

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2020
 Operating Fund Consolidated

November 2020

Year-to-Date November 2020

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		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
47,059	71,000	65,000	-23,941	-34%	-17,941	-28%	36053	870,780	1,191,000	1,061,450	-320,220	-27%	-190,670	-18%	1,270,000	
Revenue																
ALLOCATED RECREATION FEE																
0	0	0	0	0%	0	0%	(350...	Golf Passes	0	0	90,351	0	0%	-90,351	-100%	0
0	0	-409	0	0%	409	100%	3502...	Golf Passes - Packs	0	0	50,354	0	0%	-50,354	-100%	0
0	0	0	0	0%	0	0%	35035	Golf Green Fees - Member	0	0	112,457	0	0%	-112,457	-100%	0
0	0	0	0	0%	0	0%	35025	Golf Green Fees - Guest	0	0	169,357	0	0%	-169,357	-100%	0
0	0	0	0	0%	0	0%	3503...	Golf Green Fees - Public	0	0	76,592	0	0%	-76,592	-100%	0
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	966,823	1,278,400	1,161,772	-311,577	-24%	-194,950	-17%	1,676,800
0	0	0	0	0%	0	0%	35562	Ski Lift Revenue - Guest	0	0	46,017	0	0%	-46,017	-100%	0
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	103,403	80,000	136,184	23,403	29%	-32,781	-24%	117,000
0	5,100	2,655	-5,100	-100%	-2,655	-100%	35570	Ski Passes - Public	207,620	196,700	219,280	10,920	6%	-11,661	-5%	244,000
0	5,200	3,225	-5,200	-100%	-3,225	-100%	35575	Ski Passes - P.O.	264,461	213,500	213,960	50,961	24%	50,501	24%	264,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	13,956	3,500	8,863	10,456	299%	5,094	57%	4,000
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	17,836	9,000	13,766	8,836	98%	4,070	30%	10,000
0	0	45	0	0%	-45	-100%	35594	Snowplay Member	656	2,100	1,519	-1,444	-69%	-863	-57%	2,700
0	700	856	-700	-100%	-856	-100%	35596	Snowplay Guest	28,342	59,300	59,265	-30,958	-52%	-30,923	-52%	75,700
0	1,700	925	-1,700	-100%	-925	-100%	35595	Snowplay Public	44,838	146,000	90,607	-101,162	-69%	-45,769	-51%	186,300
1,275	200	1,718	1,075	538%	-443	-26%	35610	P.O. Daily Trail Fee	34,373	38,200	46,245	-3,827	-10%	-11,872	-26%	50,000
4,795	1,500	4,202	3,295	220%	593	14%	35615	Public Daily Trail Fee	175,251	237,500	207,597	-62,249	-26%	-32,346	-16%	285,000
1,910	500	1,786	1,410	282%	124	7%	35620	Guest Daily Trail Fee	56,693	71,500	74,786	-14,807	-21%	-18,093	-24%	89,000
0	0	0	0	0%	0	0%	37040	P.O. Trail Rides	0	43,000	38,349	-43,000	-100%	-38,349	-100%	43,000
0	0	0	0	0%	0	0%	37060	Guest Trail Rides	0	52,000	43,641	-52,000	-100%	-43,641	-100%	52,000
0	0	0	0	0%	0	0%	37080	Public Trail Rides	0	12,500	6,428	-12,500	-100%	-6,428	-100%	12,500
0	0	0	0	0%	0	0%	36012	Special Events Revenue	784	62,900	56,472	-62,116	-99%	-55,688	-99%	63,300
0	0	0	0	0%	0	0%	36013	Concert Revenue	0	140,000	141,552	-140,000	-100%	-141,552	-100%	140,000
2,252	2,000	1,320	252	13%	932	71%	36054	Daily Usage Fee - Member	75,325	55,600	44,310	19,725	35%	31,015	70%	59,100
847	7,400	8,235	-6,553	-89%	-7,388	-90%	36055	Daily Usage Fee - Guest	212,551	451,350	460,165	-238,799	-53%	-247,614	-54%	472,500
1,083	0	0	1,083	0%	1,083	0%	38013	Campground Revenue	119,649	95,400	95,467	24,249	25%	24,183	25%	95,400
12,162	24,300	24,558	-12,138	-50%	-12,397	-50%		Total Direct Access & Use	2,322,562	3,248,450	3,665,355	-925,888	-29%	-1,342,793	-37%	3,942,150
60,948	116,614	78,694	-55,666	-48%	-17,746	-23%	3310...	Food	1,436,000	2,843,592	2,638,950	-1,407,592	-50%	-1,202,950	-46%	3,148,157
-2,725	-14,000	-6,194	11,275	81%	3,470	56%		Food Discounts	-77,564	-269,400	-206,124	191,836	71%	128,560	62%	-285,800
-1,258	-3,500	-2,448	2,242	64%	1,190	49%	33152	EE Discounts	-33,033	-91,250	-79,619	58,217	64%	46,586	59%	-102,500
-641	-1,400	-760	759	54%	120	16%	33154	Guest Relations aka Manager	-8,189	-30,200	-20,638	22,011	73%	12,448	60%	-32,500
0	0	0	0	0%	0	0%	33156	InterDept Discounts	0	-1,350	-5,594	1,350	100%	5,594	100%	-1,350
-827	-9,100	-2,987	8,273	91%	2,160	72%	3316...	Marketing Discounts	-36,342	-146,600	-100,274	110,258	75%	63,931	64%	-149,900
944	3,400	2,237	-2,456	-72%	-1,293	-58%	33180	Food NA Beverage	80,173	171,650	149,660	-91,477	-53%	-69,487	-46%	195,050
