

Tahoe Donner Association
 Operating Fund Consolidated
 For the Twelve Months Ending December 31, 2020

BUDGET SPREAD

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	Total 2020
Revenue													
36053 ALLOCATED RECREATION FEES	63,000	63,000	61,000	57,000	101,167	151,349	201,613	188,671	134,619	98,581	71,000	79,000	1,270,000
35560 Ski Lift Revenue - Public	365,900	489,100	301,700	121,700	0	0	0	0	0	0	0	398,400	1,676,800
35565 Ski Lift Revenue - P.O.	32,000	27,000	14,000	7,000	0	0	0	0	0	0	0	37,000	117,000
35570 Ski Passes - Public	57,300	54,800	57,300	22,200	0	0	0	0	0	0	5,100	47,300	244,000
35575 Ski Passes - P.O.	62,400	59,800	62,400	23,700	0	0	0	0	0	0	5,200	50,500	264,000
35597 Ski Team - Public	1,300	1,300	900	0	0	0	0	0	0	0	0	500	4,000
35598 Ski Team - P.O.	3,000	3,000	3,000	0	0	0	0	0	0	0	0	1,000	10,000
35594 Snowplay Member	600	800	600	100	0	0	0	0	0	0	0	600	2,700
35596 Snowplay Guest	15,900	23,000	17,200	2,500	0	0	0	0	0	0	700	16,400	75,700
35595 Snowplay Public	39,000	56,600	42,400	6,300	0	0	0	0	0	0	1,700	40,300	186,300
35610 P.O. Daily Trail Fee	11,000	10,000	12,000	5,000	0	0	0	0	0	0	200	11,800	50,000
35615 Public Daily Trail Fee	70,000	72,000	70,000	22,000	0	420	700	700	180	0	1,500	47,500	285,000
35620 Guest Daily Trail Fee	25,000	22,000	19,000	5,000	0	0	0	0	0	0	500	17,500	89,000
37040 P.O. Trail Rides	0	0	0	0	0	7,000	17,000	15,000	4,000	0	0	0	43,000
37060 Guest Trail Rides	0	0	0	0	0	7,000	24,000	17,000	4,000	0	0	0	52,000
37080 Public Trail Rides	0	0	0	0	0	2,000	5,000	4,500	1,000	0	0	0	12,500
36012 Special Events Revenue	100	600	600	300	1,000	10,300	9,000	15,900	8,100	17,000	0	400	63,300
36013 Concert Revenue	0	0	0	0	0	0	140,000	0	0	0	0	0	140,000
36054 Daily Usage Fee - Member	2,200	2,000	2,200	1,900	11,900	5,300	14,100	8,900	4,100	1,000	2,000	3,500	59,100
36055 Daily Usage Fee - Guest	21,000	19,000	17,500	13,000	12,400	49,100	168,500	113,400	25,800	4,250	7,400	21,000	472,350
38013 Campground Revenue	0	0	0	0	1,500	18,600	35,200	29,000	11,100	0	0	0	95,400
Total Direct Access & Use Fees	706,700	841,000	620,800	230,700	26,800	99,720	413,500	204,400	58,280	22,250	24,300	693,700	3,942,150
33100 ... Food	273,301	293,166	281,071	158,937	118,598	308,475	528,866	437,501	191,034	136,029	116,614	304,565	3,148,157
Food Discounts	-18,500	-16,600	-24,700	-19,200	-17,100	-39,100	-40,400	-36,500	-23,250	-20,050	-14,000	-16,400	-285,800
33152 EE Discounts	-10,800	-11,500	-10,900	-6,100	-3,700	-9,700	-13,100	-11,300	-6,400	-4,250	-3,500	-10,800	-102,050
33154 Guest Relations aka Manager	-2,000	-2,000	-2,100	-1,600	-1,400	-4,100	-6,000	-5,400	-2,500	-1,700	-1,400	-2,300	-32,500
33156 InterDept Discounts	0	0	0	0	-50	-400	-300	-400	-200	0	0	0	-1,350
33160 ... Marketing Discounts	-5,700	-3,100	-11,700	-11,500	-11,950	-24,900	-21,000	-19,400	-14,150	-14,100	-9,100	-3,300	-149,900
33180 Food NA Beverage	26,800	28,900	27,600	12,400	3,500	10,900	27,100	19,200	7,750	4,100	3,400	23,400	195,050
Food subtotal	281,601	305,466	283,971	152,137	104,998	280,275	515,566	420,201	175,534	120,079	106,014	311,565	3,057,407
33222 ... Beer	31,351	35,294	32,506	15,404	11,291	32,187	62,538	47,516	23,679	12,462	9,706	34,513	348,447
33242 Liquor	25,500	27,110	25,520	15,920	10,550	24,290	43,350	34,290	19,330	12,290	10,100	27,220	275,470
33262 Wine	35,728	36,160	34,933	24,689	22,441	48,018	72,866	62,493	36,147	25,789	21,310	41,602	462,176
Beverage subtotal	92,579	98,564	92,959	56,013	44,282	104,495	178,754	144,299	79,156	50,541	41,116	103,335	1,086,093
33289 ... Misc other F&B	1,560	1,750	1,420	1,540	1,950	13,280	17,310	9,640	11,050	1,800	2,300	5,050	68,650
33299 InterDept Food Sales	0	0	0	0	0	100	-4,300	100	0	0	0	0	-4,100
Other F&B subtotal	1,560	1,750	1,420	1,540	1,950	13,380	13,010	9,740	11,050	1,800	2,300	5,050	64,550
