	508	85%	1,033	92%	51520	Charitable Contributions	-8,064	-10,200	-10,062	2,137	21%	1,998	20%	-12,100
0	-3,333	0	3,333	100%	0	0%	51530	Community Relations	-50	-10,000	-515	9,950	100%	465	90%	-20,000
-888	-620	-223	-268	-43%	-665	-298%	51020	Dues & Subscriptions	-11,921	-6,010	-7,348	-5,911	-98%	-4,573	-62%	-11,240
-8,033	-5,020	-4,762	-3,013	-60%	-3,271	-69%	51035	Licenses, Permits, Fees	-72,226	-42,928	-57,774	-29,298	-68%	-14,453	-25%	-67,610
-462	-395	-37	-67	-17%	-425	-1146%	51096	Mileage Reimbursement	-2,058	-1,710	-1,268	-348	-20%	-790	-62%	-2,390
-7,809	-2,900	19,366	-4,909	-169%	-27,174	-140%	51515	Board Expense	-36,604	-24,400	-59,959	-12,204	-50%	23,355	39%	-36,000
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-38,058	-41,000	-39,011	2,942	7%	953	2%	-41,000
-2,254	-2,200	-2,136	-54	-2%	-118	-6%	51063	Postage - TDNews	-22,414	-19,650	-26,711	-2,764	-14%	4,297	16%	-30,450
-1,466	-1,285	-903	-181	-14%	-563	-62%	51065	Postage - General	-7,599	-9,760	-6,331	2,161	22%	-1,268	-20%	-14,760
0	0	0	0	0%	0	0%	51510	Assessment Billing	-3,744	-1,400	-4,682	-2,344	-167%	939	20%	-10,400
-628	-774	-798	146	19%	170	21%	51535	Digital Content	-6,874	-6,192	-13,213	-682	-11%	6,339	48%	-9,288
-6,196	-6,200	0	4	0%	-6,196	0%	51545	Printing - TD News	-52,178	-54,600	-43,584	2,422	4%	-8,594	-20%	-84,400
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-12,318	-11,350	-11,619	-968	-9%	-699	-6%	-18,900
0	0	-324	0	0%	324	100%	51547	Printing - Other	-757	-100	-1,172	-657	-657%	415	35%	-100
-1,850	-400	0	-1,450	-363%	-1,850	0%	56601	Claims Expense	-79,995	-3,400	-5,704	-76,595	-2253%	-74,291	-1302%	-5,000
0	0	0	0	0%	0	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
0	-833	0	833	100%	0	0%	52215	Collection Expense	0	-6,666	0	6,666	100%	0	0%	-10,000
-968	-770	-1,023	-198	-26%	55	5%	52220	Credit Card Expense	-12,552	-9,260	-12,017	-3,292	-36%	-535	-4%	-13,580
34	0	83	34	0%	-49	-59%	52225	Over/Short	30	0	59	30	0%	-29	-49%	0
0	100	-325	-100	-100%	325	100%	57009	Inter-Department Food Costs	2,772	800	3,507	1,972	246%	-735	-21%	1,200



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 General (005)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
<b>COST OF GOODS SOLD (COGS)</b>																
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-2,926	-4,326	-2,859	1,400	32%	-68	-2%	5110...	-22,936	-36,723	-23,343	13,787	38%	406	2%	-53,800	
0	-1,000	0	1,000	100%	0	0%	5122...	0	-8,000	0	8,000	100%	0	0%	-12,000	
0	0	0	0	0%	0	0%	5110...	-2,876	0	-1,234	-2,876	0%	-1,643	-133%	0	
<b>-2,926</b>	<b>-5,326</b>	<b>-2,859</b>	<b>2,400</b>	<b>45%</b>	<b>-68</b>	<b>-2%</b>	<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-25,812</b>	<b>-44,723</b>	<b>-24,576</b>	<b>18,911</b>	<b>42%</b>	<b>-1,236</b>	<b>-5%</b>	<b>-65,800</b>	
-2,926	-4,326	-2,859	1,400	32%	-68	-2%	Salaries sub-total	-25,812	-36,723	-24,576	10,911	30%	-1,236	-5%	-53,800	
0	-1,000	0	1,000	100%	0	0%	Wage sub-total	0	-8,000	0	8,000	100%	0	0%	-12,000	
0	-1,000	0	1,000	100%	0	0%	Wage-FTR sub-subtotal	0	-8,000	0	8,000	100%	0	0%	-12,000	
11	-1,300	79	1,311	101%	-68	-86%	51108	PTO net\$ accrual, in Salaries	564	-13,000	157	13,564	104%	406	258%	-18,000
0	-1,000	0	1,000	100%	0	0%	51228	PTO net\$ accrual, in Wages FTR	0	-8,000	0	8,000	100%	0	0%	-12,000
11	-2,300	79	2,311	100%	-68	-86%		PTO net accrual, in PD Total	564	-21,000	157	21,564	103%	406	258%	-30,000
<b>PAYROLL BURDEN</b>																
-42	-300	-56	258	86%	14	25%	5130...	Payroll Taxes	-1,395	-2,490	-1,457	1,095	44%	62	4%	-3,760
-13	-170	-15	157	92%	2	11%	5130...	Workers Compensation	-118	-1,310	-126	1,192	91%	8	7%	-1,940
-102	-133	-103	31	24%	1	1%	5130...	Group Insurance	-993	-1,064	-870	71	7%	-123	-14%	-1,600
0	-42	0	42	100%	0	0%	5130...	Retirement Plan	0	-336	44	336	100%	-44	-100%	-500
<b>-156</b>	<b>-645</b>	<b>-173</b>	<b>489</b>	<b>76%</b>	<b>17</b>	<b>10%</b>	<b>PAYROLL BURDEN Total</b>	<b>-2,506</b>	<b>-5,200</b>	<b>-2,410</b>	<b>2,694</b>	<b>52%</b>	<b>-97</b>	<b>-4%</b>	<b>-7,800</b>	
-156	-645	-173	489	76%	17	10%	(513...	subtotal, Burden-Salary	-2,506	-5,200	-2,410	2,694	52%	-97	-4%	-7,800
<b>05.3%</b>	<b>12.1%</b>	<b>06.1%</b>	<b>-06.8%</b>	<b>-55.9%</b>	<b>-00.7%</b>	<b>-11.7%</b>	<b>Burden % - on all Payroll</b>	<b>09.7%</b>	<b>11.6%</b>	<b>09.8%</b>	<b>-01.9%</b>	<b>-16.5%</b>	<b>-00.1%</b>	<b>-01.0%</b>	<b>11.9%</b>	
05.3%	14.9%	06.1%	-09.6%	-64.1%	-00.7%	-11.7%	<b>Burden % - Salary</b>	09.7%	14.2%	09.8%	-04.5%	-31.4%	-00.1%	-01.0%	14.5%	
<b>-3,083</b>	<b>-5,971</b>	<b>-3,032</b>	<b>2,888</b>	<b>48%</b>	<b>-51</b>	<b>-2%</b>	<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-28,319</b>	<b>-49,923</b>	<b>-26,986</b>	<b>21,604</b>	<b>43%</b>	<b>-1,333</b>	<b>-5%</b>	<b>-73,600</b>	
<b>5.3%</b>	<b>12.1%</b>	<b>6.1%</b>	<b>-6.8%</b>	<b>-55.9%</b>	<b>-0.7%</b>	<b>-11.7%</b>	<b>Burden % TL</b>	<b>9.7%</b>	<b>11.6%</b>	<b>9.8%</b>	<b>-1.9%</b>	<b>-16.5%</b>	<b>-0.1%</b>	<b>-1.0%</b>	<b>11.9%</b>	
1.4%	5.6%	1.9%	-4.2%	-74.6%	-0.5%	-26.3%	Payroll Taxes %	5.4%	5.6%	5.9%	-0.2%	-2.9%	-0.5%	-8.8%	5.7%	
0.4%	3.2%	0.5%	-2.7%	-86.1%	-0.1%	-13.5%	Workers Comp %	0.5%	2.9%	0.5%	-2.5%	-84.4%	-0.1%	-11.0%	2.9%	
3.5%	2.5%	3.6%	1.0%	39.0%	-0.1%	-3.6%	Group Insurance %	3.8%	2.4%	3.5%	1.5%	61.7%	0.3%	8.6%	2.4%	
0.0%	0.8%	0.0%	-0.8%	-100.0%	0.0%	0.0%	Retirement %	0.0%	0.8%	-0.2%	-0.8%	-100.0%	0.2%	100.0%	0.8%	
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50625	Employee Relations	-118	0	0	-118	0%	-118	0%	0
-434	0	0	-434	0%	-434	0%	51080	Seminars & Conferences	-652	0	-652	0%	-652	0%	0	
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-308	0	-81	-308	0%	-227	-279%	0
<b>-434</b>	<b>0</b>	<b>0</b>	<b>-434</b>	<b>0%</b>	<b>-434</b>	<b>0%</b>	<b>Total Staff Expense</b>	<b>-1,078</b>	<b>0</b>	<b>-81</b>	<b>-1,078</b>	<b>0%</b>	<b>-997</b>	<b>-1225%</b>	<b>0</b>	
-165	-150	-120	-15	-10%	-45	-37%	51090	Telephone	-1,267	-1,200	-902	-67	-6%	-365	-40%	-1,800
-108	-100	-104	-8	-8%	-4	-4%	55003	Cable/Sat TV Service	-860	-1,000	-711	140	14%	-149	-21%	-1,500
-4,856	-1,200	-995	-3,656	-305%	-3,861	-388%	55005	Disposal Fees	-19,821	-9,600	-7,878	-10,221	-106%	-11,943	-152%	-14,400
-3,754	-3,900	-3,821	146	4%	66	2%	5501...	Electricity	-28,584	-28,000	-26,507	-584	-2%	-2,077	-8%	-40,900
-399	-600	-535	201	34%	136	25%	55025	Natural Gas - Buildings	-7,595	-7,500	-6,223	-95	-1%	-1,372	-22%	-10,700
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>0</b>	<b>0</b>	<b>-16</b>	<b>0</b>	<b>0%</b>	<b>16</b>	<b>100%</b>	<b>0</b>
-428	-490	-439	62	13%	11	3%	55030	Sewer Fees	-3,488	-3,620	-3,425	132	4%	-64	-2%	-5,620
-604	-600	-155	-4	-1%	-449	-289%	5503...	Water - Building/Facility	-2,861	-2,600	-1,580	-261	-10%	-1,281	-81%	-5,100
<b>-10,313</b>	<b>-7,040</b>	<b>-6,169</b>	<b>-3,273</b>	<b>-46%</b>	<b>-4,144</b>	<b>-67%</b>	<b>TOTAL UTILITIES</b>	<b>-64,477</b>	<b>-53,520</b>	<b>-47,243</b>	<b>-10,957</b>	<b>-20%</b>	<b>-17,234</b>	<b>-36%</b>	<b>-80,020</b>	
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>																
-506	-800	-720	294	37%	213	30%	56530	Janitorial Services & Supplies	-4,159	-5,400	-5,771	1,241	23%	1,612	28%	-7,700
0	0	0	0	0%	0	0%	56535	Pest Control	0	0	-55	0	0%	55	100%	0
0	0	0	0	0%	0	0%	57035	Rental Property Expense	88	0	0	88	0%	88	0%	0
0	0	0	0	0%	0	0%	51060	Office Supplies	-66	0	0	-66	0%	-66	0%	0
0	0	-365	0	0%	365	100%	53530	Signs	0	0	-365	0	0%	365	100%	0
<b>Repairs &amp; Maintenance</b>																