59,168	106,014	74,737	-46,846	-44%	-15,569	-21%		Food subtotal	1,438,609	2,745,842	2,582,486	-1,307,233	-48%	-1,143,877	-44%	3,057,407
2,474	9,706	7,107	-7,232	-75%	-4,633	-65%	3322...	Beer	128,385	313,934	309,539	-185,549	-59%	-181,153	-59%	348,447
-40	0	-490	-40	0%	450	92%	3322...	Beer Discounts	0	-2,715	0	-8,724	0%	6,009	69%	0
4,113	10,100	9,123	-5,987	-59%	-5,011	-55%	33242	Liquor	176,082	248,250	356,646	-72,168	-29%	-180,564	-51%	275,470
-179	0	-391	-179	0%	212	54%	3324...	Liquor Discounts	0	-2,944	0	-7,294	0%	4,351	60%	0
7,178	21,310	12,612	-14,132	-66%	-5,434	-43%	33262	Wine	180,140	420,574	375,386	-240,434	-57%	-195,245	-52%	462,176
-272	0	-365	-272	0%	93	25%	3326...	Wine Discounts	-4,907	0	-7,454	-4,907	0%	2,547	34%	0
380	0	680	-380	0%	-300	-44%	33268	Corkage Fees	7,678	0	22,283	7,678	0%	-14,605	-66%	0
-300	0	-160	-300	0%	-140	-88%	33269	Corkage Fee Discounts	-4,160	0	-11,753	-4,160	0%	7,593	65%	0
13,353	41,116	28,117	-27,763	-68%	-14,764	-53%		Beverage subtotal	477,560	982,758	1,028,628	-505,198	-51%	-551,068	-54%	1,086,093
0	2,300	675	-2,300	-100%	-675	-100%	3328...	Misc other F&B	2,397	63,600	218,669	-61,203	-96%	-216,272	-99%	68,650
0	0	0	0	0%	0	0%	33299	InterDept Food Sales	0	-4,100	-4,398	4,100	100%	4,398	100%	-4,100
0	2,300	675	-2,300	-100%	-675	-100%		Other F&B subtotal	2,397	59,500	214,271	-57,103	-96%	-211,874	-99%	64,550
72,521	149,430	103,529	-76,909	-51%	-31,008	-30%		Total Food and Beverage	1,918,565	3,788,100	3,825,385	-1,869,535	-49%	-1,906,819	-50%	4,208,050
72,579	149,430	103,529	-76,851	-51%	-30,950	-30%		F&B Revenue by Segment:	1,588,111	2,896,650	3,298,977	-1,308,539	-45%	-1,710,866	-52%	3,219,000
21,729	70,500	51,705	-48,771	-69%	-29,977	-58%	33910	F&B-Dining Room	914,894	1,276,200	1,351,189	-361,306	-28%	-436,295	-32%	1,433,300
41,258	44,930	31,639	-3,672	-8%	9,619	30%	33920	F&B-Pub	403,789	747,450	696,556	-343,661	-46%	-292,767	-42%	823,700
0	9,600	7,592	-9,600	-100%	-7,592	-100%	33930	F&B-Banquets	6,492	316,500	715,636	-310,008	-98%	-709,144	-99%	355,000
0	0	0	0	0%	0	0%	33940	F&B-Lunch	0	31,200	44,879	-31,200	-100%	-44,879	-100%	31,200
0	0	0	0	0%	0	0%	33950	SmrF&B-Snack Bar	0	60,700	71,081	-60,700	-100%	-71,081	-100%	60,700
0	0	0	0	0%	0	0%	33970	SmrF&B-Pool BBQ	5,264	45,100	75,786	-39,836	-88%	-70,522	-93%	45,100
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	0	0	5,629	0	0%	-5,629	-100%	0
9,592	24,400	12,593	-14,808	-61%	-3,000	-24%	33990	Cafeteria	257,672	397,500	338,221	-139,828	-35%	-80,548	-24%	448,000
0	0	0	0	0%	0	0%	33989	Employee Housing	0	22,000	0	-22,000	-100%	0	0%	22,000
0	0	-841	0	0%	841	100%	33163	Mkt Discounts, Happy Hour Fo	-4,956	0	-23,398	-4,956	0%	18,442	79%	0
0	0	-396	0	0%	396	100%	33226	Mkt Discounts, Happy Hour Bev	-1,609	0	-6,103	-1,609	0%	4,494	74%	0
0	0	-31	0	0%	31	100%	33246	Mkt Discounts, Happy Hour Bev	-81	0	-868	-81	0%	788	91%	0
0	0	-98	0	0%	98	100%	33266	Mkt Discounts, Happy Hour Be	-616	0	-3,261	-616	0%	2,644	81%	0
0	0	-524	0	0%	524	100%		Mkt Discounts, Happy Hour Bev	-2,306	0	-10,233	-2,306	0%	7,926	77%	0
0	0	-1,364	0	0%	1,364	100%		Mkt Discounts, Happy Hour	-7,262	0	-33,631	-7,262	0%	26,368	78%	0

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 For the Eleven Months Ending November 30, 2020
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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	
			\$	%	\$	%						\$	%	\$	%	
525	0	100	525	0%	425	425%	36015	Sales - Firewood	4,675	5,000	5,670	-325	-7%	-995	-18%	5,000
28,396	0	0	28,396	0%	28,396	0%	36016	Sales - Timber	65,254	0	0	65,254	0%	65,254	0%	0
0	0	0	0	0%	0	0%	36017	Sales - Chips	21,921	0	11,088	21,921	0%	10,834	98%	0
10,257	5,300	9,082	4,957	94%	1,174	13%	36030	Sales - Retail	307,874	458,400	566,829	-150,526	-33%	-258,955	-46%	527,900
-153	-400	-304	248	62%	152	50%	38015	Employee Discounts	-17,515	-10,800	-23,242	-6,715	-62%	5,727	25%	-12,000
0	0	0	0	0%	0	0%	38017	Homeowner Discounts	-6,023	-1,800	-4,738	-4,223	-235%	-1,285	-27%	-1,800
-1,780	-500	-987	-1,280	-256%	-793	-80%	38020	Discounts - Retail	-14,950	-41,800	-48,155	26,850	64%	33,204	69%	-47,000