Total Food and Beverage Revenue	375,740	405,780	378,350	209,690	151,230	398,150	707,330	574,240	265,740	172,420	149,430	419,950	4,208,050
F&B Revenue by Segment:	261,840	276,280	262,950	162,990	139,030	307,750	492,930	419,240	250,040	174,170	149,430	322,350	3,219,000
33910 F&B-Dining Room	144,200	142,300	135,100	76,400	57,900	117,500	195,400	178,400	89,900	68,600	70,500	157,100	1,433,300
33920 F&B-Pub	68,640	68,980	71,350	58,090	49,230	77,350	96,530	87,840	62,740	61,770	44,930	76,250	823,700
33930 F&B-Banquets	9,100	6,500	6,000	6,500	10,100	60,300	80,300	59,700	51,900	16,500	9,600	38,500	355,000
33940 F&B-Lunch	0	0	0	0	100	2,500	16,000	10,000	2,500	100	0	0	31,200
33950 SmrF&B-Snack Bar	0	0	0	0	800	11,000	20,000	16,000	12,000	900	0	0	60,700

33970	SmrF&B-Pool BBQ	0	0	0	0	0	1,500	24,000	17,000	2,500	100	0	0	45,100
33990	Cafeteria	39,900	58,500	50,500	22,000	19,900	35,700	51,700	44,300	26,100	24,500	24,400	50,500	448,000
33989	Employee Housing	0	0	0	0	1,000	1,900	9,000	6,000	2,400	1,700	0	0	22,000
36015	Sales - Firewood	0	0	0	0	0	1,020	1,030	950	1,060	940	0	0	5,000
36030	Sales - Retail	67,300	75,700	70,400	27,200	12,400	45,500	66,400	49,300	28,800	10,100	5,300	69,500	527,900
38015	Employee Discounts	-1,200	-800	-600	-500	-2,300	-900	-1,300	-1,500	-700	-600	-400	-1,200	-12,000
38017	Homeowner Discounts	0	0	0	0	-100	-200	-700	-500	-200	-100	0	0	-1,800
38020	Discounts - Retail	-5,400	-6,900	-11,300	-6,600	-1,000	-2,520	-2,830	-2,430	-1,820	-500	-500	-5,200	-47,000
38025	Promotion Discounts	-500	-500	-500	-500	0	0	0	0	0	0	0	0	-2,000
	Total Retail Product Revenue	60,200	67,500	58,000	19,600	9,000	42,900	62,600	45,820	27,140	9,840	4,400	63,100	470,100
35020	Golf - Driving Range	0	0	0	0	2,100	6,300	9,000	8,000	4,000	600	0	0	30,000
(35550...	Lessons - Group	193,800	202,300	129,700	41,200	0	0	0	0	0	0	200	161,600	728,800
(35580...	Lessons - Private	84,000	110,800	58,700	28,900	0	0	0	0	0	0	100	93,000	375,500
35585	Lessons - Masters Program	700	700	700	200	0	0	0	0	0	0	0	200	2,500
35590 ...	Snowflakes	62,600	79,400	43,300	13,400	0	0	0	0	0	0	0	62,100	260,800
(35591...	TD Tykes	8,300	7,600	9,500	1,000	0	0	0	0	0	0	0	0	26,400
36040 ...	Rentals	222,200	257,000	219,700	97,400	4,100	24,300	70,000	46,300	13,500	400	700	216,000	1,171,600
36042	Rentals, Storage	0	0	0	0	2,700	2,700	2,700	2,700	2,700	0	0	0	13,500
36043	Rentals, Bikes	0	0	0	0	500	7,500	17,200	13,500	3,500	1,000	0	0	43,200
36045 ...	Child Care	800	800	700	1,000	400	700	1,500	1,200	300	600	1,300	1,300	10,600
36050	Aerobics	9,500	4,100	6,800	5,000	75,000	9,000	9,400	11,000	6,000	6,000	8,000	9,000	158,800
36056	Fitness/Training	400	300	700	300	400	500	400	300	500	300	400	500	5,000
36058	Rec Programs	0	0	0	0	0	2,600	7,500	4,300	0	0	0	0	14,400
36059	Day Camps	0	0	0	0	0	54,000	190,000	48,000	0	0	0	0	292,000
36051	Massage	1,600	1,600	1,500	1,100	1,200	1,200	2,100	1,900	1,400	800	1,200	1,700	17,300
36057	Towels/Lockers	100	100	100	100	100	100	100	100	100	100	100	100	1,200
36060	Lessons - Public	0	0	0	0	0	200	600	500	200	0	0	0	1,500
36070	Lessons - P.O.	0	0	0	0	1,600	8,300	26,100	13,300	4,400	4,000	0	0	57,700
36080	Lessons - Guest	0	0	0	0	2,700	8,700	3,800	10,300	4,000	1,000	0	0	30,500
37090	Equestrian - Boarding	0	0	0	0	0	5,000	10,000	11,000	6,000	0	0	0	32,000
37095	Equestrian - Camps	0	0	0	0	0	14,500	42,000	15,000	0	0	0	0	71,500
	Total Lessons & Rental Revenue	584,000	664,700	471,400	189,600	90,800	145,600	392,400	187,400	46,600	14,800	12,000	545,500	3,344,800
32010	Aso - Fees	1,800	1,700	1,500	7,000	8,300	8,500	7,900	3,700	7,400	3,500	2,000	1,700	55,000
32020	Inspection Fees	500	1,000	500	1,500	3,000	3,000	4,000	3,000	3,500	1,500	1,000	500	23,000
32030	Fines	500	500	500	900	500	1,000	1,300	1,300	1,000	500	500	500	9,000