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 General (005)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-690	-600	-292	-90	-15%	-398	-136%	54210	General/PM	-3,167	-3,700	-3,447	533	14%	281	8%	-5,800
-210	0	-1,768	-210	0%	1,558	88%	54220	Plumbing	-210	0	-1,837	-210	0%	1,627	89%	0
0	-50	0	50	100%	0	0%	54240	Lighting and Electrical	-451	-400	-166	-51	-13%	-285	-172%	-1,000
0	0	0	0	0%	0	0%	54250	HVAC	0	0	-27	0	0%	27	100%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	0	0	-207	0	0%	207	100%	0
-160	-300	-270	140	47%	110	41%	54290	Other Building	-2,389	-2,800	-1,322	411	15%	-1,066	-81%	-4,380
<b>-1,060</b>	<b>-950</b>	<b>-2,331</b>	<b>-110</b>	<b>-12%</b>	<b>1,271</b>	<b>55%</b>		<b>R&amp;M Building</b>	<b>-6,217</b>	<b>-6,900</b>	<b>-7,007</b>	<b>683</b>	<b>10%</b>	<b>791</b>	<b>11%</b>	<b>-11,180</b>
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	0	-1,500	0	1,500	100%	0	0%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-24,660	-18,100	-13,747	-6,560	-36%	-10,912	-79%	-21,100
-1,333	-1,400	-1,400	67	5%	67	5%	54390	Other Grounds Maint	-5,334	-5,600	-5,600	266	5%	266	5%	-8,400
<b>-1,333</b>	<b>-1,400</b>	<b>-1,400</b>	<b>67</b>	<b>5%</b>	<b>67</b>	<b>5%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-29,994</b>	<b>-25,200</b>	<b>-19,347</b>	<b>-4,794</b>	<b>-19%</b>	<b>-10,646</b>	<b>-55%</b>	<b>-31,000</b>
-90	0	0	-90	0%	0	0%	54443	Rolling, Heavy	-943	0	-92	-943	0%	-850	-923%	0
0	0	-268	0	0%	268	100%	54448	Rolling, Car/Truck/Bus/Van	0	0	-268	0	0%	268	100%	0
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	-27	0	0	-27	0%	-27	0%	0
-107	0	0	-107	0%	-107	0%	54499	Other Operating Equip R&M	-227	0	-858	-227	0%	631	74%	0
<b>-198</b>	<b>0</b>	<b>-268</b>	<b>-198</b>	<b>0%</b>	<b>70</b>	<b>26%</b>		<b>R&amp;M Equipment</b>	<b>-1,197</b>	<b>0</b>	<b>-1,219</b>	<b>-1,197</b>	<b>0%</b>	<b>22</b>	<b>2%</b>	<b>0</b>
<b>-2,591</b>	<b>-2,350</b>	<b>-3,999</b>	<b>-241</b>	<b>-10%</b>	<b>1,408</b>	<b>35%</b>		<b>R&amp;M subtotal</b>	<b>-37,407</b>	<b>-32,100</b>	<b>-27,573</b>	<b>-5,307</b>	<b>-17%</b>	<b>-9,834</b>	<b>-36%</b>	<b>-42,180</b>
<b>-3,097</b>	<b>-3,150</b>	<b>-5,084</b>	<b>53</b>	<b>2%</b>	<b>1,986</b>	<b>39%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-41,544</b>	<b>-37,500</b>	<b>-33,765</b>	<b>-4,044</b>	<b>-11%</b>	<b>-7,779</b>	<b>-23%</b>	<b>-49,880</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	-5,450	0	0%	5,450	100%	52010	Audit & Tax Services	-27,950	-27,000	-27,450	-950	-4%	-500	-2%	-27,000
0	-550	0	550	100%	0	0%	52015	Consulting Expense	0	-34,400	-132	34,400	100%	132	100%	-36,600
-8,457	-8,750	-42,584	293	3%	34,127	80%	52030	Legal Services	-57,500	-70,000	-135,368	12,500	18%	77,868	58%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	0
0	0	0	0	0%	0	0%	51070	Public Relations	-175	0	0	-175	0%	-175	0%	0
0	-1,000	0	1,000	100%	0	0%	55540	Resort Advertising	0	-9,000	-5,718	9,000	100%	5,718	100%	-13,000
-92	-600	-1,125	508	85%	1,033	92%	51520	Charitable Contributions	-2,631	-5,200	-4,472	2,569	49%	1,842	41%	-7,100
0	0	0	0	0%	0	0%	51530	Community Relations	0	0	-215	0	0%	215	100%	0
0	-50	0	50	100%	0	0%	51020	Dues & Subscriptions	0	-400	0	400	100%	0	0%	-600
-186	-250	-200	64	26%	14	7%	51035	Licenses, Permits, Fees	-4,236	-3,050	-1,617	-1,186	-39%	-2,620	-162%	-4,800
-7,628	-2,900	19,505	-4,728	-163%	-27,133	-139%	51515	Board Expense	-35,705	-24,400	-59,030	-11,305	-46%	23,325	40%	-36,000
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-38,058	-41,000	-39,011	2,942	7%	953	2%	-41,000
-116	-400	-102	284	71%	-14	-13%	51065	Postage - General	-1,051	-3,200	-1,172	2,149	67%	121	10%	-4,800
0	0	0	0	0%	0	0%	51510	Assessment Billing	-2,445	0	-3,296	-2,445	0%	851	26%	-9,000
0	0	0	0	0%	0	0%	51547	Printing - Other	-70	0	0	-70	0%	-70	0%	0
-1,850	-400	0	-1,450	-363%	-1,850	0%	56601	Claims Expense	-79,995	-3,400	-6,500	-76,595	-2253%	-73,495	-1131%	-5,000
0	0	0	0	0%	0	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
0	-833	0	833	100%	0	0%	52215	Collection Expense	0	-6,666	0	6,666	100%	0	0%	-10,000
0	-2,416	0	2,416	100%	0	0%	59999	Contingency	0	-19,612	0	19,612	100%	0	0%	-30,000
-18,500	-18,500	-10,600	0	0%	-7,900	-75%	52025	Insurance Expense	-148,000	-148,000	-84,800	0	0%	-63,200	-75%	-222,200
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	57030	Taxes - Property	-157,705	-162,300	-153,504	4,595	3%	-4,201	-3%	-246,000
-3,750	-3,750	-3,750	0	0%	0	0%	5702...	Taxes - Income	-30,000	-30,000	-30,000	0	0%	0	0%	-45,000
<b>-60,292</b>	<b>-61,399</b>	<b>-63,494</b>	<b>1,107</b>	<b>2%</b>	<b>3,202</b>	<b>5%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-617,873</b>	<b>-592,628</b>	<b>-557,284</b>	<b>-25,245</b>	<b>-4%</b>	<b>-60,589</b>	<b>-11%</b>	<b>-857,100</b>
<b>-74,136</b>	<b>-71,589</b>	<b>-74,746</b>	<b>-2,547</b>	<b>-4%</b>	<b>610</b>	<b>1%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-724,971</b>	<b>-683,648</b>	<b>-638,372</b>	<b>-41,323</b>	<b>-6%</b>	<b>-86,599</b>	<b>-14%</b>	<b>-987,000</b>
<b>-77,219</b>	<b>-77,560</b>	<b>-77,778</b>	<b>341</b>	<b>0%</b>	<b>559</b>	<b>1%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-753,290</b>	<b>-733,571</b>	<b>-665,358</b>	<b>-19,719</b>	<b>-3%</b>	<b>-87,932</b>	<b>-13%</b>	<b>-1,060,600</b>
<b>-77,219</b>	<b>-77,560</b>	<b>-77,778</b>	<b>341</b>	<b>0%</b>	<b>559</b>	<b>1%</b>		<b>NORBO (before AO)</b>	<b>-753,290</b>	<b>-733,571</b>	<b>-665,358</b>	<b>-19,719</b>	<b>-3%</b>	<b>-87,932</b>	<b>-13%</b>	<b>-1,060,600</b>
-99,661	-99,661	0	0	0%	-99,661	0%	59025	ALLOCATED OVERHEAD (AO)	-789,336	-789,336	0	0	0%	-789,336	0%	-1,207,200
<b>-176,880</b>	<b>-177,221</b>	<b>-77,778</b>	<b>341</b>	<b>0%</b>	<b>-99,102</b>	<b>-127%</b>		<b>NOR (after AO)</b>	<b>-1,542,626</b>	<b>-1,522,907</b>	<b>-665,358</b>	<b>-19,719</b>	<b>-1%</b>	<b>-877,268</b>	<b>-132%</b>	<b>-2,267,800</b>
-176,880	-177,221	-77,778	341	0%	-99,102	-127%		T O C post AO	-1,542,626	-1,522,907	-665,358	-19,719	-1%	-877,268	-132%	-2,267,800
-77,219	-77,560	-77,778	341	0%	559	1%		T O C pre AO	-753,290	-733,571	-665,358	-19,719	-3%	-87,932	-13%	-1,060,600
344,000	344,000	386,000	0	0%	-42,000	-11%		Assessment Revenue, Operatin	2,909,000	2,909,000	3,349,000	0	0%	-440,000	-13%	5,696,000
167,120	166,779	308,222	341	0%	-141,102	-46%		NOR AFTER Assessment Reven	1,366,374	1,386,093	2,683,642	-19,719	-1%	-1,317,268	-49%	3,428,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Administration (010)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
-637	0	0	-637	0%	-637	0%		<i>Food Discounts</i>	-5,594	0	-3,992	-5,594	0%	-1,602	-40%	0
-637	0	0	-637	0%	-637	0%	33156	InterDept Discounts	-5,594	0	-3,992	-5,594	0%	-1,602	-40%	0
<b>-637</b>	<b>0</b>	<b>0</b>	<b>-637</b>	<b>0%</b>	<b>-637</b>	<b>0%</b>		<b>Food subtotal</b>	<b>-5,594</b>	<b>0</b>	<b>-3,992</b>	<b>-5,594</b>	<b>0%</b>	<b>-1,602</b>	<b>-40%</b>	<b>0</b>
0	-200	0	200	100%	0	0%	33299	InterDept Food Sales	-4,398	-1,400	-2,998	-2,998	-214%	-405	-10%	-2,000
0	-200	0	200	100%	0	0%		<b>Other F&amp;B subtotal</b>	<b>-4,398</b>	<b>-1,400</b>	<b>-3,992</b>	<b>-2,998</b>	<b>-214%</b>	<b>-405</b>	<b>-10%</b>	<b>-2,000</b>
<b>-637</b>	<b>-200</b>	<b>0</b>	<b>-437</b>	<b>-219%</b>	<b>-637</b>	<b>0%</b>		<b>Total Food and Beverage</b>	<b>-9,991</b>	<b>-1,400</b>	<b>-7,985</b>	<b>-8,591</b>	<b>-614%</b>	<b>-2,007</b>	<b>-25%</b>	<b>-2,000</b>
6,858	3,600	6,457	3,258	91%	401	6%	34010	Interest	94,569	35,200	57,089	59,369	169%	37,480	66%	49,000
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
3,103	2,600	2,836	503	19%	267	9%	34020	Late Charges	24,309	24,800	22,721	-491	-2%	1,589	7%	34,000
0	-200	0	200	100%	0	0%	34030	Lien Fees	13,500	9,800	9,435	3,700	38%	4,065	43%	9,000
0	-500	0	500	100%	0	0%	34040	Delinquency Fees	40,891	43,400	41,721	-2,509	-6%	-830	-2%	42,000
2,700	2,200	6,460	500	23%	-3,760	-58%	34050	Transfer Fees	15,075	13,000	46,735	2,075	16%	-31,660	-68%	22,000
0	0	0	0	0%	0	0%	34060	NSF Charges	60	0	30	60	0%	30	100%	0
2,462	2,500	2,412	-38	-2%	50	2%	37018	Lease Revenue	19,530	20,000	19,136	-470	-2%	394	2%	30,000
0	0	0	0	0%	0	0%	37020	Other Revenue	988	0	1,391	988	0%	-403	-29%	0
<b>15,123</b>	<b>10,200</b>	<b>18,165</b>	<b>4,923</b>	<b>48%</b>	<b>-3,042</b>	<b>-17%</b>		<b>Total Other Revenue</b>	<b>225,071</b>	<b>146,200</b>	<b>198,257</b>	<b>78,871</b>	<b>54%</b>	<b>26,814</b>	<b>14%</b>	<b>186,000</b>
<b>14,486</b>	<b>10,000</b>	<b>18,165</b>	<b>4,486</b>	<b>45%</b>	<b>-3,679</b>	<b>-20%</b>		<b>GROSS REVENUE (GREV)</b>	<b>215,080</b>	<b>144,800</b>	<b>190,273</b>	<b>70,280</b>	<b>49%</b>	<b>24,807</b>	<b>13%</b>	<b>184,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>14,486</b>	<b>10,000</b>	<b>18,165</b>	<b>4,486</b>	<b>45%</b>	<b>-3,679</b>	<b>-20%</b>		<b>Gross Margin (GREV-COG)</b>	<b>215,080</b>	<b>144,800</b>	<b>190,273</b>	<b>70,280</b>	<b>49%</b>	<b>24,807</b>	<b>13%</b>	<b>184,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-21,372	-19,721	-16,198	-1,651	-8%	-5,174	-32%	5110...	Salaries - Exempt - Regular & Ot	-151,625	-155,019	-132,276	3,394	2%	-19,350	-15%	-233,900
-6,453	-9,093	-10,732	2,640	29%	4,279	40%	5122...	Wages - FTRregular	-58,754	-76,719	-75,161	17,965	23%	16,407	22%	-113,423
0	-120	-53	120	100%	53	100%	5124...	Wages - Seasonal	-511	-2,922	-2,052	2,411	83%	1,541	75%	-3,277
-43,587	-11,917	-25,417	-31,670	-266%	-18,170	-71%	5110...	Incentive Program, Exempt	-132,225	-95,334	-200,701	-36,891	-39%	68,477	34%	-143,000
-8,550	-2,500	-5,740	-6,050	-242%	-2,810	-49%	51227	Incentive Program, FTR, NonExe	-25,082	-20,000	-44,217	-5,082	-25%	19,134	43%	-30,000
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, NonExempt	0	-5,000	0	5,000	100%	0	0%	-10,000
<b>-79,962</b>	<b>-43,351</b>	<b>-58,140</b>	<b>-36,611</b>	<b>-84%</b>	<b>-21,822</b>	<b>-38%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-368,198</b>	<b>-354,994</b>	<b>-454,407</b>	<b>-13,204</b>	<b>-4%</b>	<b>86,209</b>	<b>19%</b>	<b>-533,600</b>
-64,959	-31,638	-41,615	-33,321	-105%	-23,344	-56%		Salaries sub-total	-283,850	-250,353	-332,977	-33,497	-13%	49,127	15%	-376,900
-15,003	-11,713	-16,525	-3,290	-28%	1,522	9%		Wage sub-total	-84,348	-104,641	-121,430	20,293	19%	37,082	31%	-156,700
-15,003	-11,593	-16,472	-3,410	-29%	1,469	9%		Wage-FTR subsubtotal	-83,837	-96,719	-119,378	12,882	13%	35,542	30%	-143,423
0	-120	-53	120	100%	53	100%		Wage-Seasonal subsubto	-511	-7,922	-2,052	7,411	94%	1,541	75%	-13,277
-552.0%	-433.5%	-320.1%	-118.5%	-27.3%	-231.9%	-72.5%		PayrollDirect %ofRevenue	-171.2%	-245.2%	-238.8%	74.0%	30.2%	67.6%	28.3%	-290.0%
399	0	448	399	0%	-49	-11%	51108	PTO net\$ accrual, in Salaries	2,383	0	891	2,383	0%	1,492	167%	-2
-330	0	-458	-330	0%	128	28%	51228	PTO net\$ accrual, in Wages FTR	1,527	0	-211	1,527	0%	1,738	822%	0
69	0	-10	69	0%	79	77.4%		PTO net accrual, in PD Total	3,910	0	680	3,910	0%	3,230	475%	-2
-38.0	0.0	-50.7	-38.0	0.0	12.7	0.3		Wage Overtime Hours	-374.6	0.0	-388.8	-374.6	0.0	14.2	0.0	0.0
-212.9	-375.0	-415.1	162.2	0.4	202.3	0.5		Wage Total Hours	-2165.9	-3231.8	-3102.1	1065.9	0.3	936.2	0.3	-4735.8
68.94	31.23	38.71	37.70	1.21	30.23	0.78		Wage ROP avg	39.65	32.38	39.08	7.27	0.22	0.57	0.01	33.09
<b>PAYROLL BURDEN</b>																
-5,016	-3,570	-3,509	-1,446	-40%	-1,507	-43%	5130...	Payroll Taxes	-26,765	-30,420	-34,622	3,655	12%	7,857	23%	-45,380
-2,187	-620	-1,489	-1,567	-253%	-698	-47%	5130...	Workers Compensation	-7,838	-4,910	-11,479	-2,928	-60%	3,641	32%	-7,420
-2,198	-2,484	-2,305	286	12%	107	5%	5130...	Group Insurance	-20,954	-19,872	-19,366	-1,082	-5%	-1,588	-8%	-29,800
-4,312	-4,334	-3,828	22	1%	-484	-13%	5130...	Retirement Plan	-27,375	-34,672	-30,180	7,297	21%	2,806	9%	-52,000
<b>-13,712</b>	<b>-11,008</b>	<b>-11,131</b>	<b>-2,704</b>	<b>-25%</b>	<b>-2,582</b>	<b>-23%</b>		<b>PAYROLL BURDEN Total</b>	<b>-82,932</b>	<b>-89,874</b>	<b>-95,647</b>	<b>6,942</b>	<b>8%</b>	<b>12,715</b>	<b>13%</b>	<b>-134,600</b>
-10,480	-7,844	-7,646	-2,636	-34%	-2,834	-37%	(513...	subtotal, Burden-Salary	-58,915	-63,502	-67,238	4,587	7%	8,322	12%	-95,500
-3,232	-3,154	-3,477	-78	-2%	245	7%	(514...	subtotal, Burden-Wage-FTR	-23,919	-26,132	-28,016	2,213	8%	4,097	15%	-38,820
0	-10	-7	10	100%	7	100%	(514...	subtotal, Burden-Wage-Seasonal	-98	-240	-393	142	59%	296	75%	-280
<b>17.1%</b>	<b>25.4%</b>	<b>19.1%</b>	<b>-08.2%</b>	<b>-32.5%</b>	<b>-02.0%</b>	<b>-10.4%</b>		<b>Burden % - on all Payroll</b>	<b>22.5%</b>	<b>25.3%</b>	<b>21.0%</b>	<b>-02.8%</b>	<b>-11.0%</b>	<b>01.5%</b>	<b>07.0%</b>	<b>25.2%</b>
16.1%	24.8%	18.4%	-08.7%	-34.9%	-02.2%	-12.2%		Burden % - Salary	20.8%	25.4%	20.2%	-04.6%	-18.2%	00.6%	02.8%	25.3%
21.5%	27.2%	21.1%	-05.7%	-20.8%	00.4%	02.1%		Burden % - Wage-FTR	28.5%	27.0%	23.5%	01.5%	05.2%	05.1%	21.6%	27.1%
00.0%	08.3%	14.0%	-08.3%	-100.0%	-14.0%	-100.0%		Burden % - Wage-Season	19.1%	03.0%	19.2%	16.1%	531.1%	00.0%	-00.3%	02.1%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Administration (010)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
21.5%	27.0%	21.1%	-05.5%	-20.3%	00.5%	02.2%		Burden % - Wage-FTR&Se	28.5%	25.2%	23.4%	03.3%	13.0%	05.1%	21.7%	25.0%
<b>-93,674</b>	<b>-54,359</b>	<b>-69,271</b>	<b>-39,315</b>	<b>-72%</b>	<b>-24,403</b>	<b>-35%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-451,129</b>	<b>-444,868</b>	<b>-550,054</b>	<b>-6,261</b>	<b>-1%</b>	<b>98,924</b>	<b>18%</b>	<b>-668,200</b>
<b>17.1%</b>	<b>25.4%</b>	<b>19.1%</b>	<b>-8.2%</b>	<b>-32.5%</b>	<b>-2.0%</b>	<b>-10.4%</b>		<b>Burden % TL</b>	<b>22.5%</b>	<b>25.3%</b>	<b>21.0%</b>	<b>-2.8%</b>	<b>-11.0%</b>	<b>1.5%</b>	<b>7.0%</b>	<b>25.2%</b>
6.3%	8.2%	6.0%	-2.0%	-23.8%	0.2%	3.9%		Payroll Taxes %	7.3%	8.6%	7.6%	-1.3%	-15.2%	-0.3%	-4.6%	8.5%
2.7%	1.4%	2.6%	1.3%	91.2%	0.2%	6.8%		Workers Comp %	2.1%	1.4%	2.5%	0.7%	53.9%	-0.4%	-15.7%	1.4%
2.7%	5.7%	4.0%	-3.0%	-52.0%	-1.2%	-30.7%		Group Insurance %	5.7%	5.6%	4.3%	0.1%	1.7%	1.4%	33.5%	5.6%
5.4%	10.0%	6.6%	-4.6%	-46.1%	-1.2%	-18.1%		Retirement %	7.4%	9.8%	6.6%	-2.3%	-23.9%	0.8%	11.9%	9.7%
								<b>OPERATING EXPENSES (OE)</b>								
-1,443	0	-15,399	-1,443	0%	13,956	91%	50620	Employee Dev/Training	-13,593	-16,950	-23,257	3,357	20%	9,664	42%	-22,600
0	-1,500	-1,423	1,500	100%	1,423	100%	50625	Employee Relations	-1,109	-3,200	-2,136	2,091	65%	1,027	48%	-3,300
-64	0	0	-64	0%	-64	0%	50630	Uniforms	-76	-400	-23	324	81%	-53	-229%	-600
0	-600	0	600	100%	0	0%	51080	Seminars & Conferences	-1,155	-5,300	0	4,145	78%	-1,155	0%	-8,900
0	-750	-62	750	100%	62	100%	51095	Travel/Meeting Expense	-1,162	-6,000	1,135	4,838	81%	-2,296	-202%	-9,000
<b>-1,507</b>	<b>-2,850</b>	<b>-16,884</b>	<b>1,343</b>	<b>47%</b>	<b>15,377</b>	<b>91%</b>		<b>Total Staff Expense</b>	<b>-17,095</b>	<b>-31,850</b>	<b>-24,282</b>	<b>14,755</b>	<b>46%</b>	<b>7,186</b>	<b>30%</b>	<b>-44,400</b>
-605	-700	-463	95	14%	-142	-31%	51090	Telephone	-4,686	-5,700	-4,841	1,014	18%	155	3%	-8,300
-714	-400	-493	-314	-79%	-221	-45%	(530...	Fuel & Oil	-4,855	-3,400	-3,558	-1,455	-43%	-1,297	-36%	-5,000
0	0	0	0	0%	0	0%	55027	Propane (LPG)	0	0	-106	0	0%	106	100%	0
<b>-1,320</b>	<b>-1,100</b>	<b>-957</b>	<b>-220</b>	<b>-20%</b>	<b>-363</b>	<b>-38%</b>		<b>TOTAL UTILITIES</b>	<b>-9,541</b>	<b>-9,100</b>	<b>-8,506</b>	<b>-441</b>	<b>-5%</b>	<b>-1,035</b>	<b>-12%</b>	<b>-13,300</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-389	-400	-177	11	3%	-212	-119%	56010	Security Exp	-10,777	-7,400	-7,910	-3,377	-46%	-2,867	-36%	-12,000
-225	-250	-250	25	10%	25	10%	56530	Janitorial Services & Supplies	-2,128	-2,000	-2,000	-128	-6%	-128	-6%	-3,000
0	-50	-58	50	100%	58	100%	56535	Pest Control	-113	-400	-171	287	72%	58	34%	-600
0	0	0	0	0%	0	0%	52020	Contract Fees	0	0	-3	0	0%	3	100%	0
0	0	0	0	0%	0	0%	50201	Contract Labor	0	0	-1,474	0	0%	1,474	100%	0
0	-50	-51	50	100%	51	100%	53705	Equipment Rental	-440	-450	-467	10	2%	27	6%	-700
0	0	-37	0	0%	37	100%	51560	Mbr Srv - Retail COGS	0	0	-37	0	0%	37	100%	0
0	0	0	0	0%	0	0%	51038	Computer Hardware	-102	0	0	-102	0%	-102	0%	0
0	-25	0	25	100%	0	0%	51050	Furniture and Office Equip	0	-200	-146	200	100%	146	100%	-300
-76	-200	-115	124	62%	40	34%	51060	Office Supplies	-1,685	-1,900	-1,538	215	11%	-147	-10%	-3,500
0	-75	0	75	100%	0	0%	51061	Toner Cartridges	-162	-600	-244	439	73%	82	34%	-900
<b>-85</b>	<b>-100</b>	<b>-90</b>	<b>15</b>	<b>15%</b>	<b>5</b>	<b>5%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-763</b>	<b>-1,700</b>	<b>-1,096</b>	<b>937</b>	<b>55%</b>	<b>333</b>	<b>30%</b>	<b>-2,200</b>
0	-20	0	20	100%	0	0%	56540	Small Tools & Equipment	-204	-160	-260	-44	-28%	56	21%	-240
-169	0	0	-169	0%	-169	0%	56545	Safety Equipment	-218	-100	0	-118	-118%	-218	0%	-150
								<b>Repairs &amp; Maintenance</b>								
0	-100	0	100	100%	0	0%	54210	General/PM	-1,695	-800	-191	-895	-112%	-1,504	-787%	-1,200
0	0	0	0	0%	0	0%	54240	Lighting and Electrical	-34	0	0	-34	0%	-34	0%	0
0	0	0	0	0%	0	0%	54250	HVAC	-62	0	0	-62	0%	-62	0%	0
-233	-300	-2,332	67	22%	2,099	90%	54254	Elevators	-1,988	-1,900	-3,982	-88	-5%	1,994	50%	-3,000
0	0	0	0	0%	0	0%	54256	Fire Suppression	-745	0	-105	-745	0%	-640	-607%	0
0	-50	0	50	100%	0	0%	54290	Other Building	0	-400	-301	400	100%	301	100%	-600
<b>-233</b>	<b>-450</b>	<b>-2,332</b>	<b>217</b>	<b>48%</b>	<b>2,099</b>	<b>90%</b>		<b>R&amp;M Building</b>	<b>-4,524</b>	<b>-3,100</b>	<b>-4,579</b>	<b>-1,424</b>	<b>-46%</b>	<b>55</b>	<b>1%</b>	<b>-4,800</b>
0	0	0	0	0%	0	0%	54380	Snow Removal	0	0	-994	0	0%	994	100%	0
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>0</b>	<b>0</b>	<b>-994</b>	<b>0</b>	<b>0%</b>	<b>994</b>	<b>100%</b>	<b>0</b>
-65	-1,747	-2,428	1,682	96%	2,363	97%	54448	Rolling, Car/Truck/Bus/Van	-2,769	-9,334	-7,744	6,565	70%	4,975	64%	-11,000
0	0	0	0	0%	0	0%	54499	Other Operating Equip R&M	0	-150	-31	150	100%	31	100%	-200
<b>-65</b>	<b>-1,747</b>	<b>-2,428</b>	<b>1,682</b>	<b>96%</b>	<b>2,363</b>	<b>97%</b>		<b>R&amp;M Equipment</b>	<b>-2,769</b>	<b>-9,484</b>	<b>-7,775</b>	<b>6,715</b>	<b>71%</b>	<b>5,006</b>	<b>64%</b>	<b>-11,200</b>
<b>-298</b>	<b>-2,197</b>	<b>-4,760</b>	<b>1,899</b>	<b>86%</b>	<b>4,462</b>	<b>94%</b>		<b>R&amp;M subtotal</b>	<b>-7,293</b>	<b>-12,584</b>	<b>-13,348</b>	<b>5,291</b>	<b>42%</b>	<b>6,055</b>	<b>45%</b>	<b>-16,000</b>
<b>-1,242</b>	<b>-3,367</b>	<b>-5,538</b>	<b>2,125</b>	<b>63%</b>	<b>4,296</b>	<b>78%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-23,885</b>	<b>-27,494</b>	<b>-28,694</b>	<b>3,609</b>	<b>13%</b>	<b>4,809</b>	<b>17%</b>	<b>-39,590</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	-400	0	400	100%	0	0%	52015	Consulting Expense	0	-3,200	0	3,200	100%	0	0%	-5,000
0	0	0	0	0%	0	0%	52030	Legal Services	0	0	-5,000	0	0%	5,000	100%	0
-5,000	-5,000	-5,000	0	0%	0	0%	51070	Public Relations	-5,354	-5,000	-5,300	-354	-7%	-54	-1%	-5,800
0	0	0	0	0%	0	0%	51520	Charitable Contributions	-5,433	-5,000	-5,589	-433	-9%	157	3%	-5,000
0	0	0	0	0%	0	0%	51530	Community Relations	0	0	0	0	0%	0	0%	-10,000
0	-200	0	200	100%	0	0%	51020	Dues & Subscriptions	-1,138	-1,600	-392	462	29%	-746	-190%	-2,400
-389	-300	0	-89	-30%	-389	0%	51035	Licenses, Permits, Fees	-11,615	-7,500	-15,463	-4,115	-55%	3,848	25%	-10,000
-35	-20	0	-15	-75%	-35	0%	51096	Mileage Reimbursement	-68	-160	-41	92	57%	-27	-64%	-240
0	0	-10	0	0%	10	100%	51515	Board Expense	0	0	-258	0	0%	258	100%	0
0	-20	-26	20	100%	26	100%	51065	Postage - General	-7	-160	-73	154	96%	66	91%	-270
0	0	0	0	0%	0	0%	51510	Assessment Billing	-1,299	-1,400	-1,387	101	7%	87	6%	-1,400
0	0	0	0	0%	0	0%	51547	Printing - Other	-98	0	0	-98	0%	-98	0%	0
0	100	-325	-100	-100%	325	100%	57009	Inter-Department Food Costs	2,772	800	3,507	1,972	246%	-735	-21%	1,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Administration (010)

August 2019							Year-to-Date August 2019							Full Year Budget \$		
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr			
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %				
-400	-400	-400	0	0%	0	0%	52025	Insurance Expense	-3,200	-3,200	-3,200	0	0%	0	0%	-4,800
<b>-5,825</b>	<b>-6,240</b>	<b>-5,761</b>	<b>416</b>	<b>7%</b>	<b>-64</b>	<b>-1%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-25,441</b>	<b>-26,420</b>	<b>-33,196</b>	<b>979</b>	<b>4%</b>	<b>7,756</b>	<b>23%</b>	<b>-43,710</b>
<b>-9,893</b>	<b>-13,557</b>	<b>-29,139</b>	<b>3,664</b>	<b>27%</b>	<b>19,246</b>	<b>66%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-75,961</b>	<b>-94,864</b>	<b>-94,677</b>	<b>18,903</b>	<b>20%</b>	<b>18,716</b>	<b>20%</b>	<b>-141,000</b>
<b>-103,568</b>	<b>-67,916</b>	<b>-98,410</b>	<b>-35,652</b>	<b>-52%</b>	<b>-5,158</b>	<b>-5%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-527,091</b>	<b>-539,732</b>	<b>-644,731</b>	<b>12,641</b>	<b>2%</b>	<b>117,640</b>	<b>18%</b>	<b>-809,200</b>
<b>-89,082</b>	<b>-57,916</b>	<b>-80,245</b>	<b>-31,166</b>	<b>-54%</b>	<b>-8,837</b>	<b>-11%</b>		<b>NORBO (before AO)</b>	<b>-312,011</b>	<b>-394,932</b>	<b>-454,458</b>	<b>82,921</b>	<b>21%</b>	<b>142,447</b>	<b>31%</b>	<b>-625,200</b>
57,916	57,916	0	0	0%	57,916	0%	59025	ALLOCATED OVERHEAD (AO)	394,932	394,932	0	0	0%	394,932	0%	625,200
<b>-31,166</b>	<b>0</b>	<b>-80,245</b>	<b>-31,166</b>	<b>0%</b>	<b>49,079</b>	<b>61%</b>		<b>NOR (after AO)</b>	<b>82,921</b>	<b>0</b>	<b>-454,458</b>	<b>82,921</b>	<b>0%</b>	<b>537,379</b>	<b>118%</b>	<b>0</b>
-45,652	-10,000	-98,410	-35,652	-357%	52,758	54%		T O C post AO	-132,159	-144,800	-644,731	12,641	9%	512,572	80%	-184,000
<b>-103,568</b>	<b>-67,916</b>	<b>-98,410</b>	<b>-35,652</b>	<b>-52%</b>	<b>-5,158</b>	<b>-5%</b>		<b>T O C pre AO</b>	<b>-527,091</b>	<b>-539,732</b>	<b>-644,731</b>	<b>12,641</b>	<b>2%</b>	<b>117,640</b>	<b>18%</b>	<b>-809,200</b>
-31.7%	-100.0%	-18.5%	68.3%	68.3%	-13.3%	-71.9%		REV to TOC (CRR%)	-162.7%	-100.0%	-29.5%	-62.7%	-62.7%	-133.2%	-451.4%	-100.0%
<b>-31,166</b>	<b>0</b>	<b>-80,245</b>	<b>-31,166</b>	<b>0%</b>	<b>49,079</b>	<b>61%</b>		<b>NOR AFTER Assessment Reven</b>	<b>82,921</b>	<b>0</b>	<b>-454,458</b>	<b>82,921</b>	<b>0%</b>	<b>537,379</b>	<b>118%</b>	<b>0</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Communications (015)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
0	0	0	0	0%	0	0%	34075	Sponsorships	1,000	0	0	1,000	0%	1,000	0%	0
20,933	19,900	20,000	1,033	5%	933	5%	34080	Communications Ad Revenue	160,829	148,700	140,722	12,129	8%	20,107	14%	210,000
<b>20,933</b>	<b>19,900</b>	<b>20,000</b>	<b>1,033</b>	<b>5%</b>	<b>933</b>	<b>5%</b>		<b>Total Other Revenue</b>	<b>161,829</b>	<b>148,700</b>	<b>140,722</b>	<b>13,129</b>	<b>9%</b>	<b>21,107</b>	<b>15%</b>	<b>210,000</b>
<b>20,933</b>	<b>19,900</b>	<b>20,000</b>	<b>1,033</b>	<b>5%</b>	<b>933</b>	<b>5%</b>		<b>GROSS REVENUE (GREV)</b>	<b>161,829</b>	<b>148,700</b>	<b>140,722</b>	<b>13,129</b>	<b>9%</b>	<b>21,107</b>	<b>15%</b>	<b>210,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>20,933</b>	<b>19,900</b>	<b>20,000</b>	<b>1,033</b>	<b>5%</b>	<b>933</b>	<b>5%</b>		<b>Gross Margin (GREV-COG)</b>	<b>161,829</b>	<b>148,700</b>	<b>140,722</b>	<b>13,129</b>	<b>9%</b>	<b>21,107</b>	<b>15%</b>	<b>210,000</b>
<b>PAYROLL SALARIES &amp; WAGES</b>																
-17,017	-23,695	-24,365	6,678	28%	7,348	30%	5110...	Salaries - Exempt - Regular & Ot	-128,587	-189,555	-188,542	60,968	32%	59,955	32%	-284,300
-7,780	-5,060	-3,878	-2,720	-54%	-3,902	-101%	5122...	Wages - FTRRegular	-58,457	-40,020	-36,695	-18,437	-46%	-21,763	-59%	-60,030
-5,660	-4,308	-2,822	-1,352	-31%	-2,838	-101%	5124...	Wages - Seasonal	-41,079	-34,056	-22,410	-7,023	-21%	-18,669	-83%	-50,870
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	-10,274	0	-137	-10,274	0%	-10,137	-7407%	0
-274	0	-274	-274	0%	0	0%	51227	Incentive Program, FTR, NonExe	-1,943	0	-821	-1,943	0%	-1,122	-137%	0
-137	0	-137	-137	0%	0	0%	51247	Incentive Program, Seasonal, N	-411	0	-575	-411	0%	164	29%	0
<b>-30,868</b>	<b>-33,063</b>	<b>-31,475</b>	<b>2,195</b>	<b>7%</b>	<b>607</b>	<b>2%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-240,750</b>	<b>-263,631</b>	<b>-249,179</b>	<b>22,881</b>	<b>9%</b>	<b>8,429</b>	<b>3%</b>	<b>-395,200</b>
-17,017	-23,695	-24,365	6,678	28%	7,348	30%		Salaries sub-total	-138,860	-189,555	-188,679	50,695	27%	49,819	26%	-284,300
-13,850	-9,368	-7,110	-4,482	-48%	-6,740	-95%		Wage sub-total	-101,890	-74,076	-60,501	-27,814	-38%	-41,390	-68%	-110,900
-8,054	-5,060	-4,151	-2,994	-59%	-3,902	-94%		Wage-FTR subsubtotal	-60,401	-40,020	-37,516	-20,381	-51%	-22,885	-61%	-60,030
-5,797	-4,308	-2,959	-1,489	-35%	-2,838	-96%		Wage-Seasonal subsubtotal	-41,490	-34,056	-22,985	-7,434	-22%	-18,505	-81%	-50,870
-147.5%	-166.1%	-157.4%	18.7%	11.2%	09.9%	06.3%		PayrollDirect %ofRevenue	-148.8%	-177.3%	-177.1%	28.5%	16.1%	28.3%	16.0%	-188.2%
-491	0	-1,361	-491	0%	869	64%	51108	PTO net\$ accrual, in Salaries	4,916	0	-4,508	4,916	0%	9,424	209%	30
495	0	523	495	0%	-29	-5%	51228	PTO net\$ accrual, in Wages FTR	-2,210	0	-2,171	-2,210	0%	-40	-2%	0
3	0	-837	3	0%	841	100%		PTO net accrual, in PD Total	2,706	0	-6,679	2,706	0%	9,384	141%	30
-7.4	0.0	-4.0	-7.4	0.0	-3.4	-0.9		Wage Overtime Hours	-36.0	0.0	-62.4	-36.0	0.0	26.4	0.4	0.0
-523.2	-330.6	-276.6	-192.6	-0.6	-246.6	-0.9		Wage Total Hours	-3658.6	-2614.2	-2163.0	-1044.4	-0.4	-1495.6	-0.7	-3914.2
27.42	28.34	27.60	-0.92	-0.03	-0.18	-0.01		Wage ROP avg	27.25	28.34	26.97	-1.09	-0.04	0.28	0.01	28.33
<b>PAYROLL BURDEN</b>																
-2,841	-2,890	-2,409	49	2%	-432	-18%	5130...	Payroll Taxes	-21,111	-24,500	-20,715	3,389	14%	-397	-2%	-36,660
-111	-550	-147	439	80%	36	25%	5130...	Workers Compensation	-1,032	-4,360	-1,162	3,328	76%	130	11%	-6,540
-3,556	-3,475	-2,823	-81	-2%	-733	-26%	5130...	Group Insurance	-29,096	-27,800	-23,884	-1,296	-5%	-5,212	-22%	-41,700
-274	-334	-132	60	18%	-142	-108%	5130...	Retirement Plan	-2,175	-2,672	-902	497	19%	-1,273	-141%	-4,000
<b>-6,782</b>	<b>-7,249</b>	<b>-5,511</b>	<b>467</b>	<b>6%</b>	<b>-1,271</b>	<b>-23%</b>		<b>PAYROLL BURDEN Total</b>	<b>-53,414</b>	<b>-59,332</b>	<b>-46,662</b>	<b>5,918</b>	<b>10%</b>	<b>-6,752</b>	<b>-14%</b>	<b>-88,900</b>
-4,156	-4,720	-4,042	564	12%	-114	-3%	(513...	subtotal, Burden-Salary	-35,564	-38,790	-34,107	3,226	8%	-1,457	-4%	-57,900
-2,157	-1,829	-1,213	-328	-18%	-944	-78%	(514...	subtotal, Burden-Wage-FTR	-13,349	-14,812	-10,151	1,463	10%	-3,198	-32%	-22,420
-470	-700	-256	230	33%	-213	-83%	(514...	subtotal, Burden-Wage-Seasonal	-4,501	-5,730	-2,404	1,229	21%	-2,098	-87%	-8,580
<b>22.0%</b>	<b>21.9%</b>	<b>17.5%</b>	<b>00.0%</b>	<b>00.2%</b>	<b>04.5%</b>	<b>25.5%</b>		<b>Burden % - on all Payroll</b>	<b>22.2%</b>	<b>22.5%</b>	<b>18.7%</b>	<b>-00.3%</b>	<b>-01.4%</b>	<b>03.5%</b>	<b>18.5%</b>	<b>22.5%</b>
24.4%	19.9%	16.6%	04.5%	22.6%	07.8%	47.2%		Burden % - Salary	25.6%	20.5%	18.1%	05.1%	25.2%	07.5%	41.7%	20.4%
26.8%	36.1%	29.2%	-09.4%	-25.9%	-02.4%	-08.4%		Burden % - Wage-FTR	22.1%	37.0%	27.1%	-14.9%	-40.3%	-05.0%	-18.3%	37.3%
08.1%	16.2%	08.7%	-08.1%	-50.2%	-00.6%	-06.4%		Burden % - Wage-Season	10.8%	16.8%	10.5%	-06.0%	-35.5%	00.4%	03.7%	16.9%
19.0%	27.0%	20.7%	-08.0%	-29.8%	-01.7%	-08.2%		Burden % - Wage-FTR&Se	17.5%	27.7%	20.8%	-10.2%	-36.8%	-03.2%	-15.6%	28.0%
<b>-37,650</b>	<b>-40,312</b>	<b>-36,986</b>	<b>2,662</b>	<b>7%</b>	<b>-664</b>	<b>-2%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-294,165</b>	<b>-322,963</b>	<b>-295,842</b>	<b>28,798</b>	<b>9%</b>	<b>1,677</b>	<b>1%</b>	<b>-484,100</b>
<b>22.0%</b>	<b>21.9%</b>	<b>17.5%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>4.5%</b>	<b>25.5%</b>		<b>Burden % TL</b>	<b>22.2%</b>	<b>22.5%</b>	<b>18.7%</b>	<b>-0.3%</b>	<b>-1.4%</b>	<b>3.5%</b>	<b>18.5%</b>	<b>22.5%</b>
9.2%	8.7%	7.7%	0.5%	5.3%	1.6%	20.3%		Payroll Taxes %	8.8%	9.3%	8.3%	-0.5%	-5.6%	0.5%	5.5%	9.3%
0.4%	1.7%	0.5%	-1.3%	-78.4%	-0.1%	-23.2%		Workers Comp %	0.4%	1.7%	0.5%	-1.2%	-74.1%	0.0%	-8.0%	1.7%
11.5%	10.5%	9.0%	1.0%	9.6%	2.6%	28.5%		Group Insurance %	12.1%	10.5%	9.6%	1.5%	14.6%	2.5%	26.1%	10.6%
0.9%	1.0%	0.4%	-0.1%	-12.1%	0.5%	111.7%		Retirement %	0.9%	1.0%	0.4%	-0.1%	-10.8%	0.5%	149.6%	1.0%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	0	0	0	0	0%	0	0%	-400
-86	-25	-68	-61	-244%	-18	-26%	50625	Employee Relations	-442	-200	-272	-242	-121%	-170	-63%	-320
0	0	0	0	0%	0	0%	50630	Uniforms	0	-200	-10	200	100%	10	100%	-400