0	0	-50	0	0%	50	100%	38025	Promotion Discounts	-2,821	-2,000	-821	-821	-41%	-1,527	-118%	-2,000
37,245	4,400	7,841	32,845	746%	29,404	375%		Total Retail Product Reve	358,416	407,000	506,159	-48,584	-12%	-147,743	-29%	470,100
0	0	0	0	0%	0	0%	(350...	Golf Cart Rentals	19,195	0	82,015	19,195	0%	-62,820	-77%	0
0	0	0	0	0%	0	0%	35018	Golf Club Set Rentals	0	0	7,521	0	0%	-7,521	-100%	0
0	0	0	0	0%	0	0%	35020	Golf - Driving Range	66,676	30,000	36,490	36,676	122%	30,187	83%	30,000
-17	200	1,144	-217	-109%	-1,161	-102%	(355...	Lessons - Group	268,812	567,200	302,861	-298,388	-53%	-34,048	-11%	728,800
95	100	390	-5	-5%	-295	-76%	(355...	Lessons - Private	365,202	282,500	395,662	82,702	29%	-30,460	-8%	375,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	4,035	2,300	3,694	1,735	75%	340	9%	2,500
0	0	0	0	0%	0	0%	3559...	Snowflakes	192,282	198,700	268,140	-6,418	-3%	-75,859	-28%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	56,438	26,400	48,970	30,038	114%	7,468	15%	26,400
5,844	700	6,768	5,144	735%	-925	-14%	3604...	Rentals	711,357	955,600	924,033	-244,243	-26%	-212,676	-23%	1,171,600
0	0	0	0	0%	0	0%	36042	Rentals, Storage	49,700	13,500	48,150	36,200	268%	1,550	3%	13,500
0	0	0	0	0%	0	0%	36043	Rentals, Bikes	79,806	43,200	43,698	36,606	85%	36,108	83%	43,200
0	1,300	220	-1,300	-100%	-220	-100%	3604...	Child Care	517	9,300	1,147	-8,783	-94%	-630	-55%	10,600
0	8,000	4,668	-8,000	-100%	-4,668	-100%	36050	Aerobics	-23,839	149,800	72,946	-173,639	-116%	-96,786	-133%	158,800
0	400	594	-400	-100%	-594	-100%	36056	Fitness/Training	1,140	4,500	6,760	-3,360	-75%	-5,620	-83%	5,000
0	0	0	0	0%	0	0%	36058	Rec Programs	0	14,400	15,057	-14,400	-100%	-15,057	-100%	14,400
0	0	0	0	0%	0	0%	36059	Day Camps	1,484	292,000	246,499	-290,516	-99%	-245,015	-99%	292,000
0	1,200	1,006	-1,200	-100%	-1,006	-100%	36051	Massage	3,623	15,600	11,801	-11,978	-77%	-8,179	-69%	17,300
0	100	140	-100	-100%	-140	-100%	36057	Towels/Lockers	154	1,100	2,020	-946	-86%	-1,866	-92%	1,200
0	0	0	0	0%	0	0%	36060	Lessons - Public	0	1,500	2,791	-1,500	-100%	-2,791	-100%	1,500
0	0	0	0	0%	0	0%	36070	Lessons - P.O.	79,317	57,700	64,263	21,617	37%	15,054	23%	57,700
0	0	0	0	0%	0	0%	36080	Lessons - Guest	38,166	30,500	39,264	7,666	25%	-1,098	-3%	30,500
39	0	0	39	0%	39	0%	37090	Equestrian - Boarding	53,114	32,000	32,208	21,114	66%	20,906	65%	32,000
0	0	0	0	0%	0	0%	37095	Equestrian - Camps	5,151	71,500	76,864	-66,349	-93%	-71,713	-93%	71,500
0	0	0	0	0%	0	0%	(370...	Equestrian - Horse Lease	21,864	0	21,864	0	0%	21,864	0%	0
5,961	12,000	14,930	-6,039	-50%	-8,970	-60%		Total Lessons & Rental R	1,994,191	2,799,300	2,732,854	-805,109	-29%	-738,663	-27%	3,344,800
3,770	2,000	4,020	1,770	89%	-250	-6%	32010	Aso - Fees	75,990	53,300	48,175	22,690	43%	27,815	58%	55,000
1,320	1,000	1,235	320	32%	85	7%	32020	Inspection Fees	34,880	22,500	22,090	12,380	55%	12,791	58%	23,000
1,900	500	838	1,400	280%	1,063	127%	32030	Fines	48,638	8,500	11,287	40,138	472%	37,350	331%	9,000
0	4,010	4,359	-4,010	-100%	-4,359	-100%	34010	Interest	58,504	105,110	111,904	-46,606	-44%	-53,400	-48%	108,120
2,906	2,300	3,024	606	26%	-118	-4%	32042	Collection Costs Recovery	0	0	16,150	0	0%	-16,150	-100%	0
0	-200	-270	200	100%	270	100%	34020	Late Charges	37,487	33,700	33,379	3,787	11%	4,107	12%	36,000
0	-300	0	94	31%	-207	0%	34030	Lien Fees	14,580	12,000	12,960	2,580	22%	1,620	13%	12,000
23,375	18,470	21,465	4,905	27%	1,910	9%	34040	Delinquency Fees	44,009	41,500	40,694	2,509	6%	3,315	8%	41,500
-10	0	0	-10	0%	-10	0%	34050	Transfer Fees	207,545	145,950	142,470	61,595	42%	65,075	46%	158,200
0	0	0	0	0%	0	0%	34060	NSF Charges	70	0	60	70	0%	10	17%	0
0	0	0	0	0%	0	0%	34070	Shopping Bags	2	0	0	2	0%	2	0%	0
0	0	0	0	0%	0	0%	34075	Sponsorships	7,636	8,000	19,875	-364	-5%	-12,239	-62%	8,000
19,887	14,700	18,016	5,187	35%	1,871	10%	34080	Communications Ad Revenue	194,742	192,000	209,359	2,742	1%	-14,617	-7%	210,000
1,791	2,200	1,739	-409	-19%	52	3%	37018	Lease Revenue	19,309	19,700	25,146	-391	-2%	-5,838	-23%	21,700
810	1,190	1,148	-380	-32%	-338	-29%	37020	Other Revenue	59,542	102,890	76,851	-43,348	-42%	-17,309	-23%	110,380