34010	Interest	9,010	10,010	14,010	14,010	13,010	12,010	9,010	8,010	6,010	6,010	4,010	3,010	108,120
34020	Late Charges	3,100	2,000	2,200	5,100	3,800	3,600	3,300	3,100	2,800	2,400	2,300	2,300	36,000
34030	Lien Fees	0	0	0	0	13,000	-800	0	0	0	0	-200	0	12,000
34040	Delinquency Fees	0	0	46,000	-3,000	-500	-500	0	0	-200	0	-300	0	41,500
34050	Transfer Fees	9,260	7,720	12,050	10,810	11,703	11,081	16,357	16,269	15,121	17,109	18,470	12,250	158,200
34075	Sponsorships	0	0	0	0	0	0	6,000	0	0	2,000	0	0	8,000
34080	Communications Ad Revenue	14,500	13,500	11,800	13,700	38,000	18,900	18,400	19,900	15,400	13,200	14,700	18,000	210,000
37018	Lease Revenue	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	2,200	2,200	2,000	21,700
37020	Other Revenue	8,990	9,890	8,190	3,690	3,490	15,890	22,590	17,490	8,490	2,990	1,190	7,490	110,380
38005	Employee Housing Revenue	29,000	29,000	8,000	0	1,000	1,900	9,000	6,000	2,400	1,700	0	24,000	112,000
	Total Other Revenue	78,360	77,020	106,450	55,410	97,003	76,281	99,557	80,469	63,621	53,109	45,870	71,750	904,900
	GROSS REVENUE (GREV)	1,868,000	2,119,000	1,696,000	762,000	476,000	914,000	1,877,000	1,281,000	596,000	371,000	307,000	1,873,000	14,140,000
	COST OF GOODS SOLD (COGS)													
43110	Meat	-27,290	-29,450	-28,280	-15,420	-10,940	-28,150	-47,860	-39,750	-17,660	-12,610	-11,600	-30,760	-299,770
43120	Seafood	-13,830	-13,810	-14,160	-10,350	-9,230	-20,630	-33,090	-28,100	-14,980	-11,380	-9,200	-16,330	-195,090
43130	Produce	-12,030	-12,650	-12,340	-7,420	-6,010	-14,700	-23,950	-20,200	-9,710	-7,150	-5,640	-13,400	-145,200

43140	Dairy	-11,150	-12,200	-11,580	-5,870	-5,060	-14,280	-24,660	-20,510	-8,610	-5,820	-4,350	-12,570	-136,660
43150	NA Beverage	-7,400	-9,110	-8,350	-3,440	-1,640	-5,240	-10,220	-8,370	-3,620	-2,020	-1,820	-8,540	-69,770
43160	Food Other	-18,000	-19,818	-18,569	-11,690	-6,778	-18,434	-29,918	-25,418	-9,674	-7,258	-6,325	-18,379	-190,261
43190	Mktg Discounts credit	4,940	4,080	4,240	3,300	2,880	7,020	11,130	9,710	4,890	3,310	2,910	4,880	63,290
43192	EE Meals credit	3,130	2,918	3,169	2,750	3,248	4,114	4,368	4,308	3,664	3,058	2,405	2,959	40,091
	Food Cogs	-81,630	-90,040	-85,870	-48,140	-33,530	-90,300	-154,200	-128,330	-55,700	-39,870	-33,620	-92,140	-933,370
43270	Beer	-7,970	-8,600	-7,920	-3,830	-2,710	-7,670	-14,960	-11,340	-5,670	-2,960	-2,310	-8,330	-84,270
43280	Liquor	-4,920	-5,500	-5,180	-3,240	-2,160	-5,070	-9,280	-7,230	-4,020	-2,520	-2,070	-5,530	-56,720
43290	Wine	-10,880	-10,460	-10,130	-7,290	-6,650	-14,240	-21,700	-18,550	-10,710	-7,620	-6,310	-12,100	-136,640
	Beverage Cogs	-23,770	-24,560	-23,230	-14,360	-11,520	-26,980	-45,940	-37,120	-20,400	-13,100	-10,690	-25,960	-277,630
	Retail Product Cogs	-30,600	-34,400	-32,900	-12,500	-6,950	-25,720	-36,860	-27,550	-16,900	-6,030	-2,690	-31,900	-265,000
	Total COGS	-136,000	-149,000	-142,000	-75,000	-52,000	-143,000	-237,000	-193,000	-93,000	-59,000	-47,000	-150,000	-1,476,000
	Total Cogs / GREV %	-07.3%	-07.0%	-08.4%	-09.8%	-10.9%	-15.6%	-12.6%	-15.1%	-15.6%	-15.9%	-15.3%	-08.0%	-10.4%
	Retail Product Cogs / Retail Revenue %	-50.8%	-51.0%	-56.7%	-63.8%	-77.2%	-60.0%	-58.9%	-60.1%	-62.3%	-61.3%	-61.1%	-50.6%	-56.4%
	Retail Product Cogs / Retail Revenue,preDiscounts %	-45.5%	-45.4%	-46.7%	-46.0%	-56.0%	-55.3%	-54.7%	-54.8%	-56.6%	-54.6%	-50.8%	-45.9%	-49.7%
	F&B Cogs / F&B Rev %	-28.1%	-28.2%	-28.8%	-29.8%	-29.8%	-29.5%	-28.3%	-28.8%	-28.6%	-30.7%	-29.7%	-28.1%	-28.8%
	Food %, preDiscounts	-27.2%	-28.0%	-27.8%	-28.1%	-27.5%	-28.3%	-27.7%	-28.1%	-28.0%	-28.5%	-28.0%	-28.1%	-27.9%
	Food %, postDiscounts	-29.0%	-29.5%	-30.2%	-31.6%	-31.9%	-32.2%	-29.9%	-30.5%	-31.7%	-33.2%	-31.7%	-29.6%	-30.5%
	Food NA Beverage %	-27.6%	-31.5%	-30.3%	-27.7%	-46.9%	-48.1%	-37.7%	-43.6%	-46.7%	-49.3%	-53.5%	-36.5%	-35.8%
