Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr							Actual vs Budget		Actual vs Prior Yr		
Actual $	Budget $	Prior Yr $	Variance $	Var %	Variance $	Var %	Account Number		Actual $	Budget $	Prior Year $	Variance $	Var %	Variance $	Var %	Full Year Budget $
								Revenue								
66,667	**79,000**	**118,995**	**-12,333**	**-16%**	**-52,328**	**-44%**	**36053**	**ALLOCATED RECREATION FEES**	**937,447**	**1,270,000**	**1,180,445**	**-332,553**	**-26%**	**-242,998**	**-21%**	**1,270,000**
0	0	0	0	0%	0	0%	(350...	Golf Passes	0	0	90,351	0	0%	-90,351	-100%	0
0	0	0	0	0%	0	0%	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
132,972	398,400	369,146	-265,428	-67%	-236,174	-64%	35560	Ski Lift Revenue - Public	1,099,795	1,676,800	1,530,919	-577,005	-34%	-431,124	-28%	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
48,277	37,000	61,590	11,277	30%	-13,313	-22%	35565	Ski Lift Revenue - P.O.	151,680	117,000	197,774	34,680	30%	-46,094	-23%	117,000
115,731	47,300	66,470	68,431	145%	49,261	74%	35570	Ski Passes - Public	323,351	244,000	285,751	79,351	33%	37,600	13%	244,000
142,384	50,500	82,316	91,884	182%	60,068	73%	35575	Ski Passes - P.O.	406,846	264,000	296,276	142,846	54%	110,570	37%	264,000
0	500	268	-500	-100%	-268	-100%	35597	Ski Team - Public	13,956	4,000	9,130	9,956	249%	4,826	53%	4,000
164	1,000	979	-836	-84%	-815	-83%	35598	Ski Team - P.O.	18,000	10,000	14,746	8,000	80%	3,255	22%	10,000
1,860	600	1,062	1,260	210%	798	75%	35594	Snowplay Member	2,516	2,700	2,581	-184	-7%	-65	-3%	2,700
6,610	16,400	21,009	-9,790	-60%	-14,399	-69%	35596	Snowplay Guest	34,952	75,700	80,274	-40,748	-54%	-45,322	-56%	75,700
27,410	40,300	34,782	-12,890	-32%	-7,372	-21%	35595	Snowplay Public	72,248	186,300	125,389	-114,052	-61%	-53,141	-42%	186,300
12,427	11,800	22,670	627	5%	-10,243	-45%	35610	P.O. Daily Trail Fee	46,800	50,000	68,915	-3,200	-6%	-22,115	-32%	50,000
31,595	47,500	66,306	-15,905	-33%	-34,711	-52%	35615	Public Daily Trail Fee	206,846	285,000	273,903	-78,154	-27%	-67,057	-24%	285,000
10,494	17,500	28,988	-7,006	-40%	-18,494	-64%	35620	Guest Daily Trail Fee	67,187	89,000	103,774	-21,813	-25%	-36,587	-35%	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
295	400	60	-105	-26%	235	391%	36012	Special Events Revenue	1,079	63,300	56,532	-62,221	-98%	-55,453	-98%	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
2,560	3,500	3,096	-940	-27%	-536	-17%	36054	Daily Usage Fee - Member	77,885	59,100	47,406	18,785	32%	30,479	64%	59,100
677	21,000	21,021	-20,323	-97%	-20,344	-97%	36055	Daily Usage Fee - Guest	213,228	472,350	481,186	-259,122	-55%	-267,958	-56%	472,350
0	0	0	0	0%	0	0%	38013	Campground Revenue	119,649	95,400	95,467	24,249	25%	24,183	25%	95,400