0	0	1,000	0	0%	-1,000	-100%	38005	Employee Housing Revenue	72,603	88,000	86,796	-15,397	-17%	-14,194	-16%	112,000
0	0	20,438	0	0%	-20,438	-100%	37030	Forestry Grant Revenue	-203	0	20,438	-203	0%	-20,641	-101%	0
55,544	45,870	77,012	9,674	21%	-21,468	-28%		Total Other Revenue	875,334	833,150	877,634	42,184	5%	-2,300	0%	904,900
230,491	307,000	292,870	-76,509	-25%	-62,379	-21%		GROSS REVENUE (GREV)	8,339,848	12,267,000	12,668,836	-3,927,152	-32%	-4,328,989	-34%	14,140,000
COST OF GOODS SOLD (COGS)																
-6,656	-11,600	-9,667	4,944	43%	3,011	31%	43110	Meat	-138,630	-269,010	-244,648	130,380	48%	106,018	43%	-299,770
-2,950	-9,200	-5,639	6,250	68%	2,688	48%	43120	Seafood	-95,853	-178,760	-145,952	82,907	46%	50,099	34%	-195,900
-4,769	-5,640	-6,185	871	15%	1,416	23%	43130	Produce	-97,355	-131,800	-171,963	34,445	26%	74,609	43%	-145,200
-2,223	-4,350	-3,061	2,127	49%	838	27%	43140	Dairy	-41,717	-124,090	-84,965	82,373	66%	43,248	51%	-136,660
-736	-1,820	-2,121	1,085	60%	1,385	65%	43150	NA Beverage	-25,325	-61,230	-45,276	35,905	59%	19,952	44%	-69,770
-5,309	-6,325	-6,609	1,016	16%	1,300	20%	43160	Food Other	-127,380	-171,882	-237,708	44,502	26%	110,329	46%	-190,261
902	2,910	435	-2,008	-69%	467	107%	43190	Mktg Discounts credit	18,366	58,410	51,960	-40,044	-69%	-33,593	-65%	63,290
1,890	2,405	2,195	-515	-21%	-305	-14%	43192	EE Meals credit	18,743	37,132	31,570	-18,390	-50%	-12,828	-41%	40,091
-19,851	-33,620	-30,652	13,769	41%	10,801	35%		Food Cogs	-489,151	-841,230	-846,983	352,079	42%	357,832	42%	-933,370
-909	-2,310	-2,422	1,402	61%	1,513	62%	43270	Beer	-31,017	-75,940	-77,491	44,923	59%	46,474	60%	-84,270

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2020
 Operating Fund Consolidated

November 2020

Year-to-Date November 2020

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	
			\$	%	\$	%						\$	%	\$	%	
-1,124	-2,070	-1,601	946	46%	477	30%	43280	Liquor	-29,478	-51,190	-60,218	21,712	42%	30,740	51%	-56,720
-2,214	-6,310	-4,293	4,096	65%	2,079	48%	43290	Wine	-58,267	-124,540	-121,333	66,273	53%	63,607	52%	-136,640
-4,247	-10,690	-8,315	6,443	60%	4,069	49%		Beverage Cogs	-118,761	-251,670	-259,043	132,909	53%	140,281	54%	-277,630
-4,524	-2,690	-4,190	-1,834	-68%	-333	-8%		Retail Product Cogs	-161,667	-233,100	-289,025	71,433	31%	127,358	44%	-265,000
-28,621	-47,000	-43,157	18,379	39%	14,537	34%		Total COGS	-769,579	-1,326,000	-1,395,051	556,421	42%	625,471	45%	-1,476,000
-12.4%	-15.3%	-14.7%	02.9%	18.9%	02.3%	15.7%		Total Cogs / GREV %	-09.2%	-10.8%	-11.0%	01.6%	14.6%	01.8%	16.2%	-10.4%
-12.1%	-61.1%	-53.4%	49.0%	80.1%	41.3%	77.3%		Retail Product Cogs / Retail R	-45.1%	-57.3%	-57.1%	12.2%	21.2%	12.0%	21.0%	-56.4%
-11.5%	-50.8%	-45.6%	39.2%	77.3%	34.1%	74.7%		Retail Product Cogs / Retail R	-40.4%	-50.3%	-49.5%	09.9%	19.6%	09.1%	18.3%	-49.7%
-33.2%	-29.7%	-37.6%	-03.6%	-12.1%	04.4%	11.7%		F&B Cogs / F&B Rev %	-31.7%	-28.9%	-28.9%	-02.8%	-09.8%	-02.8%	-09.6%	-28.8%
-32.1%	-28.0%	-37.9%	-04.1%	-14.5%	05.8%	15.3%		Food %, preDiscounts	-32.3%	-27.9%	-30.4%	-04.4%	-15.6%	-01.9%	-06.2%	-27.9%
-33.5%	-31.7%	-41.0%	-01.8%	-05.8%	07.5%	18.2%		Food %, postDiscounts	-34.0%	-30.6%	-32.8%	-03.4%	-11.0%	-01.2%	-03.7%	-30.5%
-77.9%	-53.5%	-94.8%	-24.4%	-45.5%	16.9%	17.8%		Food NA Beverage %	-31.6%	-35.7%	-30.3%	04.1%	11.4%	-01.3%	-04.4%	-35.8%
-31.8%	-26.0%	-29.6%	-05.8%	-22.3%	-02.2%	-07.5%		COGS % Beverage, incld CF,n	-24.9%	-25.6%	-25.2%	00.7%	02.9%	00.3%	01.3%	-25.6%
-37.3%	-23.8%	-36.6%	-13.5%	-56.9%	-00.7%	-02.0%		COGS % Beer,net	-24.7%	-24.2%	-25.8%	-00.5%	-02.0%	01.1%	04.2%	-24.2%
-28.6%	-20.5%	-18.3%	-08.1%	-39.4%	-10.2%	-55.9%		COGS % Liquor,net	-17.0%	-20.6%	-17.2%	03.6%	17.4%	00.2%	01.2%	-20.6%
-32.1%	-29.6%	-35.1%	-02.5%	-08.3%	03.0%	08.5%		COGS % Wine,net	-33.3%	-29.6%	-33.0%	-03.6%	-12.3%	-00.3%	-00.8%	-29.6%
201,870	260,000	249,712	-58,130	-22%	-47,843	-19%		Gross Margin (GREV-COG)	7,570,268	10,941,000	11,273,786	-3,370,732	-31%	-3,703,517	-33%	12,664,000
PAYROLL																
SALARIES & WAGES																