	COGS % Beverage, incld CF,net	-25.7%	-24.9%	-25.0%	-25.6%	-26.0%	-25.8%	-25.7%	-25.7%	-25.8%	-25.9%	-26.0%	-25.1%	-25.6%
	COGS % Beer,net	-25.4%	-24.4%	-24.4%	-24.9%	-24.0%	-23.8%	-23.9%	-23.9%	-23.9%	-23.8%	-23.8%	-24.1%	-24.2%
	COGS % Liquor,net	-19.3%	-20.3%	-20.3%	-20.4%	-20.5%	-20.9%	-21.4%	-21.1%	-20.8%	-20.5%	-20.5%	-20.3%	-20.6%
	COGS % Wine,net	-30.5%	-28.9%	-29.0%	-29.5%	-29.6%	-29.7%	-29.8%	-29.7%	-29.6%	-29.5%	-29.6%	-29.1%	-29.6%
	Gross Margin (GREV-COGS)	1,732,000	1,970,000	1,554,000	687,000	424,000	771,000	1,640,000	1,088,000	503,000	312,000	260,000	1,723,000	12,664,000
	PAYROLL													
	SALARIES & WAGES													
51102 ...	Salaries - Exempt - Regular & Other	-327,954	-325,254	-325,254	-325,254	-341,262	-350,422	-351,550	-351,550	-344,150	-336,978	-326,041	-326,331	-4,032,000
51106	Salaries - Exempt - Commissions	0	0	0	0	-3,200	-2,700	-6,200	-4,100	-4,000	-2,300	-500	0	-23,000
51222 ...	Wages - FTRegular	-197,987	-179,584	-192,071	-179,068	-178,658	-185,475	-200,549	-186,955	-183,670	-187,589	-179,347	-198,587	-2,249,540
51242 ...	Wages - Seasonal & PartTime	-456,359	-439,162	-370,850	-178,553	-173,180	-357,303	-533,251	-388,445	-229,480	-170,283	-167,862	-466,832	-3,931,560
51226 ...	Wages-FTR-Commissions	-250	-250	-225	-175	-350	-1,800	-2,600	-1,300	-1,400	-300	-400	-950	-10,000
51246	Wages-Seasonal-Commissions	-9,200	-11,500	-10,100	-7,700	-7,100	-7,800	-10,600	-9,400	-7,300	-6,800	-8,100	-12,300	-107,900
51107 ...	Incentive Program, Exempt	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-12,250	-147,000
51227	Incentive Program, FTR, NonExempt	-2,500	-2,500	-2,750	-2,500	-2,500	-2,750	-2,500	-2,500	-2,750	-2,500	-2,500	-2,750	-31,000
51299	Capitalized Payroll Direct S&W	30,750	30,750	30,750	30,750	30,750	30,750	30,750	30,750	24,250	24,250	24,250	24,250	343,000
	Total Salaries & Wages, DIRECT	-975,750	-939,750	-882,750	-674,750	-687,750	-889,750	-1,088,750	-925,750	-760,750	-694,750	-672,750	-995,750	-10,189,000
	Salaries sub-total	-309,454	-306,754	-306,754	-306,754	-325,962	-334,622	-339,250	-337,150	-336,150	-327,278	-314,541	-314,331	-3,859,000
	Wage sub-total	-666,296	-632,996	-575,996	-367,996	-361,788	-555,128	-749,500	-588,600	-424,600	-367,472	-358,209	-681,419	-6,330,000
	Wage-FTR subsubtotal	-200,737	-182,334	-195,046	-181,743	-181,508	-190,025	-205,649	-190,755	-187,820	-190,389	-182,247	-202,287	-2,290,540
	Wage-Seasonal subsubtotal	-465,559	-450,662	-380,950	-186,253	-180,280	-365,103	-543,851	-397,845	-236,780	-177,083	-175,962	-479,132	-4,039,460
	PayrollDirect %ofRevenue	-52.2%	-44.3%	-52.0%	-88.5%	-144.5%	-97.3%	-58.0%	-72.3%	-127.6%	-187.3%	-219.1%	-53.2%	-72.1%
51108	PTO net\$ accrual, in Salaries	-4,000	-1,300	-1,300	-1,300	-1,200	-1,300	-1,300	-1,300	-1,241	-1,206	-1,300	-1,205	-17,952
51228	PTO net\$ accrual, in Wages FTR	-1,244	-701	-852	-606	-978	-551	-1,123	-487	-1,201	-1,408	-1,451	-1,398	-12,000
	PTO net accrual, in PD Total	-5,244	-2,001	-2,152	-1,906	-2,178	-1,851	-2,423	-1,787	-2,442	-2,614	-2,751	-2,603	-29,952
	Wage Overtime Hours	-2267.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	PAYROLL BURDEN													
51304 ...	Payroll Taxes	-122,206	-106,176	-94,986	-69,496	-69,994	-97,782	-124,252	-102,792	-80,943	-71,135	-68,425	-126,813	-1,135,000
51305 ...	Workers Compensation	-47,690	-46,720	-41,910	-26,400	-26,050	-38,060	-49,590	-40,050	-29,030	-26,160	-25,670	-52,670	-450,000
51308 ...	Group Insurance	-81,095	-81,095	-81,095	-81,095	-81,980	-81,957	-81,957	-81,957	-81,826	-81,731	-80,896	-73,316	-970,000
51307 ...	Retirement Plan	-17,009	-17,009	-17,009	-17,009	-16,976	-17,201	-17,201	-17,201	-17,201	-16,974	-17,009	-17,201	-205,000
51499	Capitalized Payroll Burden	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,663	44,000