533,456	**693,700**	**779,763**	**-160,244**	**-23%**	**-246,307**	**-32%**		**Total Direct Access & Use**	**2,856,018**	**3,942,150**	**4,445,118**	**-1,086,132**	**-28%**	**-1,589,100**	**-36%**	**3,942,150**
58,211	304,565	265,813	-246,354	-81%	-207,602	-78%	3310...	Food	1,494,211	3,148,157	2,904,763	-1,653,946	-53%	-1,410,552	-49%	3,148,157
-2,976	*-16,400*	*-19,170*	*13,424*	*82%*	*16,195*	*84%*		*Food Discounts*	*-80,540*	*-285,800*	*-225,295*	*205,260*	*72%*	*144,755*	*64%*	*-285,800*
-1,527	-10,800	-6,296	9,274	86%	4,769	76%	33152	EE Discounts	-34,559	-102,050	-85,915	67,491	66%	51,356	60%	-102,050
-833	-2,300	-1,208	1,467	64%	376	31%	33154	Guest Relations aka Manager	-9,022	-32,500	-21,846	23,478	72%	12,824	59%	-32,500
0	0	-302	0	0%	302	100%	33156	InterDept Discounts	0	-1,350	-5,895	1,350	100%	5,895	100%	-1,350
-616	-3,300	-11,365	2,684	81%	10,748	95%	3316...	Marketing Discounts	-36,959	-149,900	-111,638	112,941	75%	74,680	67%	-149,900
891	23,400	22,571	-22,509	-96%	-21,680	-96%	33180	Food NA Beverage	81,064	195,050	172,231	-113,986	-58%	-91,167	-53%	195,050
56,126	***311,565***	***269,214***	***-255,439***	***-82%***	***-213,087***	***-79%***		***Food subtotal***	***1,494,735***	***3,057,407***	***2,851,699***	***-1,562,672***	***-51%***	***-1,356,964***	***-48%***	***3,057,407***
1,213	34,513	32,122	-33,300	-96%	-30,909	-96%	3322...	Beer	129,598	348,447	341,660	-218,849	-63%	-212,062	-62%	348,447
-14	0	-670	-14	0%	655	98%	3322...	Beer Discounts	-2,729	0	-9,394	-2,729	0%	6,665	71%	0
2,177	27,220	33,669	-25,043	-92%	-31,492	-94%	33242	Liquor	178,259	275,470	390,315	-97,211	-35%	-212,056	-54%	275,470
-48	0	-523	-48	0%	475	91%	3324...	Liquor Discounts	-2,992	0	-7,818	-2,992	0%	4,826	62%	0
4,909	41,602	33,198	-36,693	-88%	-28,289	-85%	33262	Wine	185,049	462,176	408,583	-277,127	-60%	-223,534	-55%	462,176
-807	0	-600	-807	0%	-207	-35%	3326...	Wine Discounts	-5,714	0	-8,054	-5,714	0%	2,340	29%	0
0	0	1,458	0	0%	-1,458	-100%	33268	Corkage Fees	7,678	0	23,741	7,678	0%	-16,063	-68%	0
0	0	-660	0	0%	660	100%	33269	Corkage Fee Discounts	-4,160	0	-12,413	-4,160	0%	8,253	66%	0
7,429	***103,335***	***97,994***	***-95,906***	***-93%***	***-90,564***	***-92%***		***Beverage subtotal***	***484,989***	***1,086,093***	***1,126,621***	***-601,104***	***-55%***	***-641,632***	***-57%***	***1,086,093***
0	5,050	-211	-5,050	-100%	211	100%	3328...	Misc other F&B	2,397	68,650	218,458	-66,253	-97%	-216,061	-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	***5,050***	***-211***	***-5,050***	***-100%***	***211***	***100%***		***Other F&B subtotal***	***2,397***	***64,550***	***214,061***	***-62,153***	***-96%***	***-211,664***	***-99%***	***64,550***