-263,866	-326,041	-273,463	62,175	19%	9,598	4%	5110...	Salaries - Exempt - Regular & Ot	-2,775,868	-3,705,669	-3,463,212	929,801	25%	687,344	20%	-4,032,000
0	-500	-547	500	100%	547	100%	51106	Salaries - Exempt - Commissions	-31,723	-23,000	-41,160	-8,723	-38%	9,437	23%	-23,000
-143,939	-179,347	-132,221	35,408	20%	-11,718	-9%	5122...	Wages - FTRRegular	-1,593,809	-2,050,953	-1,693,099	457,144	22%	99,290	6%	-2,249,540
-104,866	-167,862	-137,256	62,996	38%	32,390	24%	5124...	Wages - Seasonal & PartTime	-2,201,969	-3,464,728	-3,658,972	1,262,759	36%	1,457,004	40%	-3,931,560
0	-400	0	400	100%	0	0%	5122...	Wages-FTR-Commissions	0	9,050	-900	9,050	100%	900	100%	-10,000
0	-8,100	-3,095	8,100	100%	3,095	100%	51246	Wages-Seasonal-Commissions	-81,410	-95,600	-83,692	14,190	15%	2,283	3%	-107,900
-12,250	-12,250	-131,717	0	0%	119,467	91%	5110...	Incentive Program, Exempt	-28,087	-134,750	-347,247	106,663	79%	319,160	92%	-147,000
-3,157	-2,500	-28,763	-657	-26%	25,606	89%	51227	Incentive Program, FTR, NonEx	-28,751	-28,250	-96,821	-501	-2%	68,071	70%	-31,000
-109	0	-2,554	-109	0%	2,444	96%	51247	Incentive Program, Seasonal, N	-24,519	0	-69,173	-24,519	0%	44,654	65%	0
24,250	24,250	27,218	0	0%	-2,968	-11%	51299	Capitalized Payroll Direct S&W	332,036	318,750	277,317	13,286	4%	54,719	20%	343,000
-503,937	-672,750	-682,399	168,813	25%	178,462	26%		Total Salaries & Wages, DIRECT	-6,434,098	-9,193,250	-9,176,959	2,759,152	30%	2,742,861	30%	-10,189,000
-251,866	-314,541	-378,510	126,644	20%	126,644	33%		Salaries sub-total	-2,503,641	-3,544,669	-3,574,301	1,041,028	29%	1,070,660	30%	-3,859,000
-252,072	-358,209	-303,889	106,137	30%	51,818	17%		Wage sub-total	-3,930,457	-5,648,581	-5,602,658	1,718,124	30%	1,672,201	30%	-6,330,000
-147,096	-182,247	-160,985	35,151	19%	13,888	9%		Wage-FTR subsubtotal	-1,622,560	-2,088,253	-1,790,820	465,693	22%	1,620,880	9%	-2,290,540
-104,975	-175,962	-142,905	70,987	40%	37,929	27%		Wage-Seasonal subsub	-2,307,897	-3,560,328	-3,811,838	1,252,431	35%	1,503,941	39%	-4,039,460
-218.6%	-219.1%	-233.0%	00.5%	00.2%	14.4%	06.2%		PayrollDirect %ofRevenu	-77.1%	-74.9%	-72.4%	-02.2%	-02.9%	-04.7%	-06.5%	-72.1%
5,608	-1,300	15,796	6,908	531%	-10,188	-64%	51108	PTO net\$ accrual, in Salaries	-29,009	-16,747	27,602	-12,262	-73%	-56,611	-205%	-17,952
7,318	-1,451	7,430	8,769	604%	-112	-2%	51228	PTO net\$ accrual, in Wages FTR	-31,879	-10,602	-3,548	-21,277	-201%	-28,331	-799%	-12,000
12,926	-2,751	23,226	15,677	570%	-10,301	-44%		PTO net accrual, in PD Total	-60,887	-27,349	24,055	-33,538	-123%	-84,942	-353%	-29,952
-201.4	0.0	-343.9	-201.4	0.0	142.5	0.4		Wage Overtime Hours	-7352.8	0.0	-14385.0	-7352.8	0.0	7032.2	0.5	0.0
-11270.2	-17743.2	-14202.2	6473.0	0.4	2932.0	0.2		Wage Total Hours	-194345.2	-303768.2	-311503.5	109423.0	0.4	117158.3	0.4	-340029.3
23.02	20.11	21.92	2.91	0.14	1.10	0.05		Wage ROP avg	20.06	18.56	17.97	1.50	0.08	2.09	0.12	18.58
-5633.6	-7282.2	-7134.3	1648.7	0.2	1500.7	0.2		EXEMPT Hours	-62824.4	-85499.7	-82234.1	22675.4	0.3	19409.7	0.2	-92780.3
PAYROLL BURDEN																
-40,994	-68,425	-52,658	27,431	40%	11,664	22%	5130...	Payroll Taxes	-643,258	-1,008,187	-897,077	364,929	36%	253,819	28%	-1,135,000
-13,644	-25,670	-23,006	12,026	47%	9,362	41%	5130...	Workers Compensation	-231,269	-397,330	-426,603	166,061	42%	195,335	46%	-450,000
-85,869	-80,896	-73,751	-4,973	-6%	-12,119	-16%	5130...	Group Insurance	-844,081	-896,684	-802,082	52,603	6%	-41,999	-5%	-970,000
-7,500	-17,009	-16,256	9,509	56%	8,755	54%	5130...	Retirement Plan	-77,186	-187,799	-148,064	110,613	59%	70,878	48%	-205,000
3,667	3,667	4,253	0	0%	-586	-14%	51499	Capitalized Payroll Burden	51,182	40,337	42,811	10,845	27%	8,371	20%	44,000
-144,341	-188,333	-161,417	43,992	23%	17,076	11%		PAYROLL BURDEN Total	-1,744,612	-2,449,663	-2,231,015	705,051	29%	486,403	22%	-2,716,000
-74,145	-89,856	-87,455	15,711	17%	13,310	15%	(513...	subtotal, Burden-Salary	-784,487	-1,014,324	-941,658	229,837	23%	157,171	17%	-1,105,000
-59,624	-71,294	-57,573	11,670	16%	-2,050	-4%	(514...	subtotal, Burden-Wage-FTR	-615,566	-810,026	-630,991	194,640	24%	15,425	2%	-888,120