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Communications (015)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-100	0	100	100%	0	0%	51080	Seminars & Conferences	0	-800	0	800	100%	0	0%	-1,200
0	-420	-41	420	100%	41	100%	51095	Travel/Meeting Expense	-59	-3,360	-277	3,301	98%	218	79%	-5,040
<b>-86</b>	<b>-545</b>	<b>-109</b>	<b>459</b>	<b>84%</b>	<b>23</b>	<b>21%</b>		<b>Total Staff Expense</b>	<b>-501</b>	<b>-4,560</b>	<b>-559</b>	<b>4,059</b>	<b>89%</b>	<b>58</b>	<b>10%</b>	<b>-7,360</b>
0	-210	0	210	100%	0	0%	51090	Telephone	-276	-1,680	-608	1,404	84%	331	55%	-2,520
<b>0</b>	<b>-210</b>	<b>0</b>	<b>210</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>TOTAL UTILITIES</b>	<b>-276</b>	<b>-1,680</b>	<b>-608</b>	<b>1,404</b>	<b>84%</b>	<b>331</b>	<b>55%</b>	<b>-2,520</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-225	-225	-225	0	0%	0	0%	56530	Janitorial Services & Supplies	-1,800	-1,800	-1,800	0	0%	0	0%	-2,700
-1,375	-4,666	-8,055	3,291	71%	6,680	83%	52020	Contract Fees	-15,638	-37,008	-55,832	21,371	58%	40,194	72%	-53,712
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-200	0	200	100%	0	0%	-400
-109	-250	-103	141	56%	-6	-6%	51060	Office Supplies	-806	-2,000	-1,755	1,194	60%	950	54%	-3,000
-155	-1,100	-482	945	86%	327	68%	51061	Toner Cartridges	-3,461	-8,700	-3,198	5,239	60%	-263	-8%	-13,000
0	0	-72	0	0%	72	100%	53530	Signs	0	0	-72	0	0%	72	100%	0
								<b>Repairs &amp; Maintenance</b>								
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	-530	-400	0	-130	-33%	-530	0%	-600
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>-530</b>	<b>-400</b>	<b>0</b>	<b>-130</b>	<b>-33%</b>	<b>-530</b>	<b>0%</b>	<b>-600</b>
<b>0</b>	<b>-50</b>	<b>0</b>	<b>50</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M subtotal</b>	<b>-530</b>	<b>-400</b>	<b>0</b>	<b>-130</b>	<b>-33%</b>	<b>-530</b>	<b>0%</b>	<b>-600</b>
<b>-1,864</b>	<b>-6,291</b>	<b>-8,937</b>	<b>4,427</b>	<b>70%</b>	<b>7,073</b>	<b>79%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-22,234</b>	<b>-50,108</b>	<b>-62,657</b>	<b>27,874</b>	<b>56%</b>	<b>40,423</b>	<b>65%</b>	<b>-73,412</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	-833	-408	833	100%	408	100%	52017	Po Survey	0	-6,666	-3,267	6,666	100%	3,267	100%	-10,000
-250	0	-121	-250	0%	-129	-106%	51070	Public Relations	-1,064	-500	-1,215	-564	-113%	151	12%	-1,000
0	0	0	0	0%	0	0%	55520	Promotion Expense	0	0	-1,156	0	0%	1,156	100%	0
0	-750	-1,412	750	100%	1,412	100%	55540	Resort Advertising	-4,036	-6,000	-1,633	1,964	33%	-2,402	-147%	-9,000
0	-3,333	0	3,333	100%	0	0%	51530	Community Relations	-50	-10,000	-300	9,950	100%	250	83%	-10,000
-648	-100	-134	-548	-548%	-514	-384%	51020	Dues & Subscriptions	-5,114	-800	-2,009	-4,314	-539%	-3,105	-155%	-1,600
0	-99	0	99	100%	0	0%	51035	Licenses, Permits, Fees	0	-792	-134	792	100%	134	100%	-1,210
-49	0	0	-49	0%	-49	0%	51096	Mileage Reimbursement	-145	0	-68	-145	0%	-77	-112%	0
-2,254	-2,200	-2,136	-54	-2%	-118	-6%	51063	Postage - TDNews	-22,414	-19,650	-26,711	-2,764	-14%	4,297	16%	-30,450
0	-30	0	30	100%	0	0%	51065	Postage - General	0	-240	-2	240	100%	2	100%	-360
-29	-774	-798	745	96%	769	96%	51535	Digital Content	-2,082	-6,192	-13,213	4,110	66%	11,131	84%	-9,288
-6,196	-6,200	0	4	0%	-6,196	0%	51545	Printing - TD News	-52,178	-54,600	-43,584	2,422	4%	-8,594	-20%	-84,400
0	0	0	0	0%	0	0%	51546	Printing - Brochures	-12,124	-11,350	-11,619	-774	-7%	-506	-4%	-18,900
0	0	0	0	0%	0	0%	51547	Printing - Other	0	-100	-333	100	100%	333	100%	-100
<b>-9,426</b>	<b>-14,319</b>	<b>-5,010</b>	<b>4,893</b>	<b>34%</b>	<b>-4,416</b>	<b>-88%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-99,207</b>	<b>-116,890</b>	<b>-105,244</b>	<b>17,683</b>	<b>15%</b>	<b>6,036</b>	<b>6%</b>	<b>-176,308</b>
<b>-11,376</b>	<b>-21,365</b>	<b>-14,056</b>	<b>9,989</b>	<b>47%</b>	<b>2,680</b>	<b>19%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-122,219</b>	<b>-173,238</b>	<b>-169,067</b>	<b>51,019</b>	<b>29%</b>	<b>46,849</b>	<b>28%</b>	<b>-259,600</b>
<b>-49,026</b>	<b>-61,677</b>	<b>-51,042</b>	<b>12,651</b>	<b>21%</b>	<b>2,016</b>	<b>4%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-416,384</b>	<b>-496,201</b>	<b>-464,909</b>	<b>79,817</b>	<b>16%</b>	<b>48,526</b>	<b>10%</b>	<b>-743,700</b>
<b>-28,093</b>	<b>-41,777</b>	<b>-31,042</b>	<b>13,684</b>	<b>33%</b>	<b>2,949</b>	<b>9%</b>		<b>NORBO (before AO)</b>	<b>-254,555</b>	<b>-347,501</b>	<b>-324,187</b>	<b>92,946</b>	<b>27%</b>	<b>69,633</b>	<b>21%</b>	<b>-533,700</b>
<b>41,777</b>	<b>41,777</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>41,777</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>347,501</b>	<b>347,501</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>347,501</b>	<b>0%</b>	<b>533,700</b>
<b>13,684</b>	<b>0</b>	<b>-31,042</b>	<b>13,684</b>	<b>0%</b>	<b>44,726</b>	<b>144%</b>		<b>NOR (after AO)</b>	<b>92,946</b>	<b>0</b>	<b>-324,187</b>	<b>92,946</b>	<b>0%</b>	<b>417,134</b>	<b>129%</b>	<b>0</b>
-7,249	-19,900	-51,042	12,651	64%	43,793	86%		T O C post AO	-68,883	-148,700	-464,909	79,817	54%	396,027	85%	-210,000
<b>-49,026</b>	<b>-61,677</b>	<b>-51,042</b>	<b>12,651</b>	<b>21%</b>	<b>2,016</b>	<b>4%</b>		<b>T O C pre AO</b>	<b>-416,384</b>	<b>-496,201</b>	<b>-464,909</b>	<b>79,817</b>	<b>16%</b>	<b>48,526</b>	<b>10%</b>	<b>-743,700</b>
-288.8%	-100.0%	-39.2%	-188.8%	-188.8%	-249.6%	-637.0%		REV to TOC (CRR%)	-234.9%	-100.0%	-30.3%	-134.9%	-134.9%	-204.7%	-676.2%	-100.0%
<b>13,684</b>	<b>0</b>	<b>-31,042</b>	<b>13,684</b>	<b>0%</b>	<b>44,726</b>	<b>144%</b>		<b>NOR AFTER Assessment Reven</b>	<b>92,946</b>	<b>0</b>	<b>-324,187</b>	<b>92,946</b>	<b>0%</b>	<b>417,134</b>	<b>129%</b>	<b>0</b>