63,556	**419,950**	**366,996**	**-356,394**	**-85%**	**-303,441**	**-83%**		**Total Food and Beverage**	**1,982,121**	**4,208,050**	**4,192,381**	**-2,225,929**	**-53%**	**-2,210,260**	**-53%**	**4,208,050**
58,977	***322,350***	***263,496***	***-263,373***	***-82%***	***-204,519***	***-78%***		***F&B Revenue by Segment:***	***1,647,031***	***3,219,000***	***3,562,473***	***-1,571,969***	***-49%***	***-1,915,442***	***-54%***	***3,219,000***
1,419	*157,100*	*110,241*	*-155,681*	*-99%*	*-108,823*	*-99%*	*33910*	*F&B-Dining Room*	*916,313*	*1,433,300*	*1,461,430*	*-516,987*	*-36%*	*-545,117*	*-37%*	*1,433,300*
49,570	*76,250*	*65,084*	*-26,680*	*-35%*	*-15,514*	*-24%*	*33920*	*F&B-Pub*	*453,359*	*823,700*	*761,640*	*-370,341*	*-45%*	*-308,281*	*-40%*	*823,700*
0	*38,500*	*21,564*	*-38,500*	*-100%*	*-21,564*	*-100%*	*33930*	*F&B-Banquets*	*6,492*	*355,000*	*737,200*	*-348,508*	*-98%*	*-730,708*	*-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
7,988	*50,500*	*66,607*	*-42,512*	*-84%*	*-58,618*	*-88%*	*33990*	*Cafeteria*	*265,603*	*448,000*	*404,827*	*-182,397*	*-41%*	*-139,225*	*-34%*	*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*	*-1,251*	*0*	*0%*	*1,251*	*100%*	*33163*	*Mkt Discounts, Happy Hour Foo*	*-4,956*	*0*	*-24,649*	*-4,956*	*0%*	*19,693*	*80%*	*0*
0	*0*	*-473*	*0*	*0%*	*473*	*100%*	*33226*	*Mkt Discounts, Happy Hour Bev*	*-1,609*	*0*	*-6,576*	*-1,609*	*0%*	*4,967*	*76%*	*0*
0	*0*	*-102*	*0*	*0%*	*102*	*100%*	*33246*	*Mkt Discounts, Happy Hour Bev*	*-81*	*0*	*-971*	*-81*	*0%*	*890*	*92%*	*0*
0	*0*	*-119*	*0*	*0%*	*119*	*100%*	*33266*	*Mkt Discounts, Happy Hour Bev*	*-616*	*0*	*-3,380*	*-616*	*0%*	*2,763*	*82%*	*0*
0	*0*	*-694*	*0*	*0%*	*694*	*100%*		*Mkt Discounts, Happy Hour Bev,*	*-2,306*	*0*	*-10,926*	*-2,306*	*0%*	*8,620*	*79%*	*0*
0	*0*	*-1,944*	*0*	*0%*	*1,944*	*100%*		*Mkt Discounts, Happy Hour F*	*-7,262*	*0*	*-35,575*	*-7,262*	*0%*	*28,313*	*80%*	*0*

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr							Actual vs Budget		Actual vs Prior Yr		
Actual $	Budget $	Prior Yr $	Variance $	Var %	Variance $	Var %	Account Number		Actual $	Budget $	Prior Year $	Variance $	Var %	Variance $	Var %	Full Year Budget $
50	0	50	50	0%	0	0%	36015	Sales - Firewood	4,725	5,000	5,720	-275	-6%	-995	-17%	5,000
0	0	6,699	0	0%	-6,699	-100%	36016	Sales - Timber	65,254	0	6,699	65,254	0%	58,555	874%	0
0	0	0	0	0%	0	0%	36017	Sales - Chips	21,921	0	11,088	21,921	0%	10,834	98%	0
59,231	69,500	97,304	-10,269	-15%	-38,074	-39%	36030	Sales - Retail	367,105	527,900	664,134	-160,795	-30%	-297,029	-45%	527,900
-585	-1,200	-2,469	615	51%	1,885	76%	38015	Employee Discounts	-18,100	-12,000	-25,711	-6,100	-51%	7,611	30%	-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