-14,239	-30,850	-20,642	16,611	54%	6,403	31%	(514...	subtotal, Burden-Wage-Seasona	-395,741	-665,650	-701,178	269,909	41%	305,437	44%	-766,880
28.6%	28.0%	23.7%	00.6%	02.3%	05.0%	21.1%		Burden % - on all Payroll	27.1%	26.6%	24.3%	00.5%	01.8%	02.8%	11.5%	26.7%
29.4%	28.6%	23.1%	00.9%	03.0%	06.3%	27.4%		Burden % - Salary	31.3%	28.6%	26.3%	02.7%	09.5%	05.0%	18.9%	28.6%
40.5%	39.1%	35.8%	01.4%	03.6%	04.8%	13.3%		Burden % - Wage-FTR	37.9%	38.8%	35.2%	-00.9%	-02.2%	02.7%	07.7%	38.8%
13.6%	17.5%	14.4%	-04.0%	-22.6%	-00.9%	-06.1%		Burden % - Wage-Season	17.1%	18.7%	18.4%	-01.5%	-08.3%	-01.2%	-06.8%	19.0%
29.3%	28.5%	25.7%	00.8%	02.8%	03.6%	13.8%		Burden % - Wage-FTR&S	25.7%	26.1%	23.8%	-00.4%	-01.5%	02.0%	08.2%	26.1%
-648,278	-861,083	-843,816	212,805	25%	195,538	23%		PAYROLL TOTAL (Direct&Burde	-8,178,711	-11,642,913	-11,407,974	3,464,202	30%	3,229,264	28%	-12,905,000
28.6%	28.0%	23.7%	0.6%	2.3%	5.0%	21.1%		Burden % TL	27.1%	26.6%	24.3%	0.5%	1.8%	2.8%	11.5%	26.7%
8.1%	10.2%	7.7%	-2.0%	-20.0%	0.4%	5.4%		Payroll Taxes %	10.0%	11.0%	9.8%	-1.0%	-8.8%	0.2%	2.3%	11.1%
2.7%	3.8%	3.4%	-1.1%	-29.0%	-0.7%	-19.7%		Workers Comp %	3.6%	4.3%	4.6%	-0.7%	-16.8%	-1.1%	-22.7%	4.4%

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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Account	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
			\$	%	\$	%						\$	%	\$	%	
-7,304	-4,100	-3,164	-3,204	-78%	-4,140	-131%	54210	General/PM	-44,802	-46,100	-51,033	1,298	3%	6,231	12%	-50,500
0	-100	-7	100	100%	7	100%	54220	Plumbing	-1,391	-2,750	-4,914	1,359	49%	3,523	72%	-3,550
-103	-400	0	297	74%	-103	0%	54240	Lighting and Electrical	-1,774	-2,785	-2,611	1,011	36%	836	32%	-3,805
0	-50	0	50	100%	0	0%	54250	HVAC	-1,493	-875	-1,076	-618	-71%	-417	-39%	-1,025
-152	-1,150	0	998	87%	-152	0%	54252	Carpentry	-152	-2,040	-86	1,888	93%	-66	-76%	-2,440
-607	-700	-592	93	13%	-16	-3%	54254	Elevators	-6,681	-7,100	-7,643	419	6%	962	13%	-7,800
0	-4,150	-1,333	4,150	100%	1,333	100%	54256	Fire Suppression	-7,442	-12,300	-14,131	4,858	39%	6,689	47%	-12,600
0	0	-22	0	0%	22	100%	54274	Painting	-32	-700	-69	668	95%	37	53%	-700
-278	-1,962	-1,314	1,684	86%	1,036	79%	54290	Other Building	-7,301	-13,442	-7,328	6,141	46%	27	0%	-15,960
-8,444	-12,612	-6,517	4,168	33%	-1,926	-30%		R&M Building	-71,070	-88,092	-89,377	17,022	19%	18,307	20%	-98,380
0	0	0	0	0%	0	0%	54300	R&M Grounds (nonGolf) (non-p	-19	0	-19	-19	0%	-19	0%	0
-577	0	0	-577	0%	-577	0%	54310	Asphalt	-2,311	0	-204	-2,311	0%	-2,107	-1033%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-357	0	-178	-357	0%	-179	-101%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-23	-2,250	-937	2,227	99%	914	98%	-2,250
0	-200	0	200	100%	0	0%	54350	Ski Trails	0	-800	-208	800	100%	208	100%	-1,000
-7,256	-13,900	-14,666	6,644	48%	7,410	51%	54380	Snow Removal	-81,891	-127,100	-153,883	45,209	36%	71,992	47%	-150,800
-51	0	0	-51	0%	-51	0%	54390	Other Grounds Maint	-35,938	-31,400	-4,538	-4,538	-14%	-595	-2%	-32,400
-7,884	-14,100	-14,666	6,216	44%	6,782	46%		R&M Grounds (nonGolf)	-120,539	-161,550	-190,752	41,011	25%	70,213	37%	-186,450
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-128	0	-1,217	-128	0%	1,090	90%	0
-163	-1,600	-1,318	1,437	90%	1,155	88%	54412	Ski Lifts, Fixed Grip	-7,069	-13,800	-8,877	6,731	49%	1,808	20%	-15,100
0	-600	-1,641	600	100%	1,641	100%	54416	Ski Lifts, Surface	-872	-3,700	-3,338	2,828	76%	2,466	74%	-3,900
0	0	0	0	0%	0	0%	54418	Terrain Parks	-746	0	-746	-746	0%	-746	0%	0
-30	-500	-705	470	94%	675	96%	54419	Snowmaking	-3,754	-5,400	-3,158	1,646	30%	-596	-19%	-6,900
-1,575	-6,000	-734	4,425	74%	-841	-115%	54421	Snowcats	-27,332	-71,200	-52,778	43,868	62%	25,446	48%	-76,200
-210	-1,300	-351	1,090	84%	141	40%	54426	Snowmobiles	-2,120	-8,500	-1,467	6,380	75%	-653	-44%	-9,600
-501	-500	0	-1	0%	-501	0%	54434	Golf Maint Eq	-17,839	-11,300	-11,422	-6,539	-58%	-6,417	-56%	-11,500
0	0	0	0	0%	0	0%	54438	Golf Carts Fleet	-30	0	-2,626	-30	0%	2,596	99%	0
-1,516	-5,100	-1,093	3,584	70%	-423	-39%	54443	Rolling, Heavy	-53,222	-41,525	-59,945	-11,697	-28%	6,723	11%	-49,725