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Member Services (040)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
2,187	1,700	1,370	487	29%	818	60%	36030	Sales - Retail	8,858	11,600	12,475	-2,742	-24%	-3,616	-29%	16,000
-169	0	0	-169	0%	-169	0%	38015	Employee Discounts	-392	-300	-259	-92	-31%	-133	-51%	400
0	-100	-205	100	100%	205	100%	38020	Discounts - Retail	-628	-1,100	-2,284	472	43%	1,656	73%	-1,500
<b>2,019</b>	<b>1,600</b>	<b>1,165</b>	<b>419</b>	<b>26%</b>	<b>854</b>	<b>73%</b>		<b>Total Retail Product Reven</b>	<b>7,838</b>	<b>10,200</b>	<b>9,932</b>	<b>-2,362</b>	<b>-23%</b>	<b>-2,093</b>	<b>-21%</b>	<b>14,100</b>
2,692	2,400	0	292	12%	2,692	0%	36042	Rentals, Storage	10,683	9,600	12,650	1,083	11%	-1,967	-16%	12,000
<b>2,692</b>	<b>2,400</b>	<b>0</b>	<b>292</b>	<b>12%</b>	<b>2,692</b>	<b>0%</b>		<b>Total Lessons &amp; Rental Re</b>	<b>10,683</b>	<b>9,600</b>	<b>12,650</b>	<b>1,083</b>	<b>11%</b>	<b>-1,967</b>	<b>-16%</b>	<b>12,000</b>
678	700	747	-22	-3%	-69	-9%	37020	Other Revenue	4,624	5,500	4,269	-876	-16%	354	8%	7,900
<b>678</b>	<b>700</b>	<b>747</b>	<b>-22</b>	<b>-3%</b>	<b>-69</b>	<b>-9%</b>		<b>Total Other Revenue</b>	<b>4,624</b>	<b>5,500</b>	<b>4,269</b>	<b>-876</b>	<b>-16%</b>	<b>354</b>	<b>8%</b>	<b>7,900</b>
<b>5,389</b>	<b>4,700</b>	<b>1,912</b>	<b>689</b>	<b>15%</b>	<b>3,477</b>	<b>182%</b>		<b>GROSS REVENUE (GREV)</b>	<b>23,145</b>	<b>25,300</b>	<b>26,851</b>	<b>-2,155</b>	<b>-9%</b>	<b>-3,706</b>	<b>-14%</b>	<b>34,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>5,389</b>	<b>4,700</b>	<b>1,912</b>	<b>689</b>	<b>15%</b>	<b>3,477</b>	<b>182%</b>		<b>Gross Margin (GREV-COG)</b>	<b>23,145</b>	<b>25,300</b>	<b>26,851</b>	<b>-2,155</b>	<b>-9%</b>	<b>-3,706</b>	<b>-14%</b>	<b>34,000</b>
<b>PAYROLL SALARIES &amp; WAGES</b>																
-5,880	-5,276	-5,430	-604	-11%	-450	-8%	5110...	Salaries - Exempt - Regular & Ot	-42,953	-42,207	-39,391	-746	-2%	-3,563	-9%	-63,300
-8,276	-9,221	-6,258	945	10%	-2,018	-32%	5122...	Wages - FTRRegular	-62,760	-74,452	-47,430	11,692	16%	-15,331	-32%	-112,300
0	0	-1,212	0	0%	1,212	100%	5124...	Wages - Seasonal	-1,139	0	-19,645	-1,139	0%	18,506	94%	0
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	-274	0	0	-274	0%	-274	0%	0
-547	0	-274	-547	0%	-274	-100%	51227	Incentive Program, FTR, NonExe	-3,585	0	-2,381	-3,585	0%	-1,204	-51%	0
0	0	-137	0	0%	137	100%	51247	Incentive Program, Seasonal, N	-137	0	-547	-137	0%	410	75%	0
<b>-14,703</b>	<b>-14,497</b>	<b>-13,310</b>	<b>-206</b>	<b>-1%</b>	<b>-1,393</b>	<b>-10%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-110,848</b>	<b>-116,659</b>	<b>-109,393</b>	<b>5,811</b>	<b>5%</b>	<b>-1,455</b>	<b>-1%</b>	<b>-175,600</b>
-5,880	-5,276	-5,430	-604	-11%	-450	-8%		Salaries sub-total	-42,953	-42,207	-39,391	-746	-2%	-3,563	-9%	-63,300
-8,823	-9,221	-7,880	398	4%	-943	-12%		Wage sub-total	-67,621	-74,452	-70,003	6,831	9%	2,381	3%	-112,300
-8,823	-9,221	-6,531	398	4%	-2,292	-35%		Wage-FTR subsubtotal	-66,346	-74,452	-49,811	8,106	11%	-16,535	-33%	-112,300
0	0	-1,349	0	0%	1,349	100%		Wage-Seasonal subsubto	-1,276	0	-20,192	-1,276	0%	18,916	94%	0
-272.8%	-308.4%	-696.1%	35.6%	11.5%	423.3%	60.8%		PayrollDirect %ofRevenue	-478.9%	-461.1%	-407.4%	-17.8%	-03.9%	-71.5%	-17.6%	-516.5%
-590	0	-545	-590	0%	-45	-8%	51108	PTO net\$ accrual, in Salaries	-634	0	-309	-634	0%	-325	-105%	10
-364	0	-121	-364	0%	-242	-200%	51228	PTO net\$ accrual, in Wages FTR	4,313	0	-377	4,313	0%	4,690	1245%	0
-954	0	-666	-954	0%	-287	-43%		PTO net accrual, in PD Total	3,679	0	-686	3,679	0%	4,365	636%	10
-12.1	0.0	-10.4	-12.1	0.0	-1.6	-0.2		Wage Overtime Hours	-76.5	0.0	-39.6	-76.5	0.0	-36.9	-0.9	0.0
-475.9	-519.8	-442.6	43.8	0.1	-33.4	-0.1		Wage Total Hours	-3693.8	-4200.1	-4025.8	506.3	0.1	332.0	0.1	-6334.6
17.77	17.74	17.53	0.03	0.00	0.24	0.01		Wage ROP avg	19.47	17.73	17.30	1.75	0.10	2.18	0.13	17.73
<b>PAYROLL BURDEN</b>																
-1,165	-1,420	-1,064	255	18%	-101	-10%	5130...	Payroll Taxes	-10,729	-12,240	-10,949	1,511	12%	220	2%	-18,370
-67	-360	-184	293	82%	118	64%	5130...	Workers Compensation	-1,259	-2,900	-1,571	1,641	57%	312	20%	-4,330
-2,653	-3,475	-2,114	822	24%	-539	-26%	5130...	Group Insurance	-25,940	-27,800	-17,883	1,860	7%	-8,057	-45%	-41,700
-159	-208	-147	49	24%	-12	-8%	5130...	Retirement Plan	-1,623	-1,664	-1,172	41	2%	-450	-38%	-2,500
<b>-4,044</b>	<b>-5,463</b>	<b>-3,509</b>	<b>1,419</b>	<b>26%</b>	<b>-535</b>	<b>-15%</b>		<b>PAYROLL BURDEN Total</b>	<b>-39,552</b>	<b>-44,604</b>	<b>-31,576</b>	<b>5,052</b>	<b>11%</b>	<b>-7,976</b>	<b>-25%</b>	<b>-66,900</b>
-1,201	-1,565	-1,228	364	23%	27	2%	(513...	subtotal, Burden-Salary	-11,159	-12,770	-10,488	1,611	13%	-672	-6%	-19,000
-2,843	-3,898	-2,073	1,055	27%	-770	-37%	(514...	subtotal, Burden-Wage-FTR	-28,199	-31,834	-17,918	3,635	11%	-10,281	-57%	-47,900
0	0	-208	0	0%	208	100%	(514...	subtotal, Burden-Wage-Seasonal	-193	0	-3,170	-193	0%	2,977	94%	0
<b>27.5%</b>	<b>37.7%</b>	<b>26.4%</b>	<b>-10.2%</b>	<b>-27.0%</b>	<b>01.1%</b>	<b>04.3%</b>		<b>Burden % - on all Payroll</b>	<b>35.7%</b>	<b>38.2%</b>	<b>28.9%</b>	<b>-02.6%</b>	<b>-06.7%</b>	<b>06.8%</b>	<b>23.6%</b>	<b>38.1%</b>
20.4%	29.7%	22.6%	-09.2%	-31.1%	-02.2%	-09.7%		Burden % - Salary	25.8%	30.3%	26.6%	-04.4%	-14.7%	-00.8%	-03.0%	30.0%
32.2%	42.3%	31.7%	-10.1%	-23.8%	00.5%	01.5%		Burden % - Wage-FTR	42.5%	42.8%	36.0%	-00.3%	-00.6%	06.5%	18.2%	42.7%
00.0%	00.0%	15.4%	00.0%	00.0%	-15.4%	-100.0%		Burden % - Wage-Season	15.1%	00.0%	15.7%	15.1%	00.0%	-00.6%	-03.6%	00.0%
32.2%	42.3%	28.9%	-10.1%	-23.8%	03.3%	11.3%		Burden % - Wage-FTR&Se	42.0%	42.8%	30.1%	-00.8%	-01.8%	11.9%	39.4%	42.7%
<b>-18,747</b>	<b>-19,960</b>	<b>-16,819</b>	<b>1,213</b>	<b>6%</b>	<b>-1,928</b>	<b>-11%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-150,400</b>	<b>-161,263</b>	<b>-140,969</b>	<b>10,863</b>	<b>7%</b>	<b>-9,431</b>	<b>-7%</b>	<b>-242,500</b>
<b>27.5%</b>	<b>37.7%</b>	<b>26.4%</b>	<b>-10.2%</b>	<b>-27.0%</b>	<b>1.1%</b>	<b>4.3%</b>		<b>Burden % TL</b>	<b>35.7%</b>	<b>38.2%</b>	<b>28.9%</b>	<b>-2.6%</b>	<b>-6.7%</b>	<b>6.8%</b>	<b>23.6%</b>	<b>38.1%</b>
7.9%	9.8%	8.0%	-1.9%	-19.1%	-0.1%	-0.9%		Payroll Taxes %	9.7%	10.5%	10.0%	-0.8%	-7.7%	-0.3%	-3.3%	10.5%
0.5%	2.5%	1.4%	-2.0%	-81.8%	-0.9%	-67.3%		Workers Comp %	1.1%	2.5%	1.4%	-1.3%	-54.3%	-0.3%	-20.9%	2.5%
18.0%	24.0%	15.9%	-5.9%	-24.7%	2.2%	13.6%		Group Insurance %	23.4%	23.8%	16.3%	-0.4%	-1.8%	7.1%	43.1%	23.7%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Member Services (040)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$	
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %	Variance \$	Var %		
1.1%	1.4%	1.1%	-0.4%	-24.8%	0.0%	-2.0%					0.0%	2.6%	0.4%	36.6%	1.4%	
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-249	0	-500	-249	0%	251	50%	0
0	-30	-17	30	100%	17	100%	50625	Employee Relations	-242	-250	-126	8	3%	-115	-91%	-380
0	0	-8	0	0%	8	100%	50630	Uniforms	-1,498	-800	-23	-698	-87%	-1,475	-6411%	-1,600
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	0	-850	0	850	100%	0	0%	-850
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	0	-550	-24	550	100%	24	100%	-550
<b>0</b>	<b>-30</b>	<b>-25</b>	<b>30</b>	<b>100%</b>	<b>25</b>	<b>100%</b>		<b>Total Staff Expense</b>	<b>-1,989</b>	<b>-2,450</b>	<b>-673</b>	<b>461</b>	<b>19%</b>	<b>-1,315</b>	<b>-195%</b>	<b>-3,380</b>
-30	-30	-30	0	0%	0	0%	51090	Telephone	-240	-240	-240	0	0%	0	0%	-360
<b>-30</b>	<b>-30</b>	<b>-30</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>TOTAL UTILITIES</b>	<b>-240</b>	<b>-240</b>	<b>-240</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>-360</b>
-225	-225	-225	0	0%	0	0%	56530	Janitorial Services & Supplies	-1,800	-1,800	-1,800	0	0%	0	0%	-2,700
0	-155	0	155	100%	0	0%	52020	Contract Fees	-210	-1,240	0	1,030	83%	-210	0%	-1,860
-1,101	-900	-672	-201	-22%	-429	-64%	51560	Mbr Srv - Retail COGS	-4,262	-6,100	-5,394	1,838	30%	1,132	21%	-8,400
0	0	0	0	0%	0	0%	51038	Computer Hardware	0	-500	0	500	100%	0	0%	-500
-173	0	0	-173	0%	-173	0%	51050	Furniture and Office Equip	-250	-250	0	0	0%	-250	0%	-500
-388	-150	-511	-238	-158%	123	24%	51060	Office Supplies	-729	-1,200	-774	471	39%	45	6%	-1,800
0	-230	-466	230	100%	466	100%	51061	Toner Cartridges	-821	-1,840	-1,559	1,019	55%	737	47%	-2,760
<b>-21</b>	<b>-650</b>	<b>-399</b>	<b>629</b>	<b>97%</b>	<b>378</b>	<b>95%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-113</b>	<b>-5,200</b>	<b>-7,149</b>	<b>5,087</b>	<b>98%</b>	<b>7,036</b>	<b>98%</b>	<b>-7,800</b>
0	0	-5	0	0%	5	100%	56540	Small Tools & Equipment	0	0	-5	0	0%	5	100%	0
0	0	0	0	0%	0	0%	56545	Safety Equipment	-37	0	0	-37	0%	-37	0%	0
0	0	0	0	0%	0	0%	55532	Special Programs	-112	0	-100	-112	0%	-12	-12%	0
0	0	0	0	0%	0	0%	54210	General/PM	-70	0	0	-70	0%	-70	0%	0
0	0	0	0	0%	0	0%	54240	Lighting and Electrical	0	-240	-27	240	100%	27	100%	-480
0	0	0	0	0%	0	0%	54250	HVAC	-192	0	0	-192	0%	-192	0%	0
0	0	0	0	0%	0	0%	54290	Other Building	0	-60	0	60	100%	0	0%	-120
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>-262</b>	<b>-300</b>	<b>-27</b>	<b>38</b>	<b>13%</b>	<b>-235</b>	<b>-881%</b>	<b>-600</b>
0	0	0	0	0%	0	0%	54310	Asphalt	-61	0	0	-61	0%	-61	0%	0
0	0	0	0	0%	0	0%	54380	Snow Removal	-1,598	0	0	-1,598	0%	-1,598	0%	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-1,659</b>	<b>0</b>	<b>0</b>	<b>-1,659</b>	<b>0%</b>	<b>-1,659</b>	<b>0%</b>	<b>0</b>
0	0	0	0	0%	0	0%	54470	Office Equip R&M	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	0	-100	0	100	100%	0	0%	-200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>0</b>	<b>-200</b>	<b>0</b>	<b>200</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>-400</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M subtotal</b>	<b>-1,921</b>	<b>-500</b>	<b>-27</b>	<b>-1,421</b>	<b>-284%</b>	<b>-1,894</b>	<b>-7088%</b>	<b>-1,000</b>
<b>-1,907</b>	<b>-2,310</b>	<b>-2,276</b>	<b>403</b>	<b>17%</b>	<b>369</b>	<b>16%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-10,256</b>	<b>-18,630</b>	<b>-16,807</b>	<b>8,374</b>	<b>45%</b>	<b>6,551</b>	<b>39%</b>	<b>-27,320</b>
0	-20	0	20	100%	0	0%	51020	Dues & Subscriptions	0	-160	0	160	100%	0	0%	-240
0	0	0	0	0%	0	0%	51096	Mileage Reimbursement	0	-50	-227	50	100%	227	100%	-100
-42	-50	-64	8	15%	21	34%	51065	Postage - General	-462	-400	-601	-62	-16%	139	23%	-600
0	0	-324	324	100%	51547	Printing - Other	-191	0	-324	-191	0	132	41%	0	0	
-567	-450	-458	-117	-26%	-109	-24%	52220	Credit Card Expense	-8,832	-6,750	-7,944	-2,082	-31%	-888	-11%	-10,000
35	0	0	35	0%	35	0%	52225	Over/Short	35	0	-14	35	0%	50	347%	0
<b>-574</b>	<b>-520</b>	<b>-845</b>	<b>-54</b>	<b>-10%</b>	<b>271</b>	<b>32%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-9,450</b>	<b>-7,360</b>	<b>-9,111</b>	<b>-2,090</b>	<b>-28%</b>	<b>-339</b>	<b>-4%</b>	<b>-10,940</b>
<b>-2,511</b>	<b>-2,890</b>	<b>-3,176</b>	<b>379</b>	<b>13%</b>	<b>665</b>	<b>21%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-21,935</b>	<b>-28,680</b>	<b>-26,831</b>	<b>6,745</b>	<b>24%</b>	<b>4,896</b>	<b>18%</b>	<b>-42,000</b>
<b>-21,258</b>	<b>-22,850</b>	<b>-19,995</b>	<b>1,592</b>	<b>7%</b>	<b>-1,263</b>	<b>-6%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-172,335</b>	<b>-189,943</b>	<b>-167,800</b>	<b>17,608</b>	<b>9%</b>	<b>-4,535</b>	<b>-3%</b>	<b>-284,500</b>
<b>-15,869</b>	<b>-18,150</b>	<b>-18,083</b>	<b>2,281</b>	<b>13%</b>	<b>2,214</b>	<b>12%</b>		<b>NORBO (before AO)</b>	<b>-149,191</b>	<b>-164,643</b>	<b>-140,949</b>	<b>15,452</b>	<b>9%</b>	<b>-8,241</b>	<b>-6%</b>	<b>-250,500</b>
<b>18,150</b>	<b>18,150</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>18,150</b>	<b>0%</b>	59025	ALLOCATED OVERHEAD (AO)	<b>164,643</b>	<b>164,643</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>164,643</b>	<b>0%</b>	<b>250,500</b>
<b>2,281</b>	<b>0</b>	<b>-18,083</b>	<b>2,281</b>	<b>0%</b>	<b>20,364</b>	<b>113%</b>		<b>NOR (after AO)</b>	<b>15,452</b>	<b>0</b>	<b>-140,949</b>	<b>15,452</b>	<b>0%</b>	<b>156,402</b>	<b>111%</b>	<b>0</b>
-3,108	-4,700	-19,995	1,592	34%	16,887	84%		T O C post AO	-7,692	-25,300	-167,800	17,608	70%	160,108	95%	-34,000
<b>-21,258</b>	<b>-22,850</b>	<b>-19,995</b>	<b>1,592</b>	<b>7%</b>	<b>-1,263</b>	<b>-6%</b>		T O C pre AO	<b>-172,335</b>	<b>-189,943</b>	<b>-167,800</b>	<b>17,608</b>	<b>9%</b>	<b>-4,535</b>	<b>-3%</b>	<b>-284,500</b>
-173.4%	-100.0%	-09.6%	-73.4%	-73.4%	-163.8%	-1713.0%		REV to TOC (CRR%)	-300.9%	-100.0%	-16.0%	-200.9%	-200.9%	-284.9%	-1780.3%	-100.0%
<b>2,281</b>	<b>0</b>	<b>-18,083</b>	<b>2,281</b>	<b>0%</b>	<b>20,364</b>	<b>113%</b>		<b>NOR AFTER Assessment Reven</b>	<b>15,452</b>	<b>0</b>	<b>-140,949</b>	<b>15,452</b>	<b>0%</b>	<b>156,402</b>	<b>111%</b>	<b>0</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 ASO (020)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
2,745	5,700	7,515	-2,955	-52%	-4,770	-63%	32010	Aso - Fees	32,100	59,100	49,711	-27,000	-46%	-17,611	-35%	79,000
1,685	4,000	3,960	-2,315	-58%	-2,275	-57%	32020	Inspection Fees	13,425	20,000	21,455	-6,576	-33%	-8,031	-37%	30,000
2,713	500	625	2,213	443%	2,088	334%	32030	Fines	9,725	4,000	2,583	5,725	143%	7,143	277%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
13	10	12	3	31%	1	9%	34010	Interest	63	80	94	-18	-22%	-31	-33%	120
9,450	7,600	6,970	1,850	24%	2,480	36%	34050	Transfer Fees	47,205	44,400	49,575	2,805	6%	-2,370	-5%	75,000
1,135	690	1,022	445	64%	113	11%	37020	Other Revenue	4,571	4,220	4,694	351	8%	-123	-3%	5,880
<b>17,741</b>	<b>18,500</b>	<b>20,104</b>	<b>-759</b>	<b>-4%</b>	<b>-2,363</b>	<b>-12%</b>		<b>Total Other Revenue</b>	<b>107,088</b>	<b>131,800</b>	<b>130,112</b>	<b>-24,712</b>	<b>-19%</b>	<b>-23,024</b>	<b>-18%</b>	<b>196,000</b>
<b>17,741</b>	<b>18,500</b>	<b>20,104</b>	<b>-759</b>	<b>-4%</b>	<b>-2,363</b>	<b>-12%</b>		<b>GROSS REVENUE (GREV)</b>	<b>107,088</b>	<b>131,800</b>	<b>130,112</b>	<b>-24,712</b>	<b>-19%</b>	<b>-23,024</b>	<b>-18%</b>	<b>196,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>17,741</b>	<b>18,500</b>	<b>20,104</b>	<b>-759</b>	<b>-4%</b>	<b>-2,363</b>	<b>-12%</b>		<b>Gross Margin (GREV-COG)</b>	<b>107,088</b>	<b>131,800</b>	<b>130,112</b>	<b>-24,712</b>	<b>-19%</b>	<b>-23,024</b>	<b>-18%</b>	<b>196,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-6,388	-5,821	-6,063	-567	-10%	-325	-5%	5110...	Salaries - Exempt - Regular & Ot	-45,623	-46,566	-45,855	943	2%	232	1%	-69,800
-15,836	-15,178	-16,643	-658	-4%	807	5%	5122...	Wages - FTRRegular	-123,393	-118,842	-105,055	-4,551	-4%	-18,337	-17%	-178,004
-1,351	-7,304	-3,171	5,953	82%	1,820	57%	5124...	Wages - Seasonal	-13,973	-34,982	-20,432	21,009	60%	6,459	32%	-51,196
0	0	-520	0	0%	520	100%	51227	Incentive Program, FTR, NonExe	-1,834	0	-1,067	-1,834	0%	-766	-72%	0
0	0	0	0	0%	0	0%	51247	Incentive Program, Seasonal, N	-821	0	-137	-821	0%	-684	-500%	0
<b>-23,575</b>	<b>-28,303</b>	<b>-26,397</b>	<b>4,728</b>	<b>17%</b>	<b>2,822</b>	<b>11%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-185,643</b>	<b>-200,390</b>	<b>-172,546</b>	<b>14,747</b>	<b>7%</b>	<b>-13,097</b>	<b>-8%</b>	<b>-299,000</b>
-6,388	-5,821	-6,063	-567	-10%	-325	-5%		Salaries sub-total	-45,623	-46,566	-45,855	943	2%	232	1%	-69,800
-17,186	-22,482	-20,334	5,296	24%	3,147	15%		Wage sub-total	-140,021	-153,824	-126,691	13,803	9%	-13,329	-11%	-229,200
-15,836	-15,178	-17,163	-658	-4%	1,327	8%		Wage-FTR subsubtotal	-125,226	-118,842	-106,123	-6,384	-5%	-19,104	-18%	-178,004
-1,351	-7,304	-3,171	5,953	82%	1,820	57%		Wage-Seasonal subsubto	-14,794	-34,982	-20,569	20,188	58%	5,774	28%	-51,196
-132.9%	-153.0%	-131.3%	20.1%	13.1%	-01.6%	-01.2%		PayrollDirect %ofRevenue	-173.4%	-152.0%	-132.6%	-21.3%	-14.0%	-40.7%	-30.7%	-152.6%
-540	0	-413	-540	0%	-127	-31%	51108	PTO net\$ accrual, in Salaries	1,166	0	-649	1,166	0%	1,815	280%	94
-912	0	646	-912	0%	-1,558	-241%	51228	PTO net\$ accrual, in Wages FTR	-5,021	0	-666	-5,021	0%	-4,356	-654%	0
-1,451	0	233	-1,451	0%	-1,685	-722%		PTO net accrual, in PD Total	-3,855	0	-1,314	-3,855	0%	-2,541	-193%	94
-23.6	0.0	-47.3	-23.6	0.0	23.7	0.5		Wage Overtime Hours	-254.1	0.0	-179.1	-254.1	0.0	-75.0	-0.4	0.0
-713.1	-1108.0	-964.0	394.9	0.4	250.8	0.3		Wage Total Hours	-6066.9	-7456.0	-5871.4	1389.1	0.2	-195.5	0.0	-11094.0
22.82	20.29	21.76	2.53	0.12	1.06	0.05		Wage ROP avg	22.25	20.63	21.46	1.62	0.08	0.79	0.04	20.66
<b>PAYROLL BURDEN</b>																
-1,972	-2,560	-2,229	588	23%	257	12%	5130...	Payroll Taxes	-15,093	-19,060	-15,426	3,967	21%	334	2%	-27,800
-572	-950	-877	378	40%	305	35%	5130...	Workers Compensation	-3,771	-6,550	-5,105	2,779	42%	1,334	26%	-10,300
-3,315	-4,342	-3,519	1,027	24%	204	6%	5130...	Group Insurance	-32,412	-34,736	-29,773	2,324	7%	-2,639	-9%	-52,100
-319	-634	-401	315	50%	82	20%	5130...	Retirement Plan	-3,958	-5,072	-2,995	1,114	22%	-964	-32%	-7,600
<b>-6,178</b>	<b>-8,486</b>	<b>-7,026</b>	<b>2,308</b>	<b>27%</b>	<b>848</b>	<b>12%</b>		<b>PAYROLL BURDEN Total</b>	<b>-55,234</b>	<b>-65,418</b>	<b>-53,299</b>	<b>10,184</b>	<b>16%</b>	<b>-1,935</b>	<b>-4%</b>	<b>-97,800</b>
-1,268	-1,644	-1,298	376	23%	31	2%	(513...	subtotal, Burden-Salary	-11,660	-13,392	-11,062	1,732	13%	-598	-5%	-19,500
-4,745	-5,852	-5,268	1,107	19%	524	10%	(514...	subtotal, Burden-Wage-FTR	-41,308	-47,196	-38,959	5,888	12%	-2,348	-6%	-71,220
-165	-990	-459	825	83%	294	64%	(514...	subtotal, Burden-Wage-Seasonal	-2,267	-4,830	-3,278	2,563	53%	1,011	31%	-7,080
<b>26.2%</b>	<b>30.0%</b>	<b>26.6%</b>	<b>-03.8%</b>	<b>-12.6%</b>	<b>-00.4%</b>	<b>-01.5%</b>		<b>Burden % - on all Payroll</b>	<b>29.8%</b>	<b>32.6%</b>	<b>30.9%</b>	<b>-02.9%</b>	<b>-08.9%</b>	<b>-01.1%</b>	<b>-03.7%</b>	<b>32.7%</b>
19.8%	28.2%	21.4%	-08.4%	-29.7%	-01.6%	-07.3%		Burden % - Salary	25.6%	28.8%	24.1%	-03.2%	-11.1%	01.4%	05.9%	27.9%
30.0%	38.6%	30.7%	-08.6%	-22.3%	-00.7%	-02.4%		Burden % - Wage-FTR	33.0%	33.0%	36.7%	-06.7%	-16.9%	-03.7%	-10.1%	40.0%
12.2%	13.6%	14.5%	-01.3%	-09.8%	-02.3%	-15.6%		Burden % - Wage-Season	15.3%	13.8%	15.9%	01.5%	11.0%	-00.6%	-03.9%	13.8%
28.6%	30.4%	28.2%	-01.9%	-06.1%	00.4%	01.4%		Burden % - Wage-FTR&Se	31.1%	33.8%	33.3%	-02.7%	-08.0%	-02.2%	-06.7%	34.2%
<b>-29,753</b>	<b>-36,789</b>	<b>-33,423</b>	<b>7,036</b>	<b>19%</b>	<b>3,671</b>	<b>11%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-240,877</b>	<b>-265,808</b>	<b>-225,846</b>	<b>24,931</b>	<b>9%</b>	<b>-15,032</b>	<b>-7%</b>	<b>-396,800</b>
<b>26.2%</b>	<b>30.0%</b>	<b>26.6%</b>	<b>-3.8%</b>	<b>-12.6%</b>	<b>-0.4%</b>	<b>-1.5%</b>		<b>Burden % TL</b>	<b>29.8%</b>	<b>32.6%</b>	<b>30.9%</b>	<b>-2.9%</b>	<b>-8.9%</b>	<b>-1.1%</b>	<b>-3.7%</b>	<b>32.7%</b>
8.4%	9.0%	8.4%	-0.7%	-7.5%	-0.1%	-0.9%		Payroll Taxes %	8.1%	9.5%	8.9%	-1.4%	-14.5%	-0.8%	-9.1%	9.3%
2.4%	3.4%	3.3%	-0.9%	-27.8%	-0.9%	-27.0%		Workers Comp %	2.0%	3.3%	3.0%	-1.2%	-37.9%	-0.9%	-31.3%	3.4%
14.1%	15.3%	13.3%	-1.3%	-8.3%	0.7%	5.5%		Group Insurance %	17.5%	17.3%	17.3%	0.1%	0.7%	0.2%	1.2%	17.4%
1.4%	2.2%	1.5%	-0.9%	-39.5%	-0.2%	-10.9%		Retirement %	2.1%	2.5%	1.7%	-0.4%	-15.8%	0.4%	22.9%	2.5%