	PAYROLL BURDEN Total	-264,333	-247,333	-231,333	-190,333	-191,333	-231,333	-269,333	-238,333	-205,333	-192,333	-188,333	-266,337	-2,716,000

PAYROLL TOTAL (Direct&Burden)		-1,240,083	-1,187,083	-1,114,083	-865,083	-879,083	-1,121,083	-1,358,083	-1,164,083	-966,083	-887,083	-861,083	-1,262,087	-12,905,000
OPERATING EXPENSES (OE)														
50530	Employee Meals	-3,330	-3,118	-3,369	-2,900	-3,298	-4,364	-4,768	-4,908	-3,764	-3,108	-2,405	-3,309	-42,641
50605	Employee Housing expenses	-22,000	-22,000	-22,000	-22,000	-1,000	-2,000	-9,000	-6,000	-2,500	-1,700	-10,000	-22,000	-142,200
50615	Employee Recruiting	-200	-200	-1,500	-800	-800	-400	-1,500	-400	-2,000	-1,100	-1,100	-1,000	-11,000
50620	Employee Dev/Training	-3,525	-1,625	-7,025	-4,275	-7,425	-10,275	-1,675	-2,275	-7,875	-3,875	-6,285	-3,325	-59,460
50625	Employee Relations	-7,790	-5,715	-5,465	-6,105	-3,440	-3,390	-3,125	-4,815	-4,015	-3,405	-4,690	-19,585	-71,540
50626	PreEmployment Testing	-800	-900	-1,600	-100	-1,100	-3,700	-1,600	-1,000	-700	-900	-2,900	-2,700	-18,000
50627	EAP Services	-400	-400	-400	-400	-400	-400	-400	-400	-400	-400	-400	-400	-4,800
50628	Benefit Administration Services	-2,700	-1,700	-3,600	-2,000	-1,400	-2,600	-2,600	-1,400	-3,500	-7,200	-2,300	-8,000	-39,000
50630	Uniforms	-2,000	-530	-900	-350	-9,200	-4,480	-1,680	-580	-480	-850	-7,300	-10,850	-39,200
51080	Seminars & Conferenes	-1,100	-1,850	-2,180	-3,900	-5,270	-1,900	-1,300	-950	-1,000	-5,250	-1,650	-500	-26,850
51095	Travel/Meeting Expense	-2,220	-1,520	-2,120	-2,500	-4,570	-3,120	-1,220	-1,120	-1,120	-2,520	-1,620	-1,020	-24,670
	Total Staff Expense	-46,065	-39,558	-50,159	-45,330	-37,903	-36,629	-28,868	-23,848	-27,354	-30,308	-40,650	-72,689	-479,361
51090	Telephone	-10,055	-10,055	-10,055	-9,955	-9,995	-10,445	-10,045	-10,045	-10,045	-10,015	-10,000	-10,100	-120,810
55003	Cable/Sat TV Service	-1,850	-1,850	-1,850	-1,850	-1,815	-1,805	-1,805	-1,805	-1,915	-1,915	-1,850	-1,850	-22,160
55005	Disposal Fees	-8,975	-8,825	-8,425	-6,525	-8,325	-10,350	-13,200	-11,650	-12,850	-9,600	-6,700	-7,880	-113,305
55010 ...	Electricity	-25,875	-28,375	-26,975	-26,175	-20,975	-21,045	-22,945	-24,135	-23,935	-20,245	-22,145	-41,545	-304,370
55020	Natural Gas - Pools	-11,800	-9,300	-9,500	-6,500	-4,000	-5,500	-4,000	-3,400	-4,000	-3,700	-5,100	-8,800	-75,600
55025	Natural Gas - Buildings	-14,335	-11,845	-12,445	-7,965	-5,095	-4,290	-3,230	-2,970	-2,930	-4,240	-5,605	-10,775	-85,725
(53020...	Fuel & Oil	-22,045	-22,270	-26,045	-12,545	-5,945	-9,770	-9,870	-12,670	-8,495	-9,095	-8,105	-14,245	-161,100
55027	Propane (LPG)	-510	-410	-400	-200	-840	-350	-340	-810	-800	-430	-500	-500	-5,820
55030	Sewer Fees	-7,515	-7,515	-7,515	-7,515	-7,525	-7,525	-7,885	-7,885	-7,885	-7,885	-7,855	-7,885	-92,390
55035 ...	Water - Building/Facility	-3,290	-3,090	-3,190	-3,390	-3,140	-3,440	-4,815	-4,950	-5,250	-3,650	-3,140	-3,240	-44,585
55040	Water - Grounds	-1,180	-1,180	-1,180	-1,180	-1,250	-2,650	-2,350	-3,950	-2,850	-2,450	-14,300	-48,700	-83,220
	TOTAL UTILITIES	-107,430	-104,715	-107,580	-83,800	-68,905	-77,170	-80,485	-83,690	-80,965	-73,595	-85,230	-155,520	-1,109,085
SUPPLIES & MAINTENANCE EXPENSE														
56010	Security Exp	-430	-430	-2,130	-430	-410	-2,910	-410	-410	-1,910	-410	-430	-1,940	-12,250
52505	Hazardous Waste Clean Up	-250	-250	-250	-250	0	0	0	0	0	0	-250	-250	-1,500
56520	Linen Service	-11,750	-9,250	-10,240	-8,600	-8,500	-11,500	-15,600	-15,650	-10,450	-8,000	-9,000	-10,119	-128,659
56530	Janitorial Services & Supplies	-10,000	-8,700	-9,700	-7,450	-7,475	-8,100	-9,190	-8,650	-6,150	-6,450	-8,350	-8,440	-98,655
56535	Pest Control	-895	-735	-695	-835	-1,385	-1,235	-995	-835	-895	-735	-695	-635	-10,570
52020	Contract Fees	-3,975	-1,755	-2,775	-2,955	-12,775	-12,555	-13,975	-12,655	-12,775	-2,955	-2,755	-1,755	-83,660