-4,101	-9,096	-6,628	4,995	55%	2,526	38%	54448	Rolling, Car/Truck/Bus/Van	-40,728	-65,930	-65,988	25,202	38%	25,260	38%	-69,270
-27	-650	-75	623	96%	48	64%	54452	F&B Kitchen Equip	-6,312	-17,630	-20,009	11,318	64%	13,697	68%	-20,480
0	-150	0	150	100%	0	0%	54454	F&B GlassSilverChina	-102	-775	-195	673	87%	93	48%	-880
0	-200	0	200	100%	0	0%	54461	Bicycles	-1,367	-1,500	-1,022	133	9%	-346	-34%	-1,700
-815	-100	-653	-715	-715%	-162	-25%	54463	Fitness Equipment	-1,241	-1,500	-1,176	259	17%	-65	-6%	-1,600
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	0	-980	-530	980	100%	530	100%	-1,280
-5,114	-5,138	-4,744	24	0%	-370	-8%	54481	Computer Software Maint	-57,304	-57,291	-53,186	-13	0%	-4,118	-8%	-62,530
-357	-500	-132	143	29%	-225	-171%	54483	Computer Hardware Maint	-4,588	-5,970	-1,912	1,382	23%	-2,676	-140%	-6,590
0	-350	-620	350	100%	620	100%	54499	Other Operating Equip R&M	-2,369	-7,270	-6,352	4,901	67%	3,983	63%	-7,820
-14,408	-31,834	-18,694	17,426	55%	4,286	23%		R&M Equipment	-227,123	-314,271	-295,198	87,148	28%	68,075	23%	-345,075
0	0	0	0	0%	0	0%	54510	Seed & Sod	-1,951	-6,500	-9,600	4,549	70%	7,650	80%	-6,500
0	0	0	0	0%	0	0%	54520	Fertilizer	-9,400	-9,000	-10,519	-400	-4%	1,119	11%	-9,000
-3,506	0	0	-3,506	0%	-3,506	0%	54530	Top Dressing	-3,506	-5,400	-9,963	1,894	35%	6,456	65%	-5,400
0	0	500	0	0%	-500	-100%	54540	Sand, Gravel, Rock	1,397	-1,500	-5,003	2,897	193%	6,400	128%	-1,500
0	0	3,000	0	0%	-3,000	-100%	54560	Pesticides	-2,515	-5,900	-3,485	3,385	57%	970	28%	-5,900
0	0	-2,409	0	0%	2,409	100%	54570	Irrigation and Drainage	-10,675	-2,300	-6,711	-8,375	-364%	-3,964	-59%	-2,300
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-500	0	500	100%	0	0%	-500
-3,506	0	1,091	-3,506	0%	-4,598	-421%		R&M Golf Course	-26,651	-31,100	-45,282	4,449	14%	18,630	41%	-31,100
-3,080	-2,200	-1,099	-880	-40%	-1,981	-180%	54710	chemicals	-25,854	-36,200	-43,318	10,346	29%	17,464	40%	-38,000
0	-140	0	140	100%	0	0%	54720	equipment	0	-1,870	0	1,870	100%	0	0%	-2,010
0	0	0	0	0%	0	0%	54730	service, regular	-1,085	0	0	-1,085	0%	-1,085	0%	0
-3,080	-2,340	-1,099	-740	-32%	-1,981	-180%		R&M Pool Spa	-26,939	-38,070	-43,318	11,131	29%	16,379	38%	-40,010
-121,037	-300	-21,835	-120,737	-40246%	-99,202	-454%	(575...	Forestry Management	-569,554	-479,360	-377,998	-90,194	-19%	-191,557	-51%	-479,560
0	0	-370	0	0%	370	100%	57528	Trails Maintenance	0	-1,300	-1,514	1,300	100%	1,514	100%	-1,300
-121,037	-300	-22,205	-120,737	-40246%	-98,831	-445%		R&M Forestry/Trails	-569,554	-480,660	-379,511	-88,894	-18%	-190,043	-50%	-480,860
10,303	18,900	9,074	-8,597	-45%	1,229	14%	59010	Contra - Inter-Dept. Charges	130,378	193,100	204,851	-62,722	-32%	-74,473	-36%	205,500
-148,055	-42,286	-53,016	-105,769	-250%	-95,400	-179%		R&M subtotal	-911,499	-920,643	-838,587	9,144	1%	-72,912	-9%	-976,375
-191,317	-97,426	-96,744	-93,891	-96%	-94,573	-98%		TOTAL SUPPLIES & MAIN	-1,481,778	-1,746,203	-1,581,836	264,425	15%	100,058	6%	-1,880,404
								ADMINISTRATIVE & OTHER EXPENSE								
-15,000	0	0	-15,000	0%	-15,000	0%	52010	Audit & Tax Services	-41,968	-33,000	-27,950	-8,968	-27%	-14,018	-50%	-33,000
-6,414	-1,775	0	-4,639	-261%	-6,414	0%	52015	Consulting Expense	-46,731	-69,725	-9,342	22,994	33%	-37,389	-400%	-71,500
0	0	0	0	0%	0	0%	52016	Environmental Services / Fees	-991	0	0	-991	0%	0	0%	0
0	0	0	0	0%	0	0%	52017	Po Survey	-577	-10,000	-169	9,423	94%	-408	-241%	-10,000
-1,440	-8,333	-20,549	6,893	83%	19,109	93%	52030	Legal Services	-52,152	-91,666	-84,827	39,515	43%	32,676	39%	-100,000
0	-12,500	0	12,500	100%	0	0%	52035	Governing Docs	0	-87,500	-27,353	87,500	100%	27,353	100%	-100,000
0	-1,300	-230	1,300	100%	230	100%	51070	Public Relations	-2,571	-11,300	-6,955	8,729	77%	4,384	63%	-11,950
-230	0	-50	-230	0%	-180	-360%	55520	Promotion Expense	-2,416	-4,500	1,419	2,084	46%	-3,835	-270%	-6,500
-3,967	-8,000	-7,912	4,033	50%	3,944	50%	55540	Resort Advertising	-38,257	-77,800	-60,350	39,543	51%	22,093	37%	-83,650

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2020
 Operating Fund Consolidated

November 2020							Year-to-Date November 2020									