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 ASO (020)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var					Variance	Var			
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	50620	0	0	-1,367	0	0%	1,367	100%	0
-12	-40	-61	28	70%	49	80%	50625	-242	-320	-196	78	24%	-46	-24%	-480
0	0	0	0	0%	0	0%	50626	-12	0	0	-12	0%	-12	0%	0
0	0	0	0	0%	0	0%	50630	-165	-300	-25	135	45%	-140	-552%	-600
0	0	-279	0	0%	279	100%	51080	-135	-2,100	-279	1,965	94%	144	52%	-3,120
0	-20	-30	20	100%	30	100%	51095	-1,588	-1,560	-1,038	-28	-2%	-551	-53%	-1,640
<b>-12</b>	<b>-60</b>	<b>-370</b>	<b>48</b>	<b>80%</b>	<b>358</b>	<b>97%</b>		<b>-2,143</b>	<b>-4,280</b>	<b>-2,905</b>	<b>2,137</b>	<b>50%</b>	<b>762</b>	<b>26%</b>	<b>-5,840</b>
-75	-210	-71	135	64%	-4	-6%	51090	-583	-1,680	-706	1,097	65%	122	17%	-2,520
-139	-120	-303	-19	-16%	164	54%	(530...	-1,363	-710	-1,331	-653	-92%	-32	-2%	-1,140
<b>-214</b>	<b>-330</b>	<b>-374</b>	<b>116</b>	<b>35%</b>	<b>159</b>	<b>43%</b>		<b>-1,946</b>	<b>-2,390</b>	<b>-2,036</b>	<b>444</b>	<b>19%</b>	<b>90</b>	<b>4%</b>	<b>-3,660</b>
-225	-225	-225	0	0%	0	0%	56530	-1,800	-1,800	-1,800	0	0%	0	0%	-2,700
-423	-1,250	0	827	66%	-423	0%	52020	-2,223	-10,000	0	7,777	78%	-2,223	0%	-15,000
0	0	-51	0	0%	51	100%	53705	-440	0	-407	-440	0%	-32	-8%	0
0	-20	0	20	100%	0	0%	51050	-90	-160	-673	70	44%	583	87%	-240
-57	-200	-72	143	72%	15	21%	51060	-474	-1,000	-920	526	53%	447	49%	-1,620
0	-50	0	50	100%	0	0%	51061	-164	-400	-624	236	59%	460	74%	-600
0	0	0	0	0%	0	0%	56501	-18	0	0	-18	0%	-18	0%	0
0	0	0	0	0%	0	0%	56545	-19	0	0	-19	0%	-19	0%	0
0	0	-195	0	0%	195	100%	54210	0	0	-195	0	0%	195	100%	0
0	0	0	0	0%	0	0%	54290	0	-70	0	70	100%	0	0%	-150
0	0	-195	0	0%	195	100%		0	-70	-195	70	100%	195	100%	-150
-57	-350	-479	293	84%	422	88%	54448	-242	-1,300	-1,852	1,058	81%	1,610	87%	-1,800
0	0	0	0	0%	0	0%	54470	0	-60	0	60	100%	0	0%	-160
-57	-350	-479	293	84%	422	88%		-242	-1,360	-1,852	1,118	82%	1,610	87%	-1,960
-57	-350	-674	293	84%	617	92%		-242	-1,430	-2,047	1,188	83%	1,805	88%	-2,110
<b>-762</b>	<b>-2,095</b>	<b>-1,022</b>	<b>1,333</b>	<b>64%</b>	<b>260</b>	<b>25%</b>		<b>-5,468</b>	<b>-14,790</b>	<b>-6,471</b>	<b>9,322</b>	<b>63%</b>	<b>1,003</b>	<b>16%</b>	<b>-22,270</b>
0	0	0	0	0%	0	0%	51020	-475	-400	0	-75	-19%	-475	0%	-400
0	0	0	0	0%	0	0%	51035	-499	-200	-336	-299	-150%	-163	-49%	-1,050
-181	0	-130	-181	0%	-51	-39%	51515	-812	0	-671	-812	0%	-140	-21%	0
-251	-350	-340	99	28%	89	26%	51065	-1,566	-2,250	-1,827	684	30%	261	14%	-3,300
0	0	0	0	0%	0	0%	51546	-194	0	0	-194	0%	-194	0%	0
0	0	0	0	0%	0	0%	51547	-308	0	0	-308	0%	-308	0%	0
-331	-270	-381	-61	-22%	50	13%	52220	-3,073	-2,210	-3,382	-863	-39%	308	9%	-3,080
-100	-100	-100	0	0%	0	0%	52025	-800	-800	-800	0	0%	0	0%	-1,200
<b>-863</b>	<b>-720</b>	<b>-950</b>	<b>-143</b>	<b>-20%</b>	<b>88</b>	<b>9%</b>		<b>-7,726</b>	<b>-5,860</b>	<b>-7,016</b>	<b>-1,866</b>	<b>-32%</b>	<b>-710</b>	<b>-10%</b>	<b>-9,030</b>
<b>-1,851</b>	<b>-3,205</b>	<b>-2,716</b>	<b>1,354</b>	<b>42%</b>	<b>865</b>	<b>32%</b>		<b>-17,282</b>	<b>-27,320</b>	<b>-18,428</b>	<b>10,038</b>	<b>37%</b>	<b>1,145</b>	<b>6%</b>	<b>-40,800</b>
<b>-31,604</b>	<b>-39,994</b>	<b>-36,139</b>	<b>8,390</b>	<b>21%</b>	<b>4,536</b>	<b>13%</b>		<b>-258,160</b>	<b>-293,128</b>	<b>-244,273</b>	<b>34,968</b>	<b>12%</b>	<b>-13,886</b>	<b>-6%</b>	<b>-437,600</b>
<b>-13,863</b>	<b>-21,494</b>	<b>-16,035</b>	<b>7,631</b>	<b>36%</b>	<b>2,172</b>	<b>14%</b>		<b>-151,072</b>	<b>-161,328</b>	<b>-114,162</b>	<b>10,256</b>	<b>6%</b>	<b>-36,910</b>	<b>-32%</b>	<b>-241,600</b>
<b>-10,222</b>	<b>-10,222</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-10,222</b>	<b>0%</b>	59025	<b>-81,249</b>	<b>-81,249</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-81,249</b>	<b>0%</b>	<b>-124,100</b>
<b>-24,085</b>	<b>-31,716</b>	<b>-16,035</b>	<b>7,631</b>	<b>24%</b>	<b>-8,050</b>	<b>-50%</b>		<b>-232,321</b>	<b>-242,577</b>	<b>-114,162</b>	<b>10,256</b>	<b>4%</b>	<b>-118,159</b>	<b>-104%</b>	<b>-365,700</b>
-41,826	-50,216	-36,139	8,390	17%	-5,686	-16%		-339,409	-374,377	-244,273	34,968	9%	-95,135	-39%	-561,700
<b>-31,604</b>	<b>-39,994</b>	<b>-36,139</b>	<b>8,390</b>	<b>21%</b>	<b>4,536</b>	<b>13%</b>		<b>-258,160</b>	<b>-293,128</b>	<b>-244,273</b>	<b>34,968</b>	<b>12%</b>	<b>-13,886</b>	<b>-6%</b>	<b>-437,600</b>
-42.4%	-36.8%	-55.6%	-05.6%	-15.1%	13.2%	23.8%		-31.6%	-35.2%	-53.3%	03.7%	10.4%	21.7%	40.8%	-34.9%
<b>-24,085</b>	<b>-31,716</b>	<b>-16,035</b>	<b>7,631</b>	<b>24%</b>	<b>-8,050</b>	<b>-50%</b>		<b>-232,321</b>	<b>-242,577</b>	<b>-114,162</b>	<b>10,256</b>	<b>4%</b>	<b>-118,159</b>	<b>-104%</b>	<b>-365,700</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 MIS (025)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
<b>COST OF GOODS SOLD (COGS)</b>															
<b>PAYROLL</b>															
<b>SALARIES &amp; WAGES</b>															
-17,242	-19,438	-20,050	2,196	11%	2,807	14%	5110...	-155,478	-155,500	-152,416	22	0%	-3,062	-2%	-233,200
-9,877	-12,756	-11,923	2,879	23%	2,045	17%	5122...	-75,475	-97,300	-90,810	21,825	22%	15,335	17%	-145,872
-2,512	-1,820	-1,644	-692	-38%	-867	-53%	5124...	-14,798	-14,560	-13,281	-238	-2%	-1,516	-11%	-20,528
0	0	0	0	0%	0	0%	51227	-411	0	-274	-411	0%	-137	-50%	0
0	0	0	0	0%	0	0%	51247	-137	0	-137	-137	0%	0	0%	0
<b>-29,631</b>	<b>-34,014</b>	<b>-33,617</b>	<b>4,383</b>	<b>13%</b>	<b>3,986</b>	<b>12%</b>		<b>-246,298</b>	<b>-267,360</b>	<b>-256,918</b>	<b>21,062</b>	<b>8%</b>	<b>10,620</b>	<b>4%</b>	<b>-399,600</b>
-17,242	-19,438	-20,050	2,196	11%	2,807	14%		-155,478	-155,500	-152,416	22	0%	-3,062	-2%	-233,200
-12,389	-14,576	-13,567	2,187	15%	1,178	9%		-90,819	-111,860	-104,502	21,041	19%	13,682	13%	-166,400
-9,877	-12,756	-11,923	2,879	23%	2,045	17%		-75,885	-97,300	-91,083	21,415	22%	15,198	17%	-145,872
-2,512	-1,820	-1,644	-692	-38%	-867	-53%		-14,934	-14,560	-13,418	-374	-3%	-1,516	-11%	-20,528
2,246	0	-1,178	2,246	0%	3,424	291%	51108	427	0	-1,445	427	0%	1,872	130%	48
-205	0	-570	-205	0%	365	64%	51228	375	0	-2,946	375	0%	3,322	113%	0
2,041	0	-1,748	2,041	0%	3,790	217%		802	0	-4,391	802	0%	5,194	118%	48
-5.1	0.0	-2.1	-5.1	0.0	-3.1	-1.5		-15.4	0.0	-22.3	-15.4	0.0	6.9	0.3	0.0
-565.8	-654.0	-612.9	88.2	0.1	47.1	0.1		-4101.4	-5002.0	-4789.7	900.7	0.2	688.3	0.1	-7423.0
21.54	22.29	21.21	-0.75	-0.03	0.33	0.02		22.24	22.36	21.20	-0.13	-0.01	1.03	0.05	22.42
<b>PAYROLL BURDEN</b>															
-2,444	-2,890	-2,495	446	15%	51	2%	5130...	-20,772	-24,220	-21,721	3,448	14%	949	4%	-36,110
-137	-190	-152	53	28%	15	10%		-1,071	-1,510	-1,205	439	29%	134	11%	-2,390
-3,528	-4,350	-3,587	822	19%	60	2%	5130...	-34,225	-34,800	-30,321	575	2%	-3,904	-13%	-52,200
-763	-875	-628	112	13%	-134	-21%	5130...	-5,894	-7,000	-5,026	1,106	16%	-868	-17%	-10,500
<b>-6,872</b>	<b>-8,305</b>	<b>-6,863</b>	<b>1,433</b>	<b>17%</b>	<b>-9</b>	<b>0%</b>		<b>-61,962</b>	<b>-67,530</b>	<b>-58,274</b>	<b>5,568</b>	<b>8%</b>	<b>-3,689</b>	<b>-6%</b>	<b>-101,200</b>
-3,650	-4,065	-3,623	415	10%	-27	-1%	(513...	-32,120	-33,340	-30,029	1,220	4%	-2,092	-7%	-50,000
-3,018	-4,060	-3,097	1,042	26%	79	3%	(514...	-28,215	-32,660	-26,648	4,445	14%	-1,567	-6%	-49,040
-203	-180	-142	-23	-13%	-61	-43%	(514...	-1,627	-1,530	-1,597	-97	-6%	-30	-2%	-2,160
<b>23.2%</b>	<b>24.4%</b>	<b>20.4%</b>	<b>-01.2%</b>	<b>-05.0%</b>	<b>02.8%</b>	<b>13.6%</b>		<b>25.2%</b>	<b>25.3%</b>	<b>22.7%</b>	<b>-00.1%</b>	<b>-00.4%</b>	<b>02.5%</b>	<b>10.9%</b>	<b>25.3%</b>
21.2%	20.9%	18.1%	00.3%	01.2%	03.1%	17.2%		20.7%	21.4%	19.7%	-00.8%	-03.6%	01.0%	04.9%	21.4%
30.6%	31.8%	26.0%	-01.3%	-04.0%	04.6%	17.6%		37.2%	33.6%	29.3%	03.6%	10.8%	07.9%	27.1%	33.6%
08.1%	09.9%	08.6%	-01.8%	-18.2%	-00.6%	-06.4%		10.9%	10.5%	11.9%	00.4%	03.7%	-01.0%	-08.5%	10.5%
26.0%	29.1%	23.9%	-03.1%	-10.6%	02.1%	08.9%		32.9%	30.6%	27.0%	02.3%	07.5%	05.8%	21.6%	30.8%
<b>-36,503</b>	<b>-42,319</b>	<b>-40,480</b>	<b>5,816</b>	<b>14%</b>	<b>3,977</b>	<b>10%</b>		<b>-308,260</b>	<b>-334,890</b>	<b>-315,192</b>	<b>26,630</b>	<b>8%</b>	<b>6,932</b>	<b>2%</b>	<b>-500,800</b>
<b>23.2%</b>	<b>24.4%</b>	<b>20.4%</b>	<b>-1.2%</b>	<b>-5.0%</b>	<b>2.8%</b>	<b>13.6%</b>		<b>25.2%</b>	<b>25.3%</b>	<b>22.7%</b>	<b>-0.1%</b>	<b>-0.4%</b>	<b>2.5%</b>	<b>10.9%</b>	<b>25.3%</b>
8.2%	8.5%	7.4%	-0.2%	-2.9%	0.8%	11.1%		8.4%	9.1%	8.5%	0.0%	-6.9%	0.0%	-0.2%	9.0%
0.5%	0.6%	0.5%	-0.1%	-17.0%	0.0%	2.4%		0.4%	0.6%	0.5%	-0.1%	-23.0%	0.0%	-7.3%	0.6%
11.9%	12.8%	10.7%	-0.9%	-6.9%	1.2%	11.6%		13.9%	13.0%	11.8%	0.9%	6.8%	2.1%	17.7%	13.1%
2.6%	2.6%	1.9%	0.0%	0.0%	0.7%	37.7%		2.4%	2.6%	2.0%	-0.2%	-8.6%	0.4%	22.3%	2.6%
<b>OPERATING EXPENSES (OE)</b>															
0	0	0	0	0%	0	0%	50620	-110	-2,100	-869	1,990	95%	759	87%	-2,100
0	-20	0	20	100%	0	0%	50625	-424	-160	-511	-264	-165%	87	17%	-240
0	0	0	0	0%	0	0%	50630	-88	-200	0	112	56%	-88	0%	-400
0	0	-353	0	0%	353	100%	51080	-600	-800	-353	200	25%	-247	-70%	-1,800
-593	0	0	-593	0%	-593	0%	51095	-593	-100	-86	-493	-493%	-507	-593%	-200
<b>-593</b>	<b>-20</b>	<b>-353</b>	<b>-573</b>	<b>-2865%</b>	<b>-240</b>	<b>-68%</b>		<b>-1,814</b>	<b>-3,360</b>	<b>-1,819</b>	<b>1,546</b>	<b>46%</b>	<b>4</b>	<b>0%</b>	<b>-4,740</b>
-6,469	-7,750	-5,311	1,281	17%	-1,157	-22%	51090	-45,428	-62,000	-71,029	16,572	27%	25,601	36%	-93,000
-75	-350	-263	275	79%	188	72%	55003	-2,601	-2,800	-1,875	199	7%	-725	-39%	-4,200
-79	-70	0	-9	-13%	-79	0%	(530...	-715	-660	-502	-55	-8%	-213	-42%	-1,000
<b>-6,623</b>	<b>-8,170</b>	<b>-5,575</b>	<b>1,547</b>	<b>19%</b>	<b>-1,048</b>	<b>-19%</b>		<b>-48,743</b>	<b>-65,460</b>	<b>-73,406</b>	<b>16,717</b>	<b>26%</b>	<b>24,663</b>	<b>34%</b>	<b>-98,200</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 MIS (025)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
			\$	%	\$	%					\$	%	\$	%		
-225	-225	-225	0	0%	0	0%	56530									
0	-400	-394	400	100%	394	100%	51037	-1,800	-1,800	-1,800	0	0%	0	0%	-2,700	
0	-100	0	100	100%	0	0%	51038	-982	-3,200	-2,758	2,218	69%	1,776	64%	-4,800	
0	0	0	0	0%	0	0%	51038	0	-800	-394	800	100%	394	100%	-1,200	
-10	-40	-37	30	76%	27	74%	51050	0	-100	0	100	100%	0	0%	-200	
-570	0	0	-570	0%	-570	0%	51060	-340	-320	-465	-20	-6%	125	27%	-480	
0	0	0	0	0%	0	0%	56540	-1,018	0	-28	-1,018	0%	-990	-3545%	0	
							56545	-19	0	0	-19	0%	-19	0%	0	
0	0	0	0	0%	0	0%	54290	0	-60	0	60	100%	0	0%	-100	
0	0	0	0	0%	0	0%		0	-60	0	60	100%	0	0%	-100	
0	-25	0	25	100%	0	0%	54448	-217	-200	-1,926	-17	-8%	1,709	89%	-300	
0	0	0	0	0%	0	0%	54470	0	-50	0	50	100%	0	0%	-100	
-3,531	-4,300	-2,979	769	18%	-552	-19%	54481	-26,832	-34,350	-24,334	7,518	22%	-2,499	-10%	-51,650	
-237	-500	-427	263	53%	191	45%	54483	-1,542	-4,000	-3,225	2,458	61%	1,683	52%	-6,000	
<b>-3,768</b>	<b>-4,825</b>	<b>-3,407</b>	<b>1,057</b>	<b>22%</b>	<b>-361</b>	<b>-11%</b>		<b>-28,591</b>	<b>-38,600</b>	<b>-29,484</b>	<b>10,009</b>	<b>26%</b>	<b>893</b>	<b>3%</b>	<b>-58,050</b>	
<b>-3,768</b>	<b>-4,825</b>	<b>-3,407</b>	<b>1,057</b>	<b>22%</b>	<b>-361</b>	<b>-11%</b>		<b>-28,591</b>	<b>-38,660</b>	<b>-29,484</b>	<b>10,069</b>	<b>26%</b>	<b>893</b>	<b>3%</b>	<b>-58,150</b>	
<b>-4,572</b>	<b>-5,590</b>	<b>-4,062</b>	<b>1,018</b>	<b>18%</b>	<b>-510</b>	<b>-13%</b>		<b>-32,750</b>	<b>-44,880</b>	<b>-34,930</b>	<b>12,130</b>	<b>27%</b>	<b>2,180</b>	<b>6%</b>	<b>-67,530</b>	
0	-100	0	100	100%	0	0%	52015	-997	-4,800	-4,225	3,803	79%	3,228	76%	-5,200	
-107	0	-7	-107	0%	-100	-1365%	51020	-1,253	-50	-1,127	-1,203	-2405%	-126	-11%	-100	
-50	0	0	-50	0%	-50	0%	51035	-808	-400	-422	-408	-102%	-386	-91%	-400	
0	-25	0	25	100%	0	0%	51096	0	-200	0	200	100%	0	0%	-300	
0	-10	0	10	100%	0	0%	51065	-13	-80	-89	67	84%	76	85%	-130	
-599	0	0	-599	0%	-599	0%	51535	-4,792	0	0	-4,792	0%	-4,792	0%	0	
<b>-756</b>	<b>-135</b>	<b>-7</b>	<b>-621</b>	<b>-460%</b>	<b>-749</b>	<b>-10231%</b>		<b>-7,862</b>	<b>-5,530</b>	<b>-5,863</b>	<b>-2,332</b>	<b>-42%</b>	<b>-2,000</b>	<b>-34%</b>	<b>-6,130</b>	
<b>-12,544</b>	<b>-13,915</b>	<b>-9,998</b>	<b>1,371</b>	<b>10%</b>	<b>-2,546</b>	<b>-25%</b>		<b>-91,170</b>	<b>-119,230</b>	<b>-116,017</b>	<b>28,060</b>	<b>24%</b>	<b>24,847</b>	<b>21%</b>	<b>-176,600</b>	
<b>-49,047</b>	<b>-56,234</b>	<b>-50,477</b>	<b>7,187</b>	<b>13%</b>	<b>1,431</b>	<b>3%</b>		<b>-399,429</b>	<b>-454,120</b>	<b>-431,208</b>	<b>54,691</b>	<b>12%</b>	<b>31,779</b>	<b>7%</b>	<b>-677,400</b>	
<b>-49,047</b>	<b>-56,234</b>	<b>-50,477</b>	<b>7,187</b>	<b>13%</b>	<b>1,431</b>	<b>3%</b>		<b>-399,429</b>	<b>-454,120</b>	<b>-431,208</b>	<b>54,691</b>	<b>12%</b>	<b>31,779</b>	<b>7%</b>	<b>-677,400</b>	
<b>56,234</b>	<b>56,234</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>56,234</b>	<b>0%</b>	59025	<b>454,120</b>	<b>454,120</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>454,120</b>	<b>0%</b>	<b>677,400</b>	
<b>7,187</b>	<b>0</b>	<b>-50,477</b>	<b>7,187</b>	<b>0%</b>	<b>57,665</b>	<b>114%</b>		<b>54,691</b>	<b>0</b>	<b>-431,208</b>	<b>54,691</b>	<b>0%</b>	<b>485,899</b>	<b>113%</b>	<b>0</b>	
7,187	0	-50,477	7,187	0%	57,665	114%		54,691	0	-431,208	54,691	0%	485,899	113%	0	
-49,047	-56,234	-50,477	7,187	13%	1,431	3%		-399,429	-454,120	-431,208	54,691	12%	31,779	7%	-677,400	
7,187	0	-50,477	7,187	0%	57,665	114%		54,691	0	-431,208	54,691	0%	485,899	113%	0	



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Accounting (030)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Description	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
535	800	755	-265	-33%	-219	-29%	37020	Other Revenue	3,608	4,400	4,015	-792	-18%	-407	-10%	6,000
<b>535</b>	<b>800</b>	<b>755</b>	<b>-265</b>	<b>-33%</b>	<b>-219</b>	<b>-29%</b>		<b>Total Other Revenue</b>	<b>3,608</b>	<b>4,400</b>	<b>4,015</b>	<b>-792</b>	<b>-18%</b>	<b>-407</b>	<b>-10%</b>	<b>6,000</b>
<b>535</b>	<b>800</b>	<b>755</b>	<b>-265</b>	<b>-33%</b>	<b>-219</b>	<b>-29%</b>		<b>GROSS REVENUE (GREV)</b>	<b>3,608</b>	<b>4,400</b>	<b>4,015</b>	<b>-792</b>	<b>-18%</b>	<b>-407</b>	<b>-10%</b>	<b>6,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>535</b>	<b>800</b>	<b>755</b>	<b>-265</b>	<b>-33%</b>	<b>-219</b>	<b>-29%</b>		<b>Gross Margin (GREV-COG)</b>	<b>3,608</b>	<b>4,400</b>	<b>4,015</b>	<b>-792</b>	<b>-18%</b>	<b>-407</b>	<b>-10%</b>	<b>6,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-25,761	-23,848	-19,126	-1,913	-8%	-6,635	-35%	5110...	Salaries - Exempt - Regular & Ot	-205,236	-190,778	-183,285	-14,458	-8%	-21,951	-12%	-286,500
-23,161	-22,176	-24,565	-985	-4%	1,404	6%	5122...	Wages - FTRRegular	-187,044	-175,568	-176,498	-11,476	-7%	-10,546	-6%	-262,311
0	-2,829	0	2,829	100%	0	0%	5124...	Wages - Seasonal	0	-17,379	-7,145	17,379	100%	7,145	100%	-26,989
0	0	0	0	0%	0	0%	5110...	Incentive Program, Exempt	0	0	3,675	0	0%	3,675	100%	0
-137	0	-547	-137	0%	410	75%	51227	Incentive Program, FTR, NonExe	-3,831	0	-1,916	-3,831	0%	-1,915	-100%	0
<b>-49,059</b>	<b>-48,853</b>	<b>-44,238</b>	<b>-206</b>	<b>0%</b>	<b>-4,820</b>	<b>-11%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-396,111</b>	<b>-383,725</b>	<b>-372,519</b>	<b>-12,386</b>	<b>-3%</b>	<b>-23,592</b>	<b>-6%</b>	<b>-575,800</b>
-25,761	-23,848	-19,126	-1,913	-8%	-6,635	-35%		Salaries sub-total	-205,236	-190,778	-186,960	-14,458	-8%	-18,276	-10%	-286,500
-23,298	-25,005	-25,113	1,707	7%	1,814	7%		Wage sub-total	-190,875	-192,947	-185,559	2,072	1%	-5,316	-3%	-289,300
-23,298	-22,176	-25,113	-1,122	-5%	1,814	7%		Wage-FTR subtotal	-190,875	-175,568	-178,414	-15,307	-9%	-12,462	-7%	-262,311
0	-2,829	0	2,829	100%	0	0%		Wage-Seasonal subtotal	0	-17,379	-7,145	17,379	100%	7,145	100%	-26,989
-9161.5%	-6106.6%	-5860.1%	-3054.8%	-50.0%	-3301.4%	-56.3%		PayrollDirect %ofRevenue	-10978.2%	-8721.0%	-9278.6%	-2257.1%	-25.9%	-1699.6%	-18.3%	-9596.7%
-1,367	0	3,707	-1,367	0%	-5,075	-137%	51108	PTO net\$ accrual, in Salaries	-10,091	0	-620	-10,091	0%	-9,471	-1528%	-23
-84	0	1,634	-84	0%	-1,718	-105%	51228	PTO net\$ accrual, in Wages FTR	-5,205	0	816	-5,205	0%	-6,021	-738%	0
-1,451	0	5,341	-1,451	0%	-6,793	-127%		PTO net accrual, in PD Total	-15,297	0	196	-15,297	0%	-15,493	-7905%	-23
-19.9	0.0	-10.3	-19.9	0.0	-9.6	-0.9		Wage Overtime Hours	-174.6	0.0	-122.5	-174.6	0.0	-52.1	-0.4	0.0
-1037.7	-1098.3	-1049.8	60.6	0.1	12.1	0.0		Wage Total Hours	-8257.2	-8365.6	-8045.1	108.4	0.0	-212.1	0.0	-12566.0
22.37	22.77	25.48	-0.40	-0.02	-3.11	-0.12		Wage ROP avg	22.49	23.06	23.17	-0.58	-0.03	-0.68	-0.03	23.02
<b>PAYROLL BURDEN</b>																
-2,427	-3,720	-2,852	1,293	35%	425	15%	5130...	Payroll Taxes	-28,977	-31,120	-31,025	2,143	7%	2,048	7%	-46,560
-202	-90	-243	-112	-124%	41	17%	5130...	Workers Compensation	-1,667	-720	-1,854	-947	-132%	187	10%	-1,240
-4,922	-5,977	-5,129	1,055	18%	207	4%	5130...	Group Insurance	-46,926	-47,762	-43,246	836	2%	-3,680	-9%	-71,700
-1,232	-3,881	-2,987	2,649	68%	1,755	59%	5130...	Retirement Plan	-22,483	-31,048	-23,114	8,565	28%	630	3%	-46,900
<b>-8,783</b>	<b>-13,668</b>	<b>-11,212</b>	<b>4,885</b>	<b>36%</b>	<b>2,429</b>	<b>22%</b>		<b>PAYROLL BURDEN Total</b>	<b>-100,054</b>	<b>-110,650</b>	<b>-99,239</b>	<b>10,596</b>	<b>10%</b>	<b>-815</b>	<b>-1%</b>	<b>-166,400</b>
-3,568	-6,454	-5,044	2,886	45%	1,475	29%	(513...	subtotal, Burden-Salary	-50,198	-52,136	-48,493	1,938	4%	-1,705	-4%	-78,200
-5,214	-6,944	-6,168	1,730	25%	954	15%	(514...	subtotal, Burden-Wage-FTR	-49,839	-56,714	-49,665	6,875	12%	-174	0%	-85,410
0	-270	0	270	100%	0	0%	(514...	subtotal, Burden-Wage-Seasonal	-16	-1,800	-1,081	1,784	99%	1,065	99%	-2,790
<b>17.9%</b>	<b>28.0%</b>	<b>25.3%</b>	<b>-10.1%</b>	<b>-36.0%</b>	<b>-07.4%</b>	<b>-29.4%</b>		<b>Burden % - on all Payroll</b>	<b>25.3%</b>	<b>28.8%</b>	<b>26.6%</b>	<b>-03.6%</b>	<b>-12.4%</b>	<b>-01.4%</b>	<b>-05.2%</b>	<b>28.9%</b>
13.9%	27.1%	26.4%	-13.2%	-48.8%	-12.5%	-47.5%		Burden % - Salary	24.5%	27.3%	25.9%	-02.9%	-10.5%	-01.5%	-05.7%	27.3%
22.4%	31.3%	24.6%	-08.9%	-28.5%	-02.2%	-08.9%		Burden % - Wage-FTR	26.1%	32.3%	27.8%	-06.2%	-19.2%	-01.7%	-06.2%	32.6%
00.0%	09.5%	00.0%	-09.5%	-100.0%	00.0%	00.0%		Burden % - Wage-Seasonal	00.0%	10.4%	15.1%	-10.4%	-100.0%	-15.1%	-100.0%	10.3%
22.4%	28.9%	24.6%	-06.5%	-22.4%	-02.2%	-08.9%		Burden % - Wage-FTR&Se	26.1%	30.3%	27.3%	-04.2%	-13.9%	-07.2%	-04.6%	30.5%
<b>-57,841</b>	<b>-62,521</b>	<b>-55,450</b>	<b>4,680</b>	<b>7%</b>	<b>-2,391</b>	<b>-4%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-496,165</b>	<b>-494,375</b>	<b>-471,758</b>	<b>-1,790</b>	<b>0%</b>	<b>-24,407</b>	<b>-5%</b>	<b>-742,200</b>
<b>17.9%</b>	<b>28.0%</b>	<b>25.3%</b>	<b>-10.1%</b>	<b>-36.0%</b>	<b>-7.4%</b>	<b>-29.4%</b>		<b>Burden % TL</b>	<b>25.3%</b>	<b>28.8%</b>	<b>26.6%</b>	<b>-3.6%</b>	<b>-12.4%</b>	<b>-1.4%</b>	<b>-5.2%</b>	<b>28.9%</b>
4.9%	7.6%	6.4%	-2.7%	-35.0%	-1.5%	-23.3%		Payroll Taxes %	7.3%	8.1%	8.3%	-0.8%	-9.8%	-1.0%	-12.2%	8.1%
0.4%	0.2%	0.5%	0.2%	123.4%	-0.1%	-25.0%		Workers Comp %	0.4%	0.2%	0.5%	0.2%	124.3%	-0.1%	-15.5%	0.2%
10.0%	12.2%	11.6%	-2.2%	-18.0%	-1.6%	-13.5%		Group Insurance %	11.8%	12.4%	11.6%	-0.6%	-4.8%	0.2%	2.0%	12.5%
2.5%	7.9%	6.8%	-5.4%	-68.4%	-4.2%	-62.8%		Retirement %	5.7%	8.1%	6.2%	-2.4%	-29.8%	-0.5%	-8.5%	8.1%
<b>OPERATING EXPENSES (OE)</b>																
0	0	0	0	0%	0	0%	50605	Employee Housing expenses	-47	0	0	-47	0%	-47	0%	0
0	-75	0	75	100%	0	0%	50620	Employee Dev/Training	-288	-600	-279	312	52%	-9	-3%	-900
-27	-100	-524	73	73%	497	95%	50625	Employee Relations	-568	-850	-985	282	33%	416	42%	-1,300
0	0	0	0	0%	0	0%	50630	Uniforms	-52	-200	-86	148	74%	34	40%	-400
0	0	-248	0	0%	248	100%	51080	Seminars & Conferences	-878	-1,200	-248	322	27%	-630	-254%	-1,900