52022	Veterinary Services	0	0	0	-600	-300	-2,400	-800	-2,200	-800	-300	0	0	-7,400
52023	Equine Care Services	0	0	-1,000	-400	-200	-2,800	-400	-1,500	-600	-1,100	0	-1,000	-9,000
52024	Offsite Pasturing	-2,200	-2,200	-2,200	-2,200	-1,800	0	0	0	0	-3,000	-2,400	-2,400	-18,400
53705	Equipment Rental	-1,170	-1,170	-1,170	-1,220	-3,875	-1,875	-1,875	-1,775	-1,875	-1,945	-2,670	-1,270	-21,890
56505	Feed Hay Grain	0	0	0	0	-2,700	-4,600	-2,600	-2,700	-2,500	0	0	0	-15,100
51560	Mbr Srv - Retail COGS	-500	-500	-400	-500	-600	-800	-1,000	-900	-400	-300	-400	-700	-7,000
56503	Printed Forms/Ticket Stock	-2,690	-2,740	-2,940	-1,340	-810	-40	-40	-40	-40	-40	-640	-3,790	-15,150
51037	Computer Software	-400	-400	-500	-400	-400	-500	-400	-400	-550	-400	-400	-550	-5,300
51038	Computer Hardware	-750	-100	-100	-250	-100	-100	-200	-100	-100	-200	-100	-100	-2,200
51050	Furniture and Office Equip	-2,045	-145	-845	-345	-1,845	-1,345	-245	-645	-470	-445	-1,895	-1,995	-12,265
51060	Office Supplies	-2,865	-2,065	-1,915	-2,065	-2,190	-2,785	-2,320	-2,350	-1,790	-2,115	-2,965	-2,865	-28,290
51061	Toner Cartridges	-2,035	-2,535	-2,735	-2,035	-2,335	-1,835	-1,635	-1,835	-1,635	-1,935	-2,235	-2,735	-25,520
53530	Signs	-1,000	-350	-350	-100	-790	-2,900	-500	-600	0	0	-1,300	-3,490	-11,380
56501	Operating Supplies	-4,005	-3,585	-3,225	-2,825	-8,020	-14,505	-5,780	-5,275	-3,605	-3,635	-3,585	-3,775	-61,820
56502	Paper Products - Restaurant	-6,800	-7,400	-6,360	-2,800	-3,100	-7,000	-12,500	-9,300	-5,000	-2,310	-2,800	-8,900	-74,270
56504	Candle & TableTop Supplies	-100	-300	-100	-300	0	-200	-200	-100	-100	-200	-100	-500	-2,200
56511	Cleaning Supplies - Restaurant	-2,600	-2,450	-2,350	-2,150	-2,550	-2,700	-3,600	-3,400	-3,200	-2,000	-2,000	-2,500	-31,500
56540	Small Tools & Equipment	-4,170	-3,420	-1,570	-1,740	-3,140	-2,820	-3,020	-2,150	-1,550	-1,240	-1,370	-5,090	-31,280
56545	Safety Equipment	-2,075	-1,325	-1,275	-1,750	-2,750	-2,745	-2,150	-1,775	-1,275	-1,325	-3,075	-5,525	-27,045
51025	Entertainment	-800	-900	-700	-1,050	-300	-400	-300	-400	-200	-200	-200	-800	-6,250
55530	Recreation Programs	0	0	0	0	-100	-4,773	-10,529	-6,158	0	-100	0	0	-21,660

55532	Special Programs	-1,775	-3,275	-2,025	-2,025	-1,225	-5,285	-6,525	-6,125	-3,825	-11,225	-5,425	-7,145	-55,880
55537	Catering Rentals	0	0	0	0	-300	-900	-100	-500	-800	-1,500	-100	0	-4,200
56013	Concert Expenses	0	0	0	0	0	0	-71,035	0	0	0	0	0	-71,035
55550	Ski Team Expense	-800	-800	-800	-100	0	0	0	0	0	0	0	-200	-2,700
	Repairs & Maintenance													
54210	General/PM	-3,600	-2,300	-3,100	-5,100	-5,200	-6,200	-4,400	-4,500	-3,800	-3,800	-4,100	-4,400	-50,500
54220	Plumbing	-550	-450	-450	-50	0	-100	-800	-100	-50	-100	-100	-800	-3,550
54240	Lighting and Electrical	-250	-200	-420	-300	-250	-320	-100	-125	-320	-100	-400	-1,020	-3,805
54250	HVAC	-250	0	-50	-100	0	-100	0	-75	0	-250	-50	-150	-1,025
54252	Carpentry	-450	-200	-200	0	0	-40	0	0	0	0	-1,150	-400	-2,440
54254	Elevators	-700	-600	-600	-600	-700	-600	-600	-700	-700	-600	-700	-700	-7,800
54256	Fire Suppression	-600	-200	-200	-700	-2,900	0	-1,100	-1,100	-450	-900	-4,150	-300	-12,600
54274	Painting	0	0	0	0	-300	0	0	0	-400	0	0	0	-700
54290	Other Building	-570	-665	-992	-1,219	-2,021	-1,696	-820	-1,171	-1,211	-1,115	-1,962	-2,518	-15,960
	R&M Building	-6,970	-4,615	-6,012	-8,069	-11,371	-9,056	-7,820	-7,771	-6,931	-6,865	-12,612	-10,288	-98,380
54340	GrassFlowersSeedFertilizers	0	0	0	0	-1,150	-1,000	-50	-50	0	0	0	0	-2,250
54350	Ski Trails	-200	-200	-200	0	0	0	0	0	0	0	-200	-200	-1,000
54380	Snow Removal	-31,100	-37,100	-27,600	-17,400	0	0	0	0	0	0	-13,900	-23,700	-150,800
54390	Other Grounds Maint	-1,000	-1,000	-1,000	0	-6,550	-4,500	-4,350	-4,300	-4,400	-4,300	0	-1,000	-32,400