-7,300	-5,200	-6,441	-2,100	-40%	-859	-13%	38020	Discounts - Retail	-22,250	-47,000	-54,595	24,750	53%	32,345	59%	-47,000
-236	0	-276	-236	0%	39	14%	38025	Promotion Discounts	-3,057	-2,000	-1,570	-1,057	-53%	-1,488	-95%	-2,000
51,160	**63,100**	**94,868**	**-11,940**	**-19%**	**-43,708**	**-46%**		**Total Retail Product Reven**	**409,575**	**470,100**	**601,026**	**-60,525**	**-13%**	**-191,451**	**-32%**	**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
0	161,600	106,869	-161,600	-100%	-106,869	-100%	(355...	Lessons - Group	268,812	728,800	409,729	-459,988	-63%	-140,917	-34%	728,800
103,633	93,000	129,438	10,633	11%	-25,805	-20%	(355...	Lessons - Private	468,835	375,500	525,100	93,335	25%	-56,265	-11%	375,500
4,470	200	260	4,270	2135%	4,210	1616%	35585	Lessons - Masters Program	8,505	2,500	3,955	6,005	240%	4,550	115%	2,500
0	62,100	66,678	-62,100	-100%	-66,678	-100%	3559...	Snowflakes	192,282	260,800	334,818	-68,518	-26%	-142,537	-43%	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
85,138	216,000	273,386	-130,862	-61%	-188,248	-69%	3604...	Rentals	796,495	1,171,600	1,197,419	-375,105	-32%	-400,924	-33%	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
-44	1,300	352	-1,344	-103%	-396	-113%	3604...	Child Care	473	10,600	1,499	-10,127	-96%	-1,026	-68%	10,600
0	9,000	3,299	-9,000	-100%	-3,299	-100%	36050	Aerobics	-23,839	158,800	76,245	-182,639	-115%	-100,085	-131%	158,800
0	500	506	-500	-100%	-506	-100%	36056	Fitness/Training	1,140	5,000	7,266	-3,860	-77%	-6,126	-84%	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	1,700	1,674	-1,700	-100%	-1,674	-100%	36051	Massage	3,623	17,300	13,475	-13,678	-79%	-9,853	-73%	17,300
0	100	115	-100	-100%	-115	-100%	36057	Towels/Lockers	154	1,200	2,135	-1,046	-87%	-1,981	-93%	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
32	0	0	32	0%	32	0%	36070	Lessons - P.O.	79,349	57,700	64,263	21,649	38%	15,086	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
0	0	0	0	0%	0	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	0	21,864	0%	21,864	0%	0
193,229	**545,500**	**582,577**	**-352,271**	**-65%**	**-389,348**	**-67%**		**Total Lessons & Rental Re**	**2,187,420**	**3,344,800**	**3,315,431**	**-1,157,380**	**-35%**	**-1,128,011**	**-34%**	**3,344,800**
10,000	1,700	585	8,300	488%	9,415	1609%	32010	Aso - Fees	85,990	55,000	48,760	30,990	56%	37,230	76%	55,000
4,010	500	270	3,510	702%	3,740	1385%	32020	Inspection Fees	38,890	23,000	22,360	15,890	69%	16,531	74%	23,000
26,211	500	4,763	25,711	5142%	21,448	450%	32030	Fines	74,848	9,000	16,050	65,848	732%	58,799	366%	9,000
105	3,010	2,252	-2,905	-97%	-2,147	-95%	34010	Interest	58,735	108,120	114,156	-49,385	-46%	-55,421	-49%	108,120