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Accounting (030)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-381	-1,700	-300	1,319	78%	-81	-27%	-2,700
-27	-175	-771	148	85%	745	97%		<b>Total Staff Expense</b>	<b>-2,214</b>	<b>-4,550</b>	<b>-1,897</b>	<b>2,336</b>	<b>51%</b>	<b>-317</b>	<b>-17%</b>	<b>-7,200</b>
-249	-480	-158	231	48%	-91	-57%	51090	Telephone	-1,633	-3,840	-1,334	2,207	57%	-300	-22%	-5,760
0	0	0	0	0%	0	0%	55005	Disposal Fees	0	0	0	0	0%	0	0%	-500
<b>-249</b>	<b>-480</b>	<b>-158</b>	<b>231</b>	<b>48%</b>	<b>-91</b>	<b>-57%</b>		<b>TOTAL UTILITIES</b>	<b>-1,633</b>	<b>-3,840</b>	<b>-1,334</b>	<b>2,207</b>	<b>57%</b>	<b>-300</b>	<b>-22%</b>	<b>-6,260</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-225	-235	-235	10	4%	10	4%	56530	Janitorial Services & Supplies	-1,800	-1,880	-1,880	80	4%	80	4%	-2,820
0	-40	0	40	100%	0	0%	56503	Printed Forms/Ticket Stock	-578	-1,440	-822	862	60%	244	30%	-2,000
0	0	0	0	0%	0	0%	51037	Computer Software	0	-200	-100	200	100%	100	100%	-500
0	0	0	0	0%	0	0%	51038	Computer Hardware	0	-400	0	400	100%	0	0%	-500
0	0	-231	0	0%	231	100%	51050	Furniture and Office Equip	0	-300	-609	300	100%	609	100%	-600
88	-250	106	338	135%	-18	-17%	51060	Office Supplies	-91	-2,200	-187	2,109	96%	96	51%	-3,400
0	0	-160	0	0%	160	100%	51061	Toner Cartridges	-2,013	-600	-1,708	-1,413	-236%	-305	-18%	-1,200
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-991</b>	<b>0</b>	<b>-1,068</b>	<b>-991</b>	<b>0%</b>	<b>77</b>	<b>7%</b>	<b>0</b>
								<b>Repairs &amp; Maintenance</b>								
0	-17	0	17	100%	0	0%	54290	Other Building	0	-136	0	136	100%	0	0%	-200
<b>0</b>	<b>-17</b>	<b>0</b>	<b>17</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>R&amp;M Building</b>	<b>0</b>	<b>-136</b>	<b>0</b>	<b>136</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>-200</b>
0	0	0	0	0%	0	0%	54470	Office Equip R&M	0	-60	0	60	100%	0	0%	-160
-1,217	-1,163	-1,211	-54	-5%	-6	0%	54481	Computer Software Maint	-9,947	-9,506	-6,439	-441	-5%	-3,508	-54%	-14,360
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	0	-100	0	100	100%	0	0%	-200
<b>-1,217</b>	<b>-1,163</b>	<b>-1,211</b>	<b>-54</b>	<b>-5%</b>	<b>-6</b>	<b>0%</b>		<b>R&amp;M Equipment</b>	<b>-9,947</b>	<b>-9,666</b>	<b>-6,439</b>	<b>-281</b>	<b>-3%</b>	<b>-3,508</b>	<b>-54%</b>	<b>-14,720</b>
<b>-1,217</b>	<b>-1,180</b>	<b>-1,211</b>	<b>-37</b>	<b>-3%</b>	<b>-6</b>	<b>0%</b>		<b>R&amp;M subtotal</b>	<b>-9,947</b>	<b>-9,802</b>	<b>-6,439</b>	<b>-145</b>	<b>-1%</b>	<b>-3,508</b>	<b>-54%</b>	<b>-14,920</b>
<b>-1,354</b>	<b>-1,705</b>	<b>-1,731</b>	<b>351</b>	<b>21%</b>	<b>377</b>	<b>22%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-15,421</b>	<b>-16,822</b>	<b>-12,814</b>	<b>1,401</b>	<b>8%</b>	<b>-2,608</b>	<b>-20%</b>	<b>-25,940</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	-25	0	25	100%	0	0%	52015	Consulting Expense	0	-200	0	200	100%	0	0%	-300
-133	-50	-82	-83	-166%	-51	-62%	51020	Dues & Subscriptions	-1,131	-700	-834	-431	-62%	-297	-36%	-1,000
-6,046	-3,771	-4,437	-2,275	-60%	-1,609	-36%	51035	Licenses, Permits, Fees	-45,241	-22,586	-32,799	-22,655	-100%	-12,442	-38%	-35,150
-53	-20	0	-33	-165%	-53	0%	51096	Mileage Reimbursement	-238	-160	-235	-78	-49%	-4	-2%	-250
-580	-200	-211	-380	-190%	-369	-175%	51065	Postage - General	-2,473	-1,600	-1,218	-873	-55%	-1,255	-103%	-2,400
-71	-50	-185	-21	-42%	114	62%	52220	Credit Card Expense	-647	-300	-691	-347	-116%	44	6%	-500
-1	0	83	-1	0%	-84	-101%	52225	Over/Short	-5	0	74	-5	0%	-79	-107%	0
<b>-6,884</b>	<b>-4,116</b>	<b>-4,832</b>	<b>-2,768</b>	<b>-67%</b>	<b>-2,052</b>	<b>-42%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-49,735</b>	<b>-25,546</b>	<b>-35,703</b>	<b>-24,189</b>	<b>-95%</b>	<b>-14,032</b>	<b>-39%</b>	<b>-39,600</b>
<b>-8,513</b>	<b>-6,476</b>	<b>-7,492</b>	<b>-2,037</b>	<b>-31%</b>	<b>-1,021</b>	<b>-14%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-69,004</b>	<b>-50,758</b>	<b>-51,747</b>	<b>-18,246</b>	<b>-36%</b>	<b>-17,256</b>	<b>-33%</b>	<b>-79,000</b>
<b>-66,355</b>	<b>-68,997</b>	<b>-62,942</b>	<b>2,642</b>	<b>4%</b>	<b>-3,413</b>	<b>-5%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-565,169</b>	<b>-545,133</b>	<b>-523,505</b>	<b>-20,036</b>	<b>-4%</b>	<b>-41,663</b>	<b>-8%</b>	<b>-821,200</b>
<b>-65,819</b>	<b>-68,197</b>	<b>-62,187</b>	<b>2,378</b>	<b>3%</b>	<b>-3,632</b>	<b>-6%</b>		<b>NORBO (before AO)</b>	<b>-561,561</b>	<b>-540,733</b>	<b>-519,491</b>	<b>-20,828</b>	<b>-4%</b>	<b>-42,070</b>	<b>-8%</b>	<b>-815,200</b>
68,197	68,197	0	0	0%	68,197	0%	59025	ALLOCATED OVERHEAD (AO)	540,733	540,733	0	0	0%	540,733	0%	815,200
<b>2,378</b>	<b>0</b>	<b>-62,187</b>	<b>2,378</b>	<b>0%</b>	<b>64,565</b>	<b>104%</b>		<b>NOR (after AO)</b>	<b>-20,828</b>	<b>0</b>	<b>-519,491</b>	<b>-20,828</b>	<b>0%</b>	<b>498,663</b>	<b>96%</b>	<b>0</b>
1,842	-800	-62,942	2,642	330%	64,784	103%		T O C post AO	-24,436	-4,400	-523,505	-20,036	-455%	499,070	95%	-6,000
<b>-66,355</b>	<b>-68,997</b>	<b>-62,942</b>	<b>2,642</b>	<b>4%</b>	<b>-3,413</b>	<b>-5%</b>		<b>T O C pre AO</b>	<b>-565,169</b>	<b>-545,133</b>	<b>-523,505</b>	<b>-20,036</b>	<b>-4%</b>	<b>-41,663</b>	<b>-8%</b>	<b>-821,200</b>
29.1%	-100.0%	-01.2%	129.1%	129.1%	30.3%	2523.6%		REV to TOC (CRR%)	-14.8%	-100.0%	-00.8%	85.2%	85.2%	-14.0%	-1825.4%	-100.0%
2,378	0	-62,187	2,378	0%	64,565	104%		<b>NOR AFTER Assessment Reven</b>	<b>-20,828</b>	<b>0</b>	<b>-519,491</b>	<b>-20,828</b>	<b>0%</b>	<b>498,663</b>	<b>96%</b>	<b>0</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Human Resources (035)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
<b>COST OF GOODS SOLD (COGS)</b>															
<b>PAYROLL</b>															
<b>SALARIES &amp; WAGES</b>															
-15,662	-15,085	-15,307	-577	-4%	-355	-2%	5110...	-153,593	-120,677	-116,742	-32,916	-27%	-36,851	-32%	-181,000
0	-3,151	-3,306	3,151	100%	3,306	100%	5122...	-4,931	-26,615	-25,774	21,684	81%	20,843	81%	-40,600
0	0	0	0	0%	0	0%	51227	-137	0	-684	-137	0%	547	80%	0
<b>-15,662</b>	<b>-18,236</b>	<b>-18,613</b>	<b>2,574</b>	<b>14%</b>	<b>2,951</b>	<b>16%</b>		<b>-158,661</b>	<b>-147,292</b>	<b>-143,200</b>	<b>-11,369</b>	<b>-8%</b>	<b>-15,461</b>	<b>-11%</b>	<b>-221,600</b>
-15,662	-15,085	-15,307	-577	-4%	-355	-2%		-153,593	-120,677	-116,742	-32,916	-27%	-36,851	-32%	-181,000
0	-3,151	-3,306	3,151	100%	3,306	100%		-5,068	-26,615	-26,458	21,547	81%	21,390	81%	-40,600
0	-3,151	-3,306	3,151	100%	3,306	100%		-5,068	-26,615	-26,458	21,547	81%	21,390	81%	-40,600
-665	0	-662	-665	0%	-3	0%	51108	-4,569	0	274	-4,569	0%	-4,843	-1766%	14
0	0	-213	0	0%	213	100%	51228	3,133	0	-838	3,133	0%	3,972	474%	0
-665	0	-875	-665	0%	210	24%		-1,436	0	-564	-1,436	0%	-872	-155%	14
0.0	0.0	-1.0	0.0	0.0	1.0	1.0		-3.4	0.0	-66.6	-3.4	0.0	63.1	0.9	0.0
0.0	-184.0	-183.3	184.0	1.0	183.3	1.0		-297.8	-1501.6	-1448.4	1203.8	0.8	1150.7	0.8	-2271.6
0.00	17.13	16.88	-17.13	-1.00	-16.88	-1.00		27.55	17.73	17.69	9.82	0.55	9.86	0.56	17.87
<b>PAYROLL BURDEN</b>															
-1,100	-1,810	-1,399	710	39%	299	21%	5130...	-13,205	-15,480	-12,305	2,275	15%	-900	-7%	-23,240
-65	-570	-85	505	89%	21	24%	5130...	-555	-4,800	-684	4,245	88%	129	19%	-7,260
-1,456	-2,609	-2,114	1,153	44%	657	31%	5130...	-17,499	-20,872	-17,883	3,373	16%	384	2%	-31,300
0	-217	-50	217	100%	50	100%	5130...	-100	-1,736	-400	1,636	94%	300	75%	-2,600
<b>-2,621</b>	<b>-5,206</b>	<b>-3,648</b>	<b>2,585</b>	<b>50%</b>	<b>1,027</b>	<b>28%</b>		<b>-31,359</b>	<b>-42,888</b>	<b>-31,272</b>	<b>11,529</b>	<b>27%</b>	<b>-87</b>	<b>0%</b>	<b>-64,400</b>
-2,662	-3,469	-2,663	807	23%	1	0%	(513...	-24,465	-28,462	-22,623	3,997	14%	-1,842	-8%	-42,500
40	-1,737	-985	1,777	102%	1,025	104%	(514...	-6,894	-14,426	-8,649	7,532	52%	1,755	20%	-21,900
<b>16.7%</b>	<b>28.5%</b>	<b>19.6%</b>	<b>-11.8%</b>	<b>-41.4%</b>	<b>-02.9%</b>	<b>-14.6%</b>		<b>19.8%</b>	<b>29.1%</b>	<b>21.8%</b>	<b>-09.4%</b>	<b>-32.1%</b>	<b>-02.1%</b>	<b>-09.5%</b>	<b>29.1%</b>
17.0%	23.0%	17.4%	-06.0%	-26.1%	-00.4%	-02.3%		15.9%	23.6%	19.4%	-07.7%	-32.5%	-03.5%	-17.8%	23.5%
00.0%	55.1%	29.8%	-55.1%	-100.0%	-29.8%	-100.0%		136.0%	54.2%	32.7%	81.8%	150.9%	103.3%	316.1%	53.9%
00.0%	55.1%	29.8%	-55.1%	-100.0%	-29.8%	-100.0%		136.0%	54.2%	32.7%	81.8%	150.9%	103.3%	316.1%	53.9%
<b>-18,284</b>	<b>-23,442</b>	<b>-22,261</b>	<b>5,158</b>	<b>22%</b>	<b>3,978</b>	<b>18%</b>		<b>-190,020</b>	<b>-190,180</b>	<b>-174,472</b>	<b>160</b>	<b>0%</b>	<b>-15,548</b>	<b>-9%</b>	<b>-286,000</b>
<b>16.7%</b>	<b>28.5%</b>	<b>19.6%</b>	<b>-11.8%</b>	<b>-41.4%</b>	<b>-2.9%</b>	<b>-14.6%</b>		<b>19.8%</b>	<b>29.1%</b>	<b>21.8%</b>	<b>-9.4%</b>	<b>-32.1%</b>	<b>-2.1%</b>	<b>-9.5%</b>	<b>29.1%</b>
7.0%	9.9%	7.5%	-2.9%	-29.2%	-0.5%	-6.5%		8.3%	10.5%	8.6%	-2.2%	-20.8%	-0.3%	-3.1%	10.5%
0.4%	3.1%	0.5%	-2.7%	-86.8%	0.0%	-9.8%		0.3%	3.3%	0.5%	-2.9%	-89.3%	-0.1%	-26.7%	3.3%
9.3%	14.3%	11.4%	-5.0%	-35.0%	-2.1%	-18.1%		11.0%	14.2%	12.5%	-3.1%	-22.2%	-1.5%	-11.7%	14.1%
0.0%	1.2%	0.3%	-1.2%	-100.0%	-0.3%	-100.0%		0.1%	1.2%	0.3%	-1.1%	-94.7%	-0.2%	-77.4%	1.2%
<b>OPERATING EXPENSES (OE)</b>															
-1,208	-400	-1,100	-808	-202%	-108	-10%	50615	-7,997	-4,900	-9,709	-3,097	-63%	1,711	18%	-9,100
0	-500	0	500	100%	0	0%	50620	-2,698	-8,000	-120	5,302	66%	-2,578	-2144%	-12,000
-3,216	-500	-224	-2,716	-543%	-2,992	-1334%	50625	-14,356	-4,000	-4,768	-10,356	-259%	-9,588	-201%	-22,000
-980	-1,300	-562	320	25%	-419	-75%	50626	-8,531	-13,700	-15,186	5,169	38%	6,655	44%	-22,400
-370	-600	-370	230	38%	0	0%	50627	-2,961	-4,600	-5,238	1,639	36%	2,277	43%	-6,600
-2,359	-1,500	-2,101	-859	-57%	-258	-12%	50628	-23,658	-16,800	-22,375	-6,858	-41%	-1,283	-6%	-33,200
0	-50	-151	50	100%	151	100%	50630	-140	-450	-1,418	310	69%	1,277	90%	-1,800
-40	-250	0	210	84%	-40	0%	51080	-40	-750	0	710	95%	-40	0%	-1,000
0	-50	0	50	100%	0	0%	51095	-85	-800	-177	715	89%	92	52%	-1,000
<b>-8,173</b>	<b>-5,150</b>	<b>-4,508</b>	<b>-3,023</b>	<b>-59%</b>	<b>-3,665</b>	<b>-81%</b>		<b>-60,467</b>	<b>-54,000</b>	<b>-58,989</b>	<b>-6,467</b>	<b>-12%</b>	<b>-1,477</b>	<b>-3%</b>	<b>-109,100</b>
-100	-90	-40	-10	-11%	-60	-150%	51090	-660	-720	-350	60	8%	-310	-89%	-1,080
<b>-100</b>	<b>-90</b>	<b>-40</b>	<b>-10</b>	<b>-11%</b>	<b>-60</b>	<b>-150%</b>		<b>-660</b>	<b>-720</b>	<b>-350</b>	<b>60</b>	<b>8%</b>	<b>-310</b>	<b>-89%</b>	<b>-1,080</b>
<b>TOTAL UTILITIES</b>															
<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>															
-225	-240	-240	15	6%	15	6%	56530	-1,800	-1,920	-1,920	120	6%	120	6%	-2,880
0	0	-1,440	0	0%	1,440	100%	50201	0	0	-1,620	0	0%	1,620	100%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Human Resources (035)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-100	0	100	100%	0	0%	-200
-119	-100	-81	-19	-19%	-38	-46%	51060	Office Supplies	-1,583	-800	-1,464	-783	-98%	-119	-8%	-1,200
0	-100	0	100	100%	0	0%	51061	Toner Cartridges	-394	-800	-216	406	51%	-177	-82%	-1,200
-1,265	-800	-827	-465	-58%	-438	-53%	56545	Safety Equipment	-4,608	-3,700	-2,522	-908	-25%	-2,086	-83%	-6,000
0	0	-38	0	0%	38	100%	51025	Entertainment	0	0	-38	0	0%	38	100%	0
0	0	0	0	0%	0	0%	54210	<b>Repairs &amp; Maintenance</b> General/PM	0	0	-18	0	0%	18	100%	0
0	0	0	0	0%	0	0%	54290	Other Building	0	-120	0	120	100%	0	0%	-180
0	0	0	0	0%	0	0%		<b>R&amp;M Building</b>	0	-120	-18	120	100%	18	100%	-180
0	0	0	0	0%	0	0%	54470	Office Equip R&M	0	-60	0	60	100%	0	0%	-160
0	0	0	0	0%	0	0%		<b>R&amp;M Equipment</b>	0	-60	0	60	100%	0	0%	-160
0	0	0	0	0%	0	0%		<b>R&amp;M subtotal</b>	0	-180	-18	180	100%	18	100%	-340
<b>-1,609</b>	<b>-1,240</b>	<b>-2,626</b>	<b>-369</b>	<b>-30%</b>	<b>1,017</b>	<b>39%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-8,384</b>	<b>-7,500</b>	<b>-7,798</b>	<b>-884</b>	<b>-12%</b>	<b>-586</b>	<b>-8%</b>	<b>-11,820</b>
0	0	0	0	0%	0	0%		<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	-100	0	100	100%	0	0%	55540	Resort Advertising	-575	0	0	-575	0%	-575	0%	0
-26	-100	-9	74	74%	-17	-190%	51020	Dues & Subscriptions	-1,896	-900	-2,175	-996	-111%	279	13%	-2,400
0	0	0	0	0%	0	0%	51035	Licenses, Permits, Fees	-385	-500	-134	115	23%	-251	-188%	-1,600
-6	-40	-9	34	85%	3	33%	51096	Mileage Reimbursement	0	0	-54	0	0%	54	100%	0
0	0	0	0	0%	0	0%	51065	Postage - General	-229	-260	-74	31	12%	-154	-207%	-400
-32	-240	-18	208	87%	-14	-79%	51547	Printing - Other	-62	0	0	-62	0%	-62	0%	0
<b>-9,914</b>	<b>-6,720</b>	<b>-7,192</b>	<b>-3,194</b>	<b>-48%</b>	<b>-2,722</b>	<b>-38%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-3,147</b>	<b>-1,660</b>	<b>-2,437</b>	<b>-1,487</b>	<b>-90%</b>	<b>-710</b>	<b>-29%</b>	<b>-4,400</b>
<b>-28,198</b>	<b>-30,162</b>	<b>-29,453</b>	<b>1,964</b>	<b>7%</b>	<b>1,256</b>	<b>4%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-72,657</b>	<b>-63,880</b>	<b>-69,574</b>	<b>-8,777</b>	<b>-14%</b>	<b>-3,084</b>	<b>-4%</b>	<b>-126,400</b>
<b>-28,198</b>	<b>-30,162</b>	<b>-29,453</b>	<b>1,964</b>	<b>7%</b>	<b>1,256</b>	<b>4%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-262,678</b>	<b>-254,060</b>	<b>-244,046</b>	<b>-8,618</b>	<b>-3%</b>	<b>-18,632</b>	<b>-8%</b>	<b>-412,400</b>
<b>-28,198</b>	<b>-30,162</b>	<b>-29,453</b>	<b>1,964</b>	<b>7%</b>	<b>1,256</b>	<b>4%</b>		<b>NORBO (before AO)</b>	<b>-262,678</b>	<b>-254,060</b>	<b>-244,046</b>	<b>-8,618</b>	<b>-3%</b>	<b>-18,632</b>	<b>-8%</b>	<b>-412,400</b>
30,162	30,162	0	0	0%	30,162	0%	59025	ALLOCATED OVERHEAD (AO)	254,060	254,060	0	0	0%	254,060	0%	412,400
<b>1,964</b>	<b>0</b>	<b>-29,453</b>	<b>1,964</b>	<b>0%</b>	<b>31,418</b>	<b>107%</b>		<b>NOR (after AO)</b>	<b>-8,618</b>	<b>0</b>	<b>-244,046</b>	<b>-8,618</b>	<b>0%</b>	<b>235,428</b>	<b>96%</b>	<b>0</b>
1,964	0	-29,453	1,964	0%	31,418	107%		T O C post AO	-8,618	0	-244,046	-8,618	0%	235,428	96%	0
-28,198	-30,162	-29,453	1,964	7%	1,256	4%		T O C pre AO	-262,678	-254,060	-244,046	-8,618	-3%	-18,632	-8%	-412,400
1,964	0	-29,453	1,964	0%	31,418	107%		NOR AFTER Assessment Reven	-8,618	0	-244,046	-8,618	0%	235,428	96%	0

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Facility Administration (165)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
<b>Revenue</b>																
<b>COST OF GOODS SOLD (COGS)</b>																
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-24,016	-39,079	-32,656	15,063	39%	8,640	26%	5110...	-301,984	-312,623	-268,524	10,639	3%	-33,460	-12%	-468,900	
-6,282	-4,422	-8,322	-1,860	-42%	2,040	25%	5122...	-32,674	-34,413	-70,063	1,739	5%	37,389	53%	-51,900	
-1,366	0	0	-1,366	0%	-1,366	0%	5124...	-3,716	0	0	-3,716	0%	-3,716	0%	0	
0	0	0	0	0%	0	0%	5122...	0	0	-800	0	0%	800	100%	0	
-137	0	0	-137	0%	-137	0%	51227	-274	0	-547	-274	0%	274	50%	0	
23,500	23,500	22,750	0	0%	750	3%	51299	188,000	188,000	182,000	0	0%	6,000	3%	282,000	
<b>-8,301</b>	<b>-20,001</b>	<b>-18,228</b>	<b>11,700</b>	<b>58%</b>	<b>9,927</b>	<b>54%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-150,648</b>	<b>-159,036</b>	<b>-157,935</b>	<b>8,388</b>	<b>5%</b>	<b>7,287</b>	<b>5%</b>	<b>-238,800</b>
-516	-15,579	-9,906	15,063	97%	9,390	95%		Salaries sub-total	-113,984	-124,623	-86,524	10,639	9%	-27,460	-32%	-186,900
-7,785	-4,422	-8,322	-3,363	-76%	537	6%		Wage sub-total	-36,664	-34,413	-71,411	-2,251	-7%	34,747	49%	-51,900
-6,419	-4,422	-8,322	-1,997	-45%	1,903	23%		Wage-FTR subsubtotal	-32,948	-34,413	-71,411	1,465	4%	38,463	54%	-51,900
-1,366	0	0	-1,366	0%	-1,366	0%		Wage-Seasonal subsubto	-3,716	0	0	-3,716	0%	-3,716	0%	0
2,579	0	617	2,579	0%	1,962	318%	51108	PTO net\$ accrual, in Salaries	9,852	0	-2,342	9,852	0%	12,194	521%	30
-271	0	-207	-271	0%	-64	-31%	51228	PTO net\$ accrual, in Wages FTR	-1,069	0	524	-1,069	0%	-1,592	-304%	0
2,308	0	409	2,308	0%	1,899	464%		PTO net accrual, in PD Total	8,784	0	-1,818	8,784	0%	10,602	583%	30
-18.5	0.0	-6.5	-18.5	0.0	-12.0	-1.8		Wage Overtime Hours	-79.7	0.0	-70.5	-79.7	0.0	-9.1	-0.1	0.0
-304.5	-180.4	-324.3	-124.1	-0.7	19.8	0.1		Wage Total Hours	-1346.5	-1408.3	-2728.1	61.8	0.0	1381.6	0.5	-2121.7
24.68	24.51	25.02	0.17	0.01	-0.34	-0.01		Wage ROP avg	26.44	24.44	26.37	2.00	0.08	0.07	0.00	24.46
<b>PAYROLL BURDEN</b>																
-2,412	-3,190	-3,147	778	24%	736	23%	5130...	Payroll Taxes	-26,286	-27,230	-26,880	944	3%	594	2%	-40,770
-608	-740	-1,210	132	18%	602	50%	5130...	Workers Compensation	-8,264	-9,920	-9,517	-2,344	-40%	1,254	13%	-9,030
-3,732	-4,342	-3,629	610	14%	-102	-3%	5130...	Group Insurance	-34,891	-34,736	-30,685	-155	0%	-4,207	-14%	-52,100
-599	-1,450	-859	851	59%	260	30%	5130...	Retirement Plan	-5,983	-11,600	-7,015	5,617	48%	1,033	15%	-17,400
3,584	3,584	3,500	0	0%	84	2%	51499	Capitalized Payroll Burden	28,672	28,672	28,000	0	0%	672	2%	43,000
<b>-3,766</b>	<b>-6,138</b>	<b>-5,345</b>	<b>2,372</b>	<b>39%</b>	<b>1,579</b>	<b>30%</b>		<b>PAYROLL BURDEN Total</b>	<b>-46,751</b>	<b>-50,814</b>	<b>-46,097</b>	<b>4,063</b>	<b>8%</b>	<b>-655</b>	<b>-1%</b>	<b>-76,300</b>
-5,760	-8,368	-6,546	2,608	31%	786	12%	(513...	subtotal, Burden-Salary	-64,042	-68,524	-53,701	4,482	7%	-10,341	-19%	-102,900
-1,442	-1,354	-2,299	-88	-7%	857	37%	(514...	subtotal, Burden-Wage-FTR	-9,357	-10,962	-20,395	1,605	15%	11,038	54%	-16,400
-149	0	0	-149	0%	-149	0%	(514...	subtotal, Burden-Wage-Seasonal	-2,025	0	0	-2,025	0%	-2,025	0%	0
<b>45.4%</b>	<b>30.7%</b>	<b>29.3%</b>	<b>14.7%</b>	<b>47.8%</b>	<b>16.0%</b>	<b>54.7%</b>		<b>Burden % - on all Payroll</b>	<b>31.0%</b>	<b>32.0%</b>	<b>29.2%</b>	<b>-0.9%</b>	<b>-02.9%</b>	<b>01.8%</b>	<b>06.3%</b>	<b>32.0%</b>
1116.7%	53.7%	66.1%	1063.0%	1979.0%	1050.6%	1589.9%		Burden % - Salary	56.2%	55.0%	62.1%	01.2%	02.2%	-05.9%	-09.5%	55.1%
22.5%	30.6%	27.6%	-08.2%	-26.6%	-05.2%	-18.7%		Burden % - Wage-FTR	28.4%	31.9%	28.6%	-03.5%	-10.8%	-00.2%	-00.6%	31.6%
10.9%	00.0%	00.0%	10.9%	00.0%	10.9%	00.0%		Burden % - Wage-Season	54.5%	00.0%	00.0%	54.5%	00.0%	54.5%	00.0%	00.0%
20.4%	30.6%	27.6%	-10.2%	-33.3%	-07.2%	-26.0%		Burden % - Wage-FTR&Se	31.0%	31.9%	28.6%	-00.8%	-02.5%	02.5%	08.7%	31.6%
<b>-12,068</b>	<b>-26,139</b>	<b>-23,573</b>	<b>14,071</b>	<b>54%</b>	<b>11,506</b>	<b>49%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-197,399</b>	<b>-209,850</b>	<b>-204,031</b>	<b>12,451</b>	<b>6%</b>	<b>6,632</b>	<b>3%</b>	<b>-315,100</b>
<b>45.4%</b>	<b>30.7%</b>	<b>29.3%</b>	<b>14.7%</b>	<b>47.8%</b>	<b>16.0%</b>	<b>54.7%</b>		<b>Burden % TL</b>	<b>31.0%</b>	<b>32.0%</b>	<b>29.2%</b>	<b>-0.9%</b>	<b>-2.9%</b>	<b>1.8%</b>	<b>6.3%</b>	<b>32.0%</b>
29.1%	15.9%	17.3%	13.1%	82.1%	11.8%	68.3%		Payroll Taxes %	17.4%	17.1%	17.0%	0.3%	1.9%	0.4%	2.5%	17.1%
7.3%	3.7%	6.6%	3.6%	98.1%	0.7%	10.4%		Workers Comp %	5.5%	3.7%	6.0%	1.8%	47.4%	-0.5%	-9.0%	3.8%
45.0%	21.7%	19.9%	23.2%	107.1%	25.0%	125.8%		Group Insurance %	23.2%	21.8%	19.4%	1.3%	6.0%	3.7%	19.2%	21.8%
7.2%	7.2%	4.7%	0.0%	-0.5%	2.5%	53.1%		Retirement %	4.0%	7.3%	4.4%	-3.3%	-45.6%	-0.5%	-10.6%	7.3%
-43.2%	-17.9%	-19.2%	-25.3%	-140.9%	-24.0%	-124.9%		Capz PB %	-19.0%	-18.0%	-17.7%	-1.0%	-5.6%	-1.3%	-7.4%	-18.0%
<b>OPERATING EXPENSES (OE)</b>																
0	0	-49	0	0%	49	100%	50620	Employee Dev/Training	-1,113	-1,000	-787	-113	-11%	-326	-41%	-2,000
-66	-20	-52	-46	-231%	-15	-29%	50625	Employee Relations	-650	-390	-667	-260	-67%	16	2%	-700
0	0	-145	0	0%	145	100%	50630	Uniforms	-435	-250	-340	-185	-74%	-95	-28%	-500
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-862	-1,000	-1,495	138	14%	633	42%	-1,500
0	0	0	0	0%	0	0%	51095	Travel/Meeting Expense	-2,175	-600	-3,351	-1,575	-263%	1,176	35%	-1,200
<b>-66</b>	<b>-20</b>	<b>-245</b>	<b>-46</b>	<b>-231%</b>	<b>179</b>	<b>73%</b>		<b>Total Staff Expense</b>	<b>-5,236</b>	<b>-3,240</b>	<b>-6,640</b>	<b>-1,996</b>	<b>-62%</b>	<b>1,404</b>	<b>21%</b>	<b>-5,900</b>
-328	-350	-327	22	6%	0	0%	51090	Telephone	-2,697	-2,800	-2,592	103	4%	-105	-4%	-4,200