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	-600	0	600	100%	0	0%	55545	0	-5,400	0	5,400	100%	0	0%	-7,000	
0	-200	-246	200	100%	246	100%	55550	0	-2,300	-2,881	2,300	100%	2,881	100%	-2,500	
0	-600	-363	600	100%	363	100%	51520	-4,155	-12,600	-9,140	8,445	67%	4,985	55%	-12,800	
0	0	-728	0	0%	728	100%	51530	-10,393	-20,000	-21,505	9,607	48%	11,113	52%	-20,000	
-1,124	-800	-603	-324	-41%	-521	-86%	55538	-5,225	-10,600	-10,403	5,375	51%	5,178	50%	-11,700	
-902	-2,910	-435	2,008	69%	-467	-107%	55525	-18,366	-58,410	-51,960	40,044	69%	33,593	65%	-63,290	
-2,328	-2,690	-1,853	362	13%	-475	-26%	51020	-29,852	-28,560	-26,030	-1,292	-5%	-3,823	-15%	-33,570	
-8,413	-14,366	-11,014	5,953	41%	2,602	24%	51035	-135,406	-127,527	-142,980	-7,879	-6%	7,573	5%	-135,710	
-293	-475	-67	182	38%	-226	-336%	51096	-4,588	-6,565	-5,082	1,977	30%	493	10%	-7,330	
-284	-3,000	-2,000	2,716	91%	1,716	86%	51515	-10,256	-38,400	-45,092	28,144	73%	34,836	77%	-41,400	
0	0	0	0	0%	0	0%	51516	-44,401	-41,000	-38,058	-3,401	-8%	-6,343	-17%	-41,000	
-4,719	-2,200	-2,296	-2,519	-115%	-2,423	-106%	51063	-28,291	-31,400	-29,137	3,109	10%	846	3%	-33,600	
-693	-890	-731	197	22%	38	5%	51064	0	0	-18	0	0%	18	100%	0	
-4,477	-6,000	-4,386	1,523	25%	-92	-2%	51065	-11,629	-10,935	-10,422	-694	-6%	-1,208	-12%	-11,700	
-599	-900	-673	301	33%	74	11%	51510	-9,165	-10,400	-10,041	1,235	12%	876	9%	-10,400	
-5,410	-5,800	-6,213	390	7%	803	13%	51535	-7,783	-9,900	-12,673	2,117	21%	4,890	39%	-10,800	
-1,718	-2,500	-2,893	783	31%	1,176	41%	51545	-65,984	-69,000	-70,465	3,016	4%	4,481	6%	-80,000	
0	0	-159	0	0%	159	100%	51546	-12,005	-20,200	-25,541	8,195	41%	13,536	53%	-21,200	
0	-3,000	0	3,000	100%	0	0%	51547	-3,824	-100	-2,611	-3,724	-3724%	-1,212	-46%	-100	
0	0	0	0	0%	0	0%	56601	-4,379	-19,000	-80,083	14,621	77%	75,705	95%	-20,000	
0	0	0	0	0%	0	0%	57025	-237	0	0	-237	0%	-237	0%	0	
0	-500	0	500	100%	0	0%	52210	-13,000	-13,000	-12,000	0	0%	-1,000	-8%	-15,000	
-3,168	-7,890	-4,522	4,722	60%	1,353	30%	52215	-2,204	-5,500	-221	3,296	60%	-1,983	-895%	-6,000	
-313	0	1,255	-313	0%	-1,568	-125%	52220	-192,929	-252,090	-286,373	59,161	23%	93,443	33%	-291,250	
0	-1,512	0	1,512	100%	0	0%	52225	-2,055	0	374	-2,055	0%	-2,429	-649%	0	
-76,270	-76,270	-65,600	0	0%	-10,670	-16%	57009	-2,219	800	2,537	-3,019	-377%	-4,756	-187%	800	
-22,320	-24,300	-19,713	1,980	8%	-2,607	-13%	59999	0	-14,399	0	14,399	100%	0	0%	-16,000	
-3,300	-3,300	-3,750	0	0%	450	12%	52025	-673,160	-672,970	-534,400	-190	0%	-138,760	-26%	-750,000	
-163,383	-192,611	-155,732	29,228	15%	-7,651	-5%	57030	-244,419	-254,100	-216,844	9,681	4%	-27,575	-13%	-279,000	
							5702...	-36,600	-36,600	-41,250	0	0%	4,650	11%	-40,000	
								TOTAL ADMINISTRATIVE & O	-1,758,186	-2,155,647	-1,897,823	397,461	18%	139,637	7%	-2,377,150
								TOTAL OPERATING EXPENSES	-4,502,595	-5,262,087	-4,895,690	759,492	14%	393,095	8%	-5,846,000
								TOTAL PAYROLL AND OPERAT	-12,681,306	-16,905,000	-16,303,665	4,223,694	25%	3,622,359	22%	-18,751,000
-888,995	-1,017,000	-945,233	128,005	13%	56,238	6%		NORBO (before AO)	-5,111,037	-5,964,000	-5,029,879	852,963	14%	-81,159	-2%	-6,087,000
0	16,000	17,000	-16,000	-100%	-17,000	-100%	59025	0	179,000	181,000	-179,000	-100%	-181,000	-100%	197,000	
-888,995	-1,001,000	-928,233	112,005	11%	39,238	4%		NOR (after AO)	-5,111,037	-5,785,000	-4,848,879	673,963	12%	-262,159	-5%	-5,890,000
-1,119,486	-1,308,000	-1,221,103	188,514	14%	101,618	8%		T O C post AO	-13,450,885	-18,052,000	-17,517,715	4,601,115	25%	4,066,830	23%	-20,030,000
-1,119,486	-1,324,000	-1,238,103	204,514	15%	118,618	10%		T O C pre AO	-13,450,885	-18,231,000	-17,698,715	4,780,115	26%	4,247,830	24%	-20,227,000
-20.6%	-23.5%	-24.0%	02.9%	12.3%	03.4%	14.2%		REV to TOC (CRR%)	-62.0%	-68.0%	-72.3%	06.0%	08.8%	10.3%	14.3%	-70.6%
0	1,001,000	947,000	-1,001,000	-100%	-947,000	-100%		Assessment Revenue, Operati	4,385,043	5,785,000	5,404,000	-1,399,957	-24%	-1,018,957	-19%	5,890,000
-888,995	0	18,767	-888,995	0%	-907,762	-4837%		NOR AFTER Assessment Reve	-725,994	0	555,121	-725,994	0%	-1,281,116	-231%	0