	R&M Grounds (nonGolf)	-32,300	-38,300	-28,800	-17,400	-7,700	-5,500	-4,400	-4,350	-4,400	-4,300	-14,100	-24,900	-186,450
54412	Ski Lifts, Fixed Grip	-1,300	-900	-700	-100	-1,000	-1,500	-1,300	-1,800	-1,800	-1,800	-1,600	-1,300	-15,100
54416	Ski Lifts, Surface	-500	-100	-100	-100	-100	-100	-500	-500	-900	-200	-600	-200	-3,900
54419	Snowmaking	-500	0	0	0	0	-1,000	-1,000	-1,000	-1,000	-400	-500	-1,500	-6,900
54421	Snowcats	-7,600	-6,800	-6,800	-3,700	-1,000	-2,300	-10,400	-9,000	-10,500	-7,100	-6,000	-5,000	-76,200
54426	Snowmobiles	-1,400	-1,200	-1,700	-500	0	-1,200	-100	-100	0	-1,000	-1,300	-1,100	-9,600
54434	Golf Maint Eq	-200	0	-100	-500	-500	-1,500	-2,000	-3,000	-1,500	-1,500	-500	-200	-11,500
54443	Rolling, Heavy	-3,900	-1,700	-4,700	-4,300	-2,900	-3,275	-3,475	-4,075	-5,600	-2,500	-5,100	-8,200	-49,725
54448	Rolling, Car/Truck/Bus/Van	-5,862	-6,568	-3,665	-5,189	-8,440	-5,809	-5,119	-9,372	-3,467	-3,343	-9,096	-3,340	-69,270
54452	F&B Kitchen Equip	-2,800	-250	-1,100	-1,650	-770	-2,270	-1,700	-970	-2,520	-2,950	-650	-2,850	-20,480
54454	F&B GlassSilverChina	-175	-25	-25	-25	-150	-25	-125	-25	-25	-25	-150	-105	-880
54461	Bicycles	-300	-200	0	0	0	-300	-300	-100	-100	0	-200	-200	-1,700
54463	Fitness Equipment	-100	-100	-100	-100	-200	-200	-100	-200	-100	-200	-100	-100	-1,600
54470	Office Equip R&M	-50	0	-220	-50	-90	-170	-50	0	-300	0	-50	-300	-1,280
54481	Computer Software Maint	-5,088	-5,138	-5,559	-5,338	-5,138	-5,139	-5,138	-5,138	-5,139	-5,338	-5,138	-5,239	-62,530
54483	Computer Hardware Maint	-500	-500	-620	-500	-500	-730	-500	-500	-620	-500	-500	-620	-6,590
54499	Other Operating Equip R&M	-650	-250	-250	-450	-1,050	-1,150	-1,100	-1,120	-300	-600	-350	-550	-7,820
	R&M Equipment	-30,925	-23,731	-25,639	-22,502	-21,838	-26,668	-32,907	-36,900	-33,871	-27,456	-31,834	-30,804	-345,075
54510	Seed & Sod	0	0	0	-2,000	-2,000	-500	-500	-500	-500	-500	0	0	-6,500
54520	Fertilizer	0	0	0	-100	-3,200	-900	-900	-2,100	-900	-900	0	0	-9,000
54530	Top Dressing	0	0	0	0	-1,500	-400	-600	-900	-1,000	-1,000	0	0	-5,400
54540	Sand, Gravel, Rock	0	0	0	-1,000	-500	0	0	0	0	0	0	0	-1,500
54560	Pesticides	0	0	-1,900	-800	-2,200	-200	-200	0	0	-600	0	0	-5,900
54570	Irrigation and Drainage	0	0	0	-240	-240	-240	-540	-240	-400	-400	0	0	-2,300
54590	All Other Golf Course	0	0	0	0	-250	0	0	0	0	-250	0	0	-500
	R&M Golf Course	0	0	-1,900	-4,140	-9,890	-2,240	-2,740	-3,740	-2,800	-3,650	0	0	-31,100
54710	chemicals	-1,800	-800	-2,200	-1,100	-3,600	-7,200	-7,800	-5,900	-2,500	-1,100	-2,200	-1,800	-38,000
54720	equipment	-140	-140	-140	-140	-150	-250	-150	-150	-320	-150	-140	-140	-2,010
	R&M Pool Spa	-1,940	-940	-2,340	-1,240	-3,750	-7,450	-7,950	-6,050	-2,820	-1,250	-2,340	-1,940	-40,010
(57520...	Forestry Management	-50	-50	-500	-7,000	-300	-14,500	-70,300	-146,966	-194,927	-44,467	-300	-200	-479,560
57528	Trails Maintenance	-200	0	0	0	-300	-200	-300	-200	0	-100	0	0	-1,300
	R&M Forestry/Trails	-250	-50	-500	-7,000	-600	-14,700	-70,600	-147,166	-194,927	-44,567	-300	-200	-480,860
59010	Contra - Inter-Dept. Charges	26,300	28,000	23,500	12,400	11,470	16,666	13,766	12,466	13,266	16,366	18,900	12,400	205,500
	R&M subtotal	-46,085	-39,636	-41,691	-47,951	-43,679	-48,948	-112,651	-193,511	-232,483	-71,722	-42,286	-55,732	-976,375
	TOTAL SUPPLIES & MAINTENANCE EXP	-112,165	-96,416	-100,041	-94,666	-113,654	-148,556	-280,575	-281,939	-294,978	-125,787	-97,426	-134,201	-1,880,404

ADMINISTRATIVE & OTHER EXPENSE

52010	Audit & Tax Services	-8,400	-12,600	-7,000	0	-5,000	0	0	0	0	0	0	0	-33,000
52015	Consulting Expense	-1,775	-5,775	-9,775	-15,275	-15,275	-7,275	-7,275	-1,775	-1,775	-1,975	-1,775	-1,775	-71,500
52017	Po Survey	0	-2,500	0	-2,500	-2,500	0	-2,500	0	0	0	0	-10,000	
52030	Legal Services	-8,333	-8,333	-8,334	-8,333	-8,333	-8,334	-8,333	-8,333	-8,334	-8,333	-8,333	-8,334	-100,000