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Facility Administration (165)

August 2019

Year-to-Date August 2019

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
0	-50	0	50	100%	0	0%	(530...	Fuel & Oil	-198	-400	-282	202	51%	84	30%	-600
-328	-400	-327	72	18%	0	0%		<b>TOTAL UTILITIES</b>	<b>-2,894</b>	<b>-3,200</b>	<b>-2,874</b>	<b>306</b>	<b>10%</b>	<b>-21</b>	<b>-1%</b>	<b>-4,800</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	51037	Computer Software	-695	0	0	-695	0%	-695	0%	0
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-200	-244	200	100%	244	100%	-300
-156	-100	-56	-56	-56%	-100	-178%	51060	Office Supplies	-1,340	-800	-788	-540	-68%	-552	-70%	-1,200
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-35	0	-19	-35	0%	-16	-87%	0
0	0	0	0	0%	0	0%	53530	Signs	0	0	-300	0	0%	300	100%	0
0	-20	0	20	100%	0	0%	56501	Operating Supplies	0	-180	-432	180	100%	432	100%	-260
0	0	0	0	0%	0	0%	56540	Small Tools & Equipment	0	-50	-114	50	100%	114	100%	-100
0	0	0	0	0%	0	0%	56545	Safety Equipment	-380	0	0	-380	0%	-380	0%	0
								<b>Repairs &amp; Maintenance</b>								
0	0	0	0	0%	0	0%	54210	General/PM	-47	0	-343	-47	0%	296	86%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-269	0	0	-269	0%	-269	0%	0
0	0	0	0	0%	0	0%		<b>R&amp;M Building</b>	<b>-316</b>	<b>0</b>	<b>-343</b>	<b>-316</b>	<b>0%</b>	<b>27</b>	<b>8%</b>	<b>0</b>
0	-70	-504	70	100%	504	100%	54448	Rolling, Car/Truck/Bus/Van	-603	-560	-1,662	-43	-8%	1,059	64%	-840
0	-70	-504	70	100%	504	100%		<b>R&amp;M Equipment</b>	<b>-603</b>	<b>-560</b>	<b>-1,662</b>	<b>-43</b>	<b>-8%</b>	<b>1,059</b>	<b>64%</b>	<b>-840</b>
0	-70	-504	70	100%	504	100%		<b>R&amp;M subtotal</b>	<b>-918</b>	<b>-560</b>	<b>-2,005</b>	<b>-358</b>	<b>-64%</b>	<b>1,086</b>	<b>54%</b>	<b>-840</b>
-156	-190	-560	34	18%	405	72%		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-3,369</b>	<b>-1,790</b>	<b>-3,903</b>	<b>-1,579</b>	<b>-88%</b>	<b>534</b>	<b>14%</b>	<b>-2,700</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	-750	0	750	100%	0	0%	52015	Consulting Expense	0	-6,000	0	6,000	100%	0	0%	-9,000
0	0	0	0	0%	0	0%	52030	Legal Services	0	0	-812	0	0%	812	100%	0
0	0	0	0	0%	0	0%	51070	Public Relations	-100	0	0	-100	0%	-100	0%	0
0	-100	0	100	100%	0	0%	51020	Dues & Subscriptions	-442	-800	-565	358	45%	123	22%	-1,200
-1	0	0	-1	0%	-1	0%	51035	Licenses, Permits, Fees	-624	-100	-377	-524	-524%	-247	-66%	-200
-325	-30	0	-295	-985%	-325	0%	51096	Mileage Reimbursement	-1,360	-240	-485	-1,120	-467%	-875	-180%	-400
-25	-50	0	25	49%	-25	-5302%	51065	Postage - General	-28	-400	-33	372	93%	5	15%	-600
0	0	0	0	0%	0	0%	51547	Printing - Other	-29	0	0	-29	0%	-29	0%	0
-352	-930	0	578	62%	-351	-74743%		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-2,582</b>	<b>-7,540</b>	<b>-2,272</b>	<b>4,958</b>	<b>66%</b>	<b>-311</b>	<b>-14%</b>	<b>-11,400</b>
-901	-1,540	-1,133	639	41%	232	20%		<b>TOTAL OPERATING EXPENSES</b>	<b>-14,081</b>	<b>-15,770</b>	<b>-15,688</b>	<b>1,689</b>	<b>11%</b>	<b>1,607</b>	<b>10%</b>	<b>-24,800</b>
-12,969	-27,679	-24,707	14,710	53%	11,738	48%		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-211,480</b>	<b>-225,620</b>	<b>-219,720</b>	<b>14,140</b>	<b>6%</b>	<b>8,239</b>	<b>4%</b>	<b>-339,900</b>
-12,969	-27,679	-24,707	14,710	53%	11,738	48%		<b>NORBO (before AO)</b>	<b>-211,480</b>	<b>-225,620</b>	<b>-219,720</b>	<b>14,140</b>	<b>6%</b>	<b>8,239</b>	<b>4%</b>	<b>-339,900</b>
27,679	27,679	0	0	0%	27,679	0%	59025	ALLOCATED OVERHEAD (AO)	225,620	225,620	0	0	0%	225,620	0%	339,900
14,710	0	-24,707	14,710	0%	39,417	160%		<b>NOR (after AO)</b>	<b>14,140</b>	<b>0</b>	<b>-219,720</b>	<b>14,140</b>	<b>0%</b>	<b>233,859</b>	<b>106%</b>	<b>0</b>
14,710	0	-24,707	14,710	0%	39,417	160%		T O C post AO	14,140	0	-219,720	14,140	0%	233,859	106%	0
-12,969	-27,679	-24,707	14,710	53%	11,738	48%		T O C pre AO	-211,480	-225,620	-219,720	14,140	6%	8,239	4%	-339,900
14,710	0	-24,707	14,710	0%	39,417	160%		NOR AFTER Assessment Reven	14,140	0	-219,720	14,140	0%	233,859	106%	0



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Forestry (050)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>																
650	1,000	1,000	-350	-35%	-350	-35%	36015	Sales - Firewood	4,020	3,000	2,775	1,020	34%	1,245	45%	5,000
0	0	0	0	0%	0	0%	36016	Sales - Timber	0	0	16,793	0	0%	-16,793	-100%	0
11,088	0	0	11,088	0%	11,088	0%	36017	Sales - Chips	11,088	0	0	11,088	0%	11,088	0%	0
<b>11,738</b>	<b>1,000</b>	<b>1,000</b>	<b>10,738</b>	<b>1074%</b>	<b>10,738</b>	<b>1074%</b>		<b>Total Retail Product Reven</b>	<b>15,108</b>	<b>3,000</b>	<b>19,568</b>	<b>12,108</b>	<b>404%</b>	<b>-4,460</b>	<b>-23%</b>	<b>5,000</b>
6,075	5,200	0	875	17%	6,075	0%	34050	Transfer Fees	29,160	30,600	0	-1,440	-5%	29,160	0%	51,000
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	-1	0	0	-1	0%	-1	0%	0
<b>6,075</b>	<b>5,200</b>	<b>0</b>	<b>875</b>	<b>17%</b>	<b>6,075</b>	<b>0%</b>		<b>Total Other Revenue</b>	<b>29,160</b>	<b>30,600</b>	<b>0</b>	<b>-1,441</b>	<b>-5%</b>	<b>29,160</b>	<b>0%</b>	<b>51,000</b>
<b>17,813</b>	<b>6,200</b>	<b>1,000</b>	<b>11,613</b>	<b>187%</b>	<b>16,813</b>	<b>1681%</b>		<b>GROSS REVENUE (GREV)</b>	<b>44,268</b>	<b>33,600</b>	<b>19,568</b>	<b>10,668</b>	<b>32%</b>	<b>24,700</b>	<b>126%</b>	<b>56,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
<b>17,813</b>	<b>6,200</b>	<b>1,000</b>	<b>11,613</b>	<b>187%</b>	<b>16,813</b>	<b>1681%</b>		<b>Gross Margin (GREV-COG)</b>	<b>44,268</b>	<b>33,600</b>	<b>19,568</b>	<b>10,668</b>	<b>32%</b>	<b>24,700</b>	<b>126%</b>	<b>56,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-13,455	-14,240	-14,546	785	6%	1,091	7%	5110...	Salaries - Exempt - Regular & Ot	-116,452	-113,917	-114,470	-2,535	-2%	-1,982	-2%	-170,900
-5,738	-3,680	0	-2,058	-56%	-5,738	0%	5122...	Wages - FTRregular	-19,469	-27,840	0	8,371	30%	-19,469	0%	-41,600
-51,558	-52,227	-49,216	669	1%	-2,342	-5%	5124...	Wages - Seasonal	-212,595	-220,768	-205,552	8,173	4%	-7,043	-3%	-384,900
-274	0	0	-274	0%	-274	0%	51247	Incentive Program, Seasonal, N	-547	0	-109	-547	0%	-438	-400%	0
<b>-71,025</b>	<b>-70,147</b>	<b>-63,763</b>	<b>-878</b>	<b>-1%</b>	<b>-7,263</b>	<b>-11%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-349,064</b>	<b>-362,525</b>	<b>-320,132</b>	<b>13,461</b>	<b>4%</b>	<b>-28,932</b>	<b>-9%</b>	<b>-597,400</b>
-13,455	-14,240	-14,546	785	6%	1,091	7%		Salaries sub-total	-116,452	-113,917	-114,470	-2,535	-2%	-1,982	-2%	-170,900
-57,570	-55,907	-49,216	-1,663	-3%	-8,354	-17%		Wage sub-total	-232,611	-248,608	-205,661	15,997	6%	-26,950	-13%	-426,500
-5,738	-3,680	0	-2,058	-56%	-5,738	0%		Wage-FTR subsubtotal	-19,469	-27,840	0	8,371	30%	-19,469	0%	-41,600
-51,832	-52,227	-49,216	395	1%	-2,616	-5%		Wage-Seasonal subsubto	-213,142	-220,768	-205,661	7,626	3%	-7,481	-4%	-384,900
-398.7%	-1131.4%	-6376.3%	732.7%	64.8%	5977.5%	93.7%		PayrollDirect %ofRevenue	-788.5%	-1078.9%	-1636.0%	290.4%	26.9%	847.5%	51.8%	-1066.8%
831	0	-721	831	0%	1,552	215%	51108	PTO net\$ accrual, in Salaries	-2,162	0	-3,870	-2,162	0%	1,708	44%	-26
-388	0	0	-388	0%	-388	0%	51228	PTO net\$ accrual, in Wages FTR	-1,165	0	0	-1,165	0%	-1,165	0%	0
443	0	-721	443	0%	1,164	161%		PTO net accrual, in PD Total	-3,327	0	-3,870	-3,327	0%	543	14%	-26
-195.2	0.0	-136.9	-195.2	0.0	-58.3	-0.4		Wage Overtime Hours	-631.8	0.0	-386.8	-631.8	0.0	-245.0	-0.6	0.0
-2884.7	-2992.0	-2720.7	107.3	0.0	-164.0	-0.1		Wage Total Hours	-11874.3	-13256.0	-11503.6	1381.7	0.1	-370.7	0.0	-22688.7
19.82	18.69	18.09	1.14	0.06	1.73	0.10		Wage ROP avg	19.49	18.75	17.88	0.74	0.04	1.61	0.09	18.80
<b>PAYROLL BURDEN</b>																
-6,366	-8,090	-5,959	1,724	21%	-407	-7%	5130...	Payroll Taxes	-36,006	-41,850	-36,094	5,844	14%	88	0%	-69,070
-3,170	-3,900	-3,570	730	19%	399	11%	5130...	Workers Compensation	-15,441	-19,840	-18,038	4,399	22%	2,597	14%	-33,230
-2,255	-2,609	-1,512	354	14%	-743	-49%	5130...	Group Insurance	-17,930	-20,872	-12,745	2,942	14%	-5,185	-41%	-31,300
-674	-667	-415	-7	-1%	-259	-62%	5130...	Retirement Plan	-4,361	-5,336	-3,447	975	18%	-914	-27%	-8,000
<b>-12,465</b>	<b>-15,266</b>	<b>-11,456</b>	<b>2,801</b>	<b>18%</b>	<b>-1,010</b>	<b>-9%</b>		<b>PAYROLL BURDEN Total</b>	<b>-73,738</b>	<b>-87,898</b>	<b>-70,323</b>	<b>14,160</b>	<b>16%</b>	<b>-3,415</b>	<b>-5%</b>	<b>-141,600</b>
-3,730	-4,339	-3,836	609	14%	106	3%	(513...	subtotal, Burden-Salary	-32,931	-35,372	-32,038	2,441	7%	-893	-3%	-53,100
-1,408	-1,577	0	169	11%	-1,408	0%	(514...	subtotal, Burden-Wage-FTR	-5,367	-12,546	0	7,179	57%	-5,367	0%	-18,790
-7,328	-9,350	-7,620	2,022	22%	292	4%	(514...	subtotal, Burden-Wage-Seasonal	-35,440	-39,980	-38,285	4,540	11%	2,845	7%	-69,710
<b>17.6%</b>	<b>21.8%</b>	<b>18.0%</b>	<b>-04.2%</b>	<b>-19.4%</b>	<b>-00.4%</b>	<b>-02.3%</b>		<b>Burden % - on all Payroll</b>	<b>21.1%</b>	<b>24.2%</b>	<b>22.0%</b>	<b>-03.1%</b>	<b>-12.9%</b>	<b>-00.8%</b>	<b>-03.8%</b>	<b>23.7%</b>
27.7%	30.5%	26.4%	-02.8%	-09.0%	01.3%	05.1%		Burden % - Salary	28.3%	31.1%	28.0%	-02.8%	-08.9%	00.3%	01.0%	31.1%
24.5%	42.9%	00.0%	-18.3%	-42.7%	24.5%	00.0%		Burden % - Wage-FTR	27.6%	45.1%	00.0%	-17.5%	-38.8%	27.6%	00.0%	45.2%
14.1%	17.9%	15.5%	-03.8%	-21.0%	-01.3%	-08.7%		Burden % - Wage-Season	16.6%	18.1%	18.6%	-01.5%	-08.2%	-02.0%	-10.7%	18.1%
15.2%	19.5%	15.5%	-04.4%	-22.4%	-00.3%	-02.0%		Burden % - Wage-FTR&Se	17.5%	21.1%	18.6%	-03.6%	-17.0%	-01.1%	-05.8%	20.8%
<b>-83,491</b>	<b>-85,413</b>	<b>-75,218</b>	<b>1,922</b>	<b>2%</b>	<b>-8,273</b>	<b>-11%</b>		<b>PAYROLL TOTAL (Direct&amp;Burde</b>	<b>-422,802</b>	<b>-450,423</b>	<b>-390,455</b>	<b>27,621</b>	<b>6%</b>	<b>-32,347</b>	<b>-8%</b>	<b>-739,000</b>
<b>17.6%</b>	<b>21.8%</b>	<b>18.0%</b>	<b>-4.2%</b>	<b>-19.4%</b>	<b>-0.4%</b>	<b>-2.3%</b>		<b>Burden % TL</b>	<b>21.1%</b>	<b>24.2%</b>	<b>22.0%</b>	<b>-3.1%</b>	<b>-12.9%</b>	<b>-0.8%</b>	<b>-3.8%</b>	<b>23.7%</b>
9.0%	11.5%	9.3%	-2.6%	-22.3%	-0.4%	-4.1%		Payroll Taxes %	10.3%	11.5%	11.3%	-1.2%	-10.6%	-1.0%	-8.5%	11.6%
4.5%	5.6%	5.6%	-1.1%	-19.7%	-1.1%	-20.3%		Workers Comp %	4.4%	5.5%	5.6%	-1.0%	-19.2%	-1.2%	-21.5%	5.6%
3.2%	3.7%	2.4%	-0.5%	-14.6%	0.8%	33.9%		Group Insurance %	5.1%	5.8%	4.0%	-0.6%	-10.8%	1.2%	29.0%	5.2%
0.9%	1.0%	0.7%	0.0%	-0.2%	0.3%	45.8%		Retirement %	1.2%	1.5%	1.1%	-0.2%	-15.1%	0.2%	16.0%	1.3%

**OPERATING EXPENSES (OE)**

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Forestry (050)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	0	0	0	0%	0	0%	50620	Employee Dev/Training	-1,315	0	-880	-1,315	0%	-435	-49%	0
0	-125	0	125	100%	0	0%	50625	Employee Relations	0	-325	0	325	100%	0	0%	-700
0	0	0	0	0%	0	0%	50630	Uniforms	-386	-700	-52	314	45%	-334	-644%	-700
0	0	0	0	0%	0	0%	51080	Seminars & Conferences	-690	-1,200	-10	510	43%	-680	-6800%	-1,200
0	-100	0	100	100%	0	0%	51095	Travel/Meeting Expense	-205	-900	-175	695	77%	-30	-17%	-1,000
<b>0</b>	<b>-225</b>	<b>0</b>	<b>225</b>	<b>100%</b>	<b>0</b>	<b>0%</b>		<b>Total Staff Expense</b>	<b>-2,596</b>	<b>-3,125</b>	<b>-1,117</b>	<b>529</b>	<b>17%</b>	<b>-1,479</b>	<b>-132%</b>	<b>-3,600</b>
-122	-80	-53	-42	-53%	-69	-129%	51090	Telephone	-509	-640	-478	131	21%	-30	-6%	-960
-128	-100	0	-28	-28%	-128	0%	55005	Disposal Fees	-939	-800	-621	-139	-17%	-317	-51%	-1,200
-148	-160	-183	12	7%	35	19%	5501...	Electricity	-1,593	-1,280	-1,401	-313	-24%	-192	-14%	-1,920
<b>-5,019</b>	<b>-6,000</b>	<b>-6,829</b>	<b>981</b>	<b>16%</b>	<b>1,809</b>	<b>26%</b>		<b>Fuel &amp; Oil</b>	<b>-16,226</b>	<b>-15,900</b>	<b>-15,062</b>	<b>-326</b>	<b>-2%</b>	<b>-1,165</b>	<b>-8%</b>	<b>-28,600</b>
0	-100	0	100	100%	0	0%	55027	Propane (LPG)	-1,583	-1,300	-1,173	-283	-22%	-410	-35%	-1,900
-138	-100	-210	-38	-38%	72	34%	5503...	Water - Building/Facility	-710	-800	-800	90	11%	90	11%	-1,200
<b>-5,556</b>	<b>-6,540</b>	<b>-7,276</b>	<b>984</b>	<b>15%</b>	<b>1,720</b>	<b>24%</b>		<b>TOTAL UTILITIES</b>	<b>-21,560</b>	<b>-20,720</b>	<b>-19,536</b>	<b>-840</b>	<b>-4%</b>	<b>-2,023</b>	<b>-10%</b>	<b>-35,780</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-2,797	0	0	-2,797	0%	-2,797	0%	0
-9	-50	0	41	83%	-9	0%	56530	Janitorial Services & Supplies	-93	-400	-92	307	77%	-1	-1%	-600
0	0	0	300	100%	0	0%	56503	Printed Forms/Ticket Stock	0	-1,000	0	1,000	100%	0	0%	-1,450
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	-781	-100	-92	-681	-681%	-689	-750%	-200
-126	-125	-35	-1	-1%	-90	-255%	51060	Office Supplies	-898	-1,000	-204	102	10%	-694	-339%	-1,500
-1,221	-100	0	-1,121	-1121%	-1,221	0%	51061	Toner Cartridges	-2,230	-800	-335	-1,430	-179%	-1,895	-566%	-1,200
0	-200	0	200	100%	0	0%	53530	Signs	0	-400	0	400	100%	0	0%	-400
<b>-1,180</b>	<b>-1,000</b>	<b>-2</b>	<b>-180</b>	<b>-18%</b>	<b>-1,178</b>	<b>-75543%</b>		<b>56501 Operating Supplies</b>	<b>-2,474</b>	<b>-4,900</b>	<b>-5,223</b>	<b>2,426</b>	<b>50%</b>	<b>2,749</b>	<b>53%</b>	<b>-7,700</b>
0	-100	-1,393	100	100%	1,393	100%	56540	Small Tools & Equipment	-267	-900	-2,327	633	70%	2,061	89%	-1,100
0	-500	0	500	100%	0	0%	56545	Safety Equipment	-1,619	-2,500	-1,418	881	35%	-201	-14%	-3,500
								<b>Repairs &amp; Maintenance</b>								
-215	0	-277	-215	0%	61	22%	54210	General/PM	-3,461	0	-441	-3,461	0%	-3,020	-685%	0
0	0	0	0	0%	0	0%	54220	Plumbing	-1,609	0	-54	-1,609	0%	-1,555	-2874%	0
0	0	0	0	0%	0	0%	54256	Fire Suppression	-428	0	-447	-428	0%	19	4%	0
0	-200	0	200	100%	0	0%	54290	Other Building	0	-2,200	-219	2,200	100%	219	100%	-3,600
<b>-215</b>	<b>-200</b>	<b>-277</b>	<b>-15</b>	<b>-8%</b>	<b>61</b>	<b>22%</b>		<b>R&amp;M Building</b>	<b>-5,498</b>	<b>-2,200</b>	<b>-1,161</b>	<b>-3,298</b>	<b>-150%</b>	<b>-4,337</b>	<b>-373%</b>	<b>-3,600</b>
0	0	0	0	0%	0	0%	54380	Snow Removal	-9,683	-3,500	-3,316	-6,183	-177%	-6,367	-192%	-5,000
0	0	0	0	0%	0	0%	54390	Other Grounds Maint	0	0	-500	0	0%	500	100%	0
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>-9,683</b>	<b>-3,500</b>	<b>-3,816</b>	<b>-6,183</b>	<b>-177%</b>	<b>-5,867</b>	<b>-154%</b>	<b>-5,000</b>
-5,329	-2,800	-3,109	-2,529	-90%	-2,219	-71%	54443	Rolling, Heavy	-20,174	-9,300	-10,874	-10,874	-117%	-9,240	-85%	-14,900
-1,238	-3,800	-4,607	2,562	67%	3,369	73%	54448	Rolling, Car/Truck/Bus/Van	-12,828	-16,800	-22,048	3,972	24%	9,220	42%	-24,300
0	0	0	0	0%	0	0%	54470	Office Equip R&M	0	-100	0	100	100%	0	0%	-200
0	0	0	0	0%	0	0%	54481	Computer Software Maint	0	-420	0	420	100%	0	0%	-420
0	0	0	0	0%	0	0%	54483	Computer Hardware Maint	0	-150	0	150	100%	0	0%	-190
0	-100	0	100	100%	0	0%	54499	Other Operating Equip R&M	0	-1,400	-73	1,400	100%	73	100%	-1,800
<b>-6,566</b>	<b>-6,700</b>	<b>-7,716</b>	<b>134</b>	<b>2%</b>	<b>1,150</b>	<b>15%</b>		<b>R&amp;M Equipment</b>	<b>-33,001</b>	<b>-28,170</b>	<b>-33,054</b>	<b>-4,831</b>	<b>-17%</b>	<b>53</b>	<b>0%</b>	<b>-41,810</b>
-90,956	-51,300	-41,130	-39,656	-77%	-49,825	-121%	(575...	Forestry Management	-152,841	-136,500	-109,411	-16,341	-12%	-43,431	-40%	-262,560
0	0	0	0	0%	0	0%	57528	Trails Maintenance	0	0	-2	0	0%	2	100%	0
<b>-90,956</b>	<b>-51,300</b>	<b>-41,130</b>	<b>-39,656</b>	<b>-77%</b>	<b>-49,825</b>	<b>-121%</b>		<b>R&amp;M Forestry/Trails</b>	<b>-152,841</b>	<b>-136,500</b>	<b>-109,412</b>	<b>-16,341</b>	<b>-12%</b>	<b>-43,429</b>	<b>-40%</b>	<b>-262,560</b>
<b>-97,737</b>	<b>-58,200</b>	<b>-49,123</b>	<b>-39,537</b>	<b>-68%</b>	<b>-48,614</b>	<b>-99%</b>		<b>R&amp;M subtotal</b>	<b>-201,024</b>	<b>-170,370</b>	<b>-147,444</b>	<b>-30,654</b>	<b>-18%</b>	<b>-53,580</b>	<b>-36%</b>	<b>-312,970</b>
<b>-100,273</b>	<b>-60,575</b>	<b>-50,554</b>	<b>-39,698</b>	<b>-66%</b>	<b>-49,719</b>	<b>-98%</b>		<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>-212,182</b>	<b>-182,370</b>	<b>-157,134</b>	<b>-29,812</b>	<b>-16%</b>	<b>-55,048</b>	<b>-35%</b>	<b>-330,620</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-443	-100	-246	-343	-343%	-197	-80%	-1,100
-708	-400	0	-308	-77%	-708	0%	51035	Licenses, Permits, Fees	-3,124	-2,700	-1,987	-424	-16%	-1,138	-57%	-5,200
0	-300	-37	300	100%	37	100%	51096	Mileage Reimbursement	-246	-900	-157	654	73%	-89	-57%	-1,100
0	0	0	0	0%	0	0%	51515	Board Expense	-87	0	0	-87	0%	-87	0%	0
-445	-135	-151	-310	-230%	-294	-195%	51065	Postage - General	-1,772	-1,170	-1,243	-602	-51%	-529	-43%	-1,900
0	0	0	0	0%	0	0%	51547	Printing - Other	0	0	-516	0	0%	516	100%	0
-1,400	-1,400	-1,400	0	0%	0	0%	52025	Insurance Expense	-11,200	-11,200	-11,200	0	0%	0	0%	-16,800
<b>-2,553</b>	<b>-2,235</b>	<b>-1,588</b>	<b>-318</b>	<b>-14%</b>	<b>-965</b>	<b>-61%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-16,872</b>	<b>-16,070</b>	<b>-15,348</b>	<b>-802</b>	<b>-5%</b>	<b>-1,524</b>	<b>-10%</b>	<b>-26,100</b>
<b>-108,383</b>	<b>-69,575</b>	<b>-59,418</b>	<b>-38,808</b>	<b>-56%</b>	<b>-48,965</b>	<b>-82%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-253,210</b>	<b>-222,285</b>	<b>-193,136</b>	<b>-30,925</b>	<b>-14%</b>	<b>-60,074</b>	<b>-31%</b>	<b>-396,100</b>
<b>-191,873</b>	<b>-154,988</b>	<b>-134,636</b>	<b>-36,885</b>	<b>-24%</b>	<b>-57,238</b>	<b>-43%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-676,012</b>	<b>-672,708</b>	<b>-583,590</b>	<b>-3,304</b>	<b>0%</b>	<b>-92,422</b>	<b>-16%</b>	<b>-1,135,100</b>
<b>-174,061</b>	<b>-148,788</b>	<b>-133,636</b>	<b>-25,273</b>	<b>-17%</b>	<b>-40,425</b>	<b>-30%</b>		<b>NORBO (before AO)</b>	<b>-631,745</b>	<b>-639,108</b>	<b>-564,023</b>	<b>7,363</b>	<b>1%</b>	<b>-67,722</b>	<b>-12%</b>	<b>-1,079,100</b>
<b>-15,180</b>	<b>-15,180</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-15,180</b>	<b>0%</b>	59025	ALLOCATED OVERHEAD (AO)	<b>-120,661</b>	<b>-120,661</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-120,661</b>	<b>0%</b>	<b>-184,300</b>
<b>-189,241</b>	<b>-163,968</b>	<b>-133,636</b>	<b>-25,273</b>	<b>-15%</b>	<b>-55,605</b>	<b>-42%</b>		<b>NOR (after AO)</b>	<b>-752,406</b>	<b>-759,769</b>	<b>-564,023</b>	<b>7,363</b>	<b>1%</b>	<b>-188,383</b>	<b>-33%</b>	<b>-1,263,400</b>
-207,053	-170,168	-134,636	-36,885	-22%	-72,418	-54%		T O C post AO	-796,673	-793,369	-583,590	-3,304	0%	-213,083	-37%	-1,319,400
<b>-191,873</b>	<b>-154,988</b>	<b>-134,636</b>	<b>-36,885</b>	<b>-24%</b>	<b>-57,238</b>	<b>-43%</b>		<b>T O C pre AO</b>	<b>-676,012</b>	<b>-672,708</b>	<b>-583,590</b>	<b>-3,304</b>	<b>0%</b>	<b>-92,422</b>	<b>-16%</b>	<b>-1,135,100</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Forestry (050)