52035	Governing Docs	0	0	0	0	-12,500	-12,500	-12,500	-12,500	-12,500	-12,500	-12,500	-12,500	-100,000
51070	Public Relations	-650	-650	-1,150	-650	-500	-100	-200	-5,100	-500	-500	-1,300	-650	-11,950
55520	Promotion Expense	-2,000	-1,000	-1,000	-500	0	0	0	0	0	0	0	-2,000	-6,500
55540	Resort Advertising	-8,850	-8,250	-12,250	-8,500	-3,900	-3,750	-3,250	-3,900	-6,450	-10,700	-8,000	-5,850	-83,650
55545	Brochure Distribution	-1,600	-1,600	-1,600	0	0	0	0	0	0	0	-600	-1,600	-7,000
55560	Sales specific	-100	-100	-300	-100	-200	-600	-100	-200	-200	-200	-200	-200	-2,500
51520	Charitable Contributions	-200	-200	-350	-2,000	-1,450	-700	-5,200	-800	-500	-600	-600	-200	-12,800
51530	Community Relations	0	0	-3,334	0	0	-13,333	0	-3,333	0	0	0	0	-20,000
55538	Reservation Services	-1,200	-1,100	-1,100	-900	-600	-600	-1,400	-900	-800	-800	-800	-1,100	-11,700
55525	Marketing Discounts CoGS	-4,940	-4,080	-4,240	-3,300	-2,880	-7,020	-11,130	-9,710	-4,890	-3,310	-2,910	-4,880	-63,290
51020	Dues & Subscriptions	-2,990	-2,240	-2,990	-2,940	-1,690	-2,940	-2,240	-3,140	-2,590	-2,110	-2,690	-5,010	-33,570
51035	Licenses, Permits, Fees	-12,190	-12,491	-10,108	-8,293	-10,019	-9,833	-15,152	-7,356	-13,259	-14,460	-14,366	-8,183	-135,710
51096	Mileage Reimbursement	-415	-415	-415	-665	-420	-770	-1,090	-790	-460	-650	-475	-765	-7,330
51515	Board Expense	-3,000	-3,000	-3,000	-3,000	-3,200	-3,000	-7,000	-4,100	-3,100	-3,000	-3,000	-3,000	-41,400
51516	Annual Meeting Expense	0	0	0	0	0	-41,000	0	0	0	0	0	0	-41,000
51063	Postage - TDNews	-2,600	-2,600	-2,600	-2,600	-5,400	-4,300	-2,400	-2,300	-2,300	-2,100	-2,200	-2,200	-33,600
51065	Postage - General	-935	-790	-835	-1,165	-1,240	-1,005	-1,015	-950	-890	-1,220	-890	-765	-11,700
51510	Assessment Billing	-1,500	-1,500	0	-1,400	0	0	0	0	0	0	-6,000	0	-10,400
51535	Digital Content	-900	-900	-900	-900	-900	-900	-900	-900	-900	-900	-900	-900	-10,800
51545	Printing - TD News	-5,800	-5,800	-5,800	-5,800	-11,000	-5,800	-5,800	-5,800	-5,800	-5,800	-5,800	-11,000	-80,000
51546	Printing - Brochures	-1,000	-1,000	-1,000	-12,000	-600	-200	-1,900	0	0	0	-2,500	-1,000	-21,200
51547	Printing - Other	0	0	0	0	0	-100	0	0	0	0	0	0	-100
56601	Claims Expense	-1,000	-1,000	-3,000	-1,000	-1,000	-3,000	-1,000	-1,000	-3,000	-1,000	-3,000	-1,000	-20,000
52210	Bad Debt Expense	0	0	0	-6,000	0	0	0	0	0	-7,000	0	-2,000	-15,000
52215	Collection Expense	-500	-500	-500	-500	-500	-500	-500	-500	-500	-500	-500	-500	-6,000
52220	Credit Card Expense	-37,310	-42,970	-34,750	-16,850	-10,150	-20,310	-37,590	-25,030	-11,610	-7,630	-7,890	-39,160	-291,250
57009	Inter-Department Food Costs	0	0	100	100	100	100	100	100	100	100	0	0	800
59999	Contingency	-1,399	-2,164	-2,136	-1,380	-1,258	-652	-374	-583	-922	-2,019	-1,512	-1,601	-16,000
52025	Insurance Expense	-76,270	-76,270	-76,270	-76,270	-48,640	-48,640	-48,640	-48,640	-48,640	-48,420	-76,270	-77,030	-750,000
57030	Taxes - Property	-22,100	-22,100	-22,100	-22,100	-22,100	-22,100	-24,300	-24,300	-24,300	-24,300	-24,300	-24,900	-279,000
57020...	Taxes - Income	-3,300	-3,300	-3,400	-3,300	-3,300	-3,400	-3,300	-3,300	-3,400	-3,300	-3,300	-3,400	-40,000
	TOTAL ADMINISTRATIVE & OTHER EXPENSES	-211,257	-225,228	-220,137	-208,121	-174,455	-222,562	-204,989	-175,440	-157,620	-163,227	-192,611	-221,503	-2,377,150
	TOTAL OPERATING EXPENSES (OE)	-476,917	-465,917	-477,917	-431,917	-394,917	-484,917	-594,917	-564,917	-560,917	-392,917	-415,917	-583,913	-5,846,000
	TOTAL PAYROLL AND OPERATING EXPENSES	-1,717,000	-1,653,000	-1,592,000	-1,297,000	-1,274,000	-1,606,000	-1,953,000	-1,729,000	-1,527,000	-1,280,000	-1,277,000	-1,846,000	-18,751,000
	NORBO (before AO)	15,000	317,000	-38,000	-610,000	-850,000	-835,000	-313,000	-641,000	-1,024,000	-968,000	-1,017,000	-123,000	-6,087,000