August 2019						Year-to-Date August 2019										
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$	
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %				
-08.6%	-03.6%	-00.7%	-05.0%	-136.1%	-07.9%	-1058.3%										
-189,241	-163,968	-133,636	-25,273	-15%	-55,605	-42%	REV to TOC (CRR%)	-752,406	-759,769	-564,023	-01.3%	-31.2%	-02.2%	-65.7%	-04.2%	
							NOR AFTER Assessment Reven				7,363	1%	-188,383	-33%	-1,263,400	

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Maintenance (160)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %					Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$
<b>Revenue</b>															
<b>COST OF GOODS SOLD (COGS)</b>															
<b>PAYROLL</b>															
<b>SALARIES &amp; WAGES</b>															
-7,400	-7,869	-2,909	469	6%	-4,491	-154%	5110...	-63,295	-62,950	-57,019	-345	-1%	-6,275	-11%	-94,400
-23,143	-32,258	-31,962	9,115	28%	8,819	28%	5122...	-225,927	-255,853	-256,616	29,926	12%	30,688	12%	-384,626
-11,626	-10,059	-7,947	-1,567	-16%	-3,679	-46%	5124...	-95,017	-81,796	-61,896	-13,221	-16%	-33,121	-54%	-113,574
0	0	0	0	0%	0	0%	51246	0	0	-100	0	0%	100	100%	0
-821	0	-958	-821	0%	137	14%	51227	-6,158	0	-6,814	-6,158	0%	657	10%	0
-137	0	0	-137	0%	-137	0%	51247	-2,053	0	-1,232	-2,053	0%	-821	-67%	0
<b>-43,126</b>	<b>-50,186</b>	<b>-43,775</b>	<b>7,060</b>	<b>14%</b>	<b>648</b>	<b>1%</b>		<b>-392,450</b>	<b>-400,599</b>	<b>-383,677</b>	<b>8,149</b>	<b>2%</b>	<b>-8,773</b>	<b>-2%</b>	<b>-592,600</b>
-7,400	-7,869	-2,909	469	6%	-4,491	-154%		-63,295	-62,950	-57,019	-345	-1%	-6,275	-11%	-94,400
-35,727	-42,317	-40,866	6,590	16%	5,139	13%		-329,155	-337,649	-326,658	8,494	3%	-2,497	-1%	-498,200
-23,964	-32,258	-32,919	8,294	26%	8,955	27%		-232,085	-255,853	-263,430	23,768	9%	31,345	12%	-384,626
-11,763	-10,059	-7,947	-1,704	-17%	-3,816	-48%		-97,070	-81,796	-63,228	-15,274	-19%	-33,842	-54%	-113,574
0	0	4,731	0	0%	-4,731	-100%	51108	6,983	0	4,094	6,983	0%	2,889	71%	24
192	0	343	192	0%	-152	-44%	51228	-850	0	1,869	-850	0%	-2,719	-145%	0
192	0	5,074	192	0%	-4,882	-96%		6,134	0	5,963	6,134	0%	171	3%	24
-34.0	0.0	-53.2	-34.0	0.0	19.2	0.4		-775.6	0.0	-563.8	-775.6	0.0	-211.9	-0.4	0.0
-1605.4	-1801.2	-1791.6	195.9	0.1	186.3	0.1		-14115.6	-14094.6	-14384.7	-21.0	0.0	269.0	0.0	-20874.1
22.37	23.49	23.00	-1.12	-0.05	-0.63	-0.03		23.26	23.96	22.84	-0.70	-0.03	0.42	0.02	23.87
<b>PAYROLL BURDEN</b>															
-3,375	-4,740	-3,947	1,365	29%	572	14%	5130...	-34,632	-40,550	-36,242	5,918	15%	1,609	4%	-59,860
-1,944	-3,000	-2,708	1,056	35%	764	28%	5130...	-17,531	-23,970	-21,707	6,439	27%	4,176	19%	-35,840
-6,047	-7,825	-6,362	1,778	23%	315	5%	5130...	-58,991	-62,600	-53,787	3,609	6%	-5,204	-10%	-93,900
-162	-584	-388	422	72%	227	58%	5130...	-2,735	-4,672	-3,498	1,937	41%	763	22%	-7,000
<b>-11,528</b>	<b>-16,149</b>	<b>-13,406</b>	<b>4,621</b>	<b>29%</b>	<b>1,878</b>	<b>14%</b>		<b>-113,890</b>	<b>-131,792</b>	<b>-115,234</b>	<b>17,902</b>	<b>14%</b>	<b>1,345</b>	<b>1%</b>	<b>-196,600</b>
-1,642	-2,134	-1,972	492	23%	331	17%	(513...	-16,337	-17,452	-16,529	1,115	6%	193	1%	-26,200
-8,397	-12,415	-10,157	4,018	32%	1,760	17%	(514...	-82,976	-100,620	-87,617	17,644	18%	4,640	5%	-151,230
-1,490	-1,600	-1,277	110	7%	-213	-17%	(514...	-14,577	-13,720	-11,089	-857	-6%	-3,489	-31%	-19,170
<b>26.7%</b>	<b>32.2%</b>	<b>30.6%</b>	<b>-05.4%</b>	<b>-16.9%</b>	<b>-03.9%</b>	<b>-12.7%</b>		<b>29.0%</b>	<b>32.9%</b>	<b>30.0%</b>	<b>-03.9%</b>	<b>-11.8%</b>	<b>-01.0%</b>	<b>-03.4%</b>	<b>33.2%</b>
22.2%	27.1%	67.8%	-04.9%	-18.2%	-45.6%	-67.3%		25.8%	27.7%	29.0%	-01.9%	-06.9%	-03.2%	-11.0%	27.8%
35.0%	38.5%	30.9%	-03.4%	-09.0%	04.2%	13.6%		35.8%	39.3%	33.3%	-03.6%	-09.1%	02.5%	07.5%	39.3%
12.7%	15.9%	16.1%	-03.2%	-20.4%	-03.4%	-21.2%		15.0%	16.8%	17.5%	-01.8%	-10.5%	-02.5%	-14.4%	16.9%
27.7%	33.1%	28.0%	-05.4%	-16.4%	-00.3%	-01.1%		29.6%	33.9%	30.2%	-04.2%	-12.5%	-00.6%	-01.9%	34.2%
<b>-54,654</b>	<b>-66,335</b>	<b>-57,181</b>	<b>11,681</b>	<b>18%</b>	<b>2,527</b>	<b>4%</b>		<b>-506,340</b>	<b>-532,391</b>	<b>-498,912</b>	<b>26,051</b>	<b>5%</b>	<b>-7,428</b>	<b>-1%</b>	<b>-789,200</b>
<b>26.7%</b>	<b>32.2%</b>	<b>30.6%</b>	<b>-5.4%</b>	<b>-16.9%</b>	<b>-3.9%</b>	<b>-12.7%</b>		<b>29.0%</b>	<b>32.9%</b>	<b>30.0%</b>	<b>-3.9%</b>	<b>-11.8%</b>	<b>-1.0%</b>	<b>-3.4%</b>	<b>33.2%</b>
7.8%	9.4%	9.0%	-1.6%	-17.1%	-1.2%	-13.2%		8.8%	10.1%	9.4%	-1.3%	-12.8%	-0.6%	-6.6%	10.1%
4.5%	6.0%	6.2%	-1.5%	-24.6%	-1.7%	-27.1%		4.5%	6.0%	5.7%	-1.5%	-25.3%	-1.2%	-21.0%	6.0%
14.0%	15.6%	14.5%	-1.6%	-10.1%	-0.5%	-3.5%		15.0%	15.6%	14.0%	-0.6%	-3.8%	1.0%	7.2%	15.8%
0.4%	1.2%	0.9%	-0.8%	-67.8%	-0.5%	-57.8%		0.7%	1.2%	0.9%	-0.5%	-40.2%	-0.2%	-23.6%	1.2%
<b>OPERATING EXPENSES (OE)</b>															
0	0	0	0	0%	0	0%	50620	-3,806	-600	128	-3,206	-534%	-3,933	-3084%	-2,200
0	-100	-31	100	100%	31	100%	50625	-1,025	-1,000	-866	-25	-2%	-159	-18%	-1,500
-44	-100	-305	56	56%	261	86%	50630	-1,789	-1,500	-1,186	-289	-19%	-604	-51%	-2,500
0	0	0	0	0%	0	0%	51080	0	-1,000	-767	1,000	100%	767	100%	-2,000
-219	0	-25	-219	0%	-194	-793%	51095	-608	-250	-87	-358	-143%	-521	-599%	-500
<b>-263</b>	<b>-200</b>	<b>-361</b>	<b>-63</b>	<b>-32%</b>	<b>98</b>	<b>27%</b>		<b>-7,228</b>	<b>-4,350</b>	<b>-2,778</b>	<b>-2,878</b>	<b>-66%</b>	<b>-4,450</b>	<b>-160%</b>	<b>-8,700</b>
-391	-400	-342	9	2%	-49	-14%	51090	-3,089	-3,200	-3,101	111	3%	12	0%	-4,700
-270	-170	-109	-100	-59%	-161	-149%	55003	-1,063	-1,360	-868	297	22%	-195	-22%	-2,050
-514	-500	-382	-14	-3%	-132	-35%	55005	-3,754	-4,000	-3,053	246	6%	-701	-23%	-6,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Eight Months Ending August 31, 2019  
 Maintenance (160)

August 2019

Year-to-Date August 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-330	-350	-293	20	6%	-37	-13%	5501...	Electricity	-4,162	-3,650	-3,185	-512	-14%	-976	-31%	-5,150
-18	-50	-12	32	63%	-6	-49%	55025	Natural Gas - Buildings	-2,741	-2,800	-1,594	59	2%	-1,147	-72%	-3,850
<b>-1,227</b>	<b>-1,600</b>	<b>-1,502</b>	<b>373</b>	<b>23%</b>	<b>276</b>	<b>18%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-22,857</b>	<b>-19,600</b>	<b>-16,500</b>	<b>-3,257</b>	<b>-17%</b>	<b>-6,357</b>	<b>-39%</b>	<b>-26,600</b>
0	0	0	0	0%	0	0%	55027	Propane (LPG)	-30	0	0	-30	0%	-30	0%	0
-151	-160	-148	9	6%	-3	-2%	55030	Sewer Fees	-1,189	-1,280	-1,163	91	7%	-26	-2%	-1,920
-169	-200	-250	31	15%	81	32%	5503...	Water - Building/Facility	-1,277	-1,600	-1,382	323	20%	105	8%	-2,400
<b>-3,069</b>	<b>-3,430</b>	<b>-3,037</b>	<b>361</b>	<b>11%</b>	<b>-32</b>	<b>-1%</b>		<b>TOTAL UTILITIES</b>	<b>-40,163</b>	<b>-37,490</b>	<b>-30,846</b>	<b>-2,673</b>	<b>-7%</b>	<b>-9,316</b>	<b>-30%</b>	<b>-52,670</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-192	0	0	-192	0%	-192	0%	52505	Hazardous Waste Clean Up	-638	0	0	-638	0%	-638	0%	0
-113	-250	-197	137	55%	84	42%	56530	Janitorial Services & Supplies	-1,697	-2,000	-1,808	303	15%	111	6%	-3,000
-152	-150	-151	-2	-2%	-2	-1%	56535	Pest Control	-1,211	-1,200	-1,199	-11	-1%	-12	-1%	-1,800
0	0	0	0	0%	0	0%	53705	Equipment Rental	0	-300	0	300	100%	0	0%	-500
0	0	0	0	0%	0	0%	51050	Furniture and Office Equip	0	-200	-479	200	100%	479	100%	-400
0	-50	0	50	100%	0	0%	51060	Office Supplies	-148	-400	-244	252	63%	96	39%	-600
0	0	0	0	0%	0	0%	51061	Toner Cartridges	-864	0	-602	-864	0%	-262	-44%	0
0	-120	0	120	100%	0	0%	56540	Small Tools & Equipment	-881	-960	-681	79	8%	-200	-29%	-1,440
0	-100	0	100	100%	0	0%	56545	Safety Equipment	-487	-800	0	313	39%	-487	0%	-1,200
								<b>Repairs &amp; Maintenance</b>								
-1,138	-300	-627	-838	-279%	-511	-81%	54210	General/PM	-6,350	-2,400	-2,284	-3,950	-165%	-4,066	-178%	-3,600
0	0	-55	0	0%	55	100%	54256	Fire Suppression	-654	0	-756	-654	0%	102	14%	0
0	-100	0	100	100%	0	0%	54290	Other Building	0	-800	-145	800	100%	145	100%	-1,200
<b>-1,138</b>	<b>-400</b>	<b>-682</b>	<b>-738</b>	<b>-185%</b>	<b>-456</b>	<b>-67%</b>		<b>R&amp;M Building</b>	<b>-7,004</b>	<b>-3,200</b>	<b>-3,185</b>	<b>-3,804</b>	<b>-119%</b>	<b>-3,819</b>	<b>-120%</b>	<b>-4,800</b>
0	0	0	0	0%	0	0%	54380	Snow Removal	-8,403	-5,400	-5,179	-3,003	-56%	-3,224	-62%	-7,700
0	0	0	0	0%	0	0%		<b>R&amp;M Grounds (nonGolf)</b>	<b>-8,403</b>	<b>-5,400</b>	<b>-5,179</b>	<b>-3,003</b>	<b>-56%</b>	<b>-3,224</b>	<b>-62%</b>	<b>-7,700</b>
-2,498	-1,200	-186	-1,298	-108%	-2,313	-1247%	54438	Golf Carts Fleet	-204	0	0	-204	0%	-204	0%	0
-68	-500	-1,111	432	86%	1,044	94%	54443	Rolling, Heavy	-21,179	-14,000	-10,364	-7,179	-51%	-10,816	-104%	-22,800
-40	-250	-364	210	84%	324	89%	54448	Rolling, Car/Truck/Bus/Van	-3,030	-5,500	-7,683	2,470	45%	4,653	61%	-9,500
<b>-2,606</b>	<b>-1,950</b>	<b>-1,661</b>	<b>-656</b>	<b>-34%</b>	<b>-945</b>	<b>-57%</b>	54499	Other Operating Equip R&M	<b>-2,320</b>	<b>-2,000</b>	<b>-829</b>	<b>-320</b>	<b>-16%</b>	<b>-1,491</b>	<b>-180%</b>	<b>-3,000</b>
0	0	0	0	0%	0	0%		<b>R&amp;M Equipment</b>	<b>-26,733</b>	<b>-21,500</b>	<b>-18,276</b>	<b>-5,233</b>	<b>-24%</b>	<b>-7,857</b>	<b>-42%</b>	<b>-35,300</b>
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	-949	0	0	-949	0%	-949	0%	0
6,550	6,200	8,425	350	6%	-1,875	-22%	59010	<b>R&amp;M Golf Course</b>	<b>-949</b>	<b>0</b>	<b>0</b>	<b>-949</b>	<b>0%</b>	<b>-949</b>	<b>0%</b>	<b>0</b>
<b>2,805</b>	<b>3,850</b>	<b>6,081</b>	<b>-1,045</b>	<b>-27%</b>	<b>-3,276</b>	<b>-54%</b>		Contra - Inter-Dept. Charges	<b>130,675</b>	<b>80,000</b>	<b>94,033</b>	<b>50,675</b>	<b>63%</b>	<b>36,642</b>	<b>39%</b>	<b>113,910</b>
<b>2,348</b>	<b>3,180</b>	<b>5,733</b>	<b>-832</b>	<b>-26%</b>	<b>-3,386</b>	<b>-59%</b>		<b>R&amp;M subtotal</b>	<b>87,586</b>	<b>49,900</b>	<b>66,793</b>	<b>37,686</b>	<b>76%</b>	<b>20,793</b>	<b>31%</b>	<b>66,110</b>
								<b>TOTAL SUPPLIES &amp; MAIN</b>	<b>81,660</b>	<b>44,040</b>	<b>61,780</b>	<b>37,620</b>	<b>85%</b>	<b>19,880</b>	<b>32%</b>	<b>57,170</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	52015	Consulting Expense	-320	0	0	-320	0%	-320	0%	0
0	0	0	0	0%	0	0%	51020	Dues & Subscriptions	-29	-100	0	71	71%	-29	0%	-200
-627	-100	-117	-527	-527%	-510	-437%	51035	Licenses, Permits, Fees	-5,694	-5,100	-4,505	-594	-12%	-1,188	-26%	-8,000
0	0	0	0	0%	0	0%	51065	Postage - General	0	0	0	0	0%	0	0%	0
0	0	0	0	0%	0	0%	56601	Claims Expense	0	0	795	0	0%	-795	-100%	0
-2,000	-2,000	-2,000	0	0%	0	0%	52025	Insurance Expense	-16,000	-16,000	-16,000	0	0%	0	0%	-24,000
<b>-2,627</b>	<b>-2,100</b>	<b>-2,117</b>	<b>-527</b>	<b>-25%</b>	<b>-510</b>	<b>-24%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-22,043</b>	<b>-21,200</b>	<b>-19,711</b>	<b>-843</b>	<b>-4%</b>	<b>-2,333</b>	<b>-12%</b>	<b>-32,200</b>
<b>-3,611</b>	<b>-2,550</b>	<b>219</b>	<b>-1,061</b>	<b>-42%</b>	<b>-3,830</b>	<b>-1750%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>12,227</b>	<b>-19,000</b>	<b>8,445</b>	<b>31,227</b>	<b>164%</b>	<b>3,782</b>	<b>45%</b>	<b>-36,400</b>
<b>-58,265</b>	<b>-68,885</b>	<b>-56,962</b>	<b>10,620</b>	<b>15%</b>	<b>-1,303</b>	<b>-2%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-494,113</b>	<b>-551,391</b>	<b>-490,467</b>	<b>57,278</b>	<b>10%</b>	<b>-3,647</b>	<b>-1%</b>	<b>-825,600</b>
<b>-58,265</b>	<b>-68,885</b>	<b>-56,962</b>	<b>10,620</b>	<b>15%</b>	<b>-1,303</b>	<b>-2%</b>		<b>NORBO (before AO)</b>	<b>-494,113</b>	<b>-551,391</b>	<b>-490,467</b>	<b>57,278</b>	<b>10%</b>	<b>-3,647</b>	<b>-1%</b>	<b>-825,600</b>
<b>68,885</b>	<b>68,885</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>68,885</b>	<b>0%</b>	59025	<b>ALLOCATED OVERHEAD (AO)</b>	<b>551,391</b>	<b>551,391</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>551,391</b>	<b>0%</b>	<b>825,600</b>
<b>10,620</b>	<b>0</b>	<b>-56,962</b>	<b>10,620</b>	<b>0%</b>	<b>67,582</b>	<b>119%</b>		<b>NOR (after AO)</b>	<b>57,278</b>	<b>0</b>	<b>-490,467</b>	<b>57,278</b>	<b>0%</b>	<b>547,744</b>	<b>112%</b>	<b>0</b>
10,620	0	-56,962	10,620	0%	67,582	119%		T O C post AO	57,278	0	-490,467	57,278	0%	547,744	112%	0
-58,265	-68,885	-56,962	10,620	15%	-1,303	-2%		T O C pre AO	-494,113	-551,391	-490,467	57,278	10%	-3,647	-1%	-825,600
10,620	0	-56,962	10,620	0%	67,582	119%		<b>NOR AFTER Assessment Reven</b>	<b>57,278</b>	<b>0</b>	<b>-490,467</b>	<b>57,278</b>	<b>0%</b>	<b>547,744</b>	<b>112%</b>	<b>0</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
For the Eight Months Ending August 31, 2019  
Operating Fund Consolidated  
Exception Report - Missing and Duplicate Accounts

<u>Account Code</u>	<u>Occurrences</u>	<u>Row Number (dups)</u>	<u>Row Code (dups)</u>
Unit:TDA:Aquatics Missing: 91301-130	0	0	
Unit:TDA:ASO Missing: 90201-020	0	0	