0	0	0	0	0%	0	0%	32042	Collection Costs Recovery	0	0	16,150	0	0%	-16,150	-100%	0
1,881	2,300	2,752	-419	-18%	-871	-32%	34020	Late Charges	39,368	36,000	36,131	3,368	9%	3,236	9%	36,000
0	0	0	0	0%	0	0%	34030	Lien Fees	14,580	12,000	12,960	2,580	22%	1,620	13%	12,000
0	0	-197	0	0%	197	100%	34040	Delinquency Fees	44,009	41,500	40,498	2,509	6%	3,512	9%	41,500
27,200	12,250	14,580	14,950	122%	12,620	87%	34050	Transfer Fees	234,745	158,200	157,050	76,545	48%	77,695	49%	158,200
50	0	20	50	0%	30	150%	34060	NSF Charges	120	0	80	120	0%	40	50%	0
0	0	0	0	0%	0	0%	34070	Shopping Bags	2	0	0	2	0%	2	0%	0
0	0	1,375	0	0%	-1,375	-100%	34075	Sponsorships	7,636	8,000	21,250	-364	-5%	-13,614	-64%	8,000
28,052	18,000	16,705	10,052	56%	11,347	68%	34080	Communications Ad Revenue	222,794	210,000	226,063	12,794	6%	-3,270	-1%	210,000
1,791	2,000	1,739	-209	-10%	52	3%	37018	Lease Revenue	21,100	21,700	26,885	-600	-3%	-5,785	-22%	21,700
6,633	7,490	12,791	-857	-11%	-6,158	-48%	37020	Other Revenue	66,180	110,380	89,643	-44,200	-40%	-23,462	-26%	110,380
2,318	24,000	25,847	-21,682	-90%	-23,529	-91%	38005	Employee Housing Revenue	74,920	112,000	112,644	-37,080	-33%	-37,723	-33%	112,000
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	-203	0	20,438	-203	0%	-20,641	-101%	0
108,251	**71,750**	**83,482**	**36,501**	**51%**	**24,768**	**30%**		**Total Other Revenue**	**983,716**	**904,900**	**961,116**	**78,816**	**9%**	**22,599**	**2%**	**904,900**
1,016,318	**1,873,000**	**2,026,681**	**-856,682**	**-46%**	**-1,010,364**	**-50%**		**GROSS REVENUE (GREV)**	**9,356,297**	**14,140,000**	**14,695,518**	**-4,783,703**	**-34%**	**-5,339,221**	**-36%**	**14,140,000**
								COST OF GOODS SOLD (COGS)								
-5,859	-30,760	-27,560	24,901	81%	21,701	79%	43110	Meat	-144,489	-299,770	-272,208	155,281	52%	127,718	47%	-299,770
-3,297	-16,330	-16,565	13,033	80%	13,268	80%	43120	Seafood	-99,150	-195,090	-162,517	95,940	49%	63,367	39%	-195,090
-3,509	-13,400	-16,422	9,891	74%	12,913	79%	43130	Produce	-100,864	-145,200	-188,385	44,336	31%	87,521	46%	-145,200
-1,758	-12,570	-8,199	10,812	86%	6,441	79%	43140	Dairy	-43,475	-136,660	-93,164	93,185	68%	49,689	53%	-136,660
-2,030	-8,540	-4,266	6,510	76%	2,236	52%	43150	NA Beverage	-27,355	-69,770	-49,542	42,415	61%	22,188	45%	-69,770
-3,948	-18,379	-25,858	14,431	79%	21,909	85%	43160	Food Other	-131,328	-190,261	-263,566	58,933	31%	132,238	50%	-190,261
1,017	4,880	662	-3,863	-79%	355	54%	43190	Mktg Discounts credit	19,384	63,290	52,621	-43,906	-69%	-33,238	-63%	63,290
1,806	2,959	2,279	-1,153	-39%	-473	-21%	43192	EE Meals credit	20,549	40,091	33,849	-19,543	-49%	-13,300	-39%	40,091
-17,579	***-92,140***	***-95,929***	***74,561***	***81%***	***78,351***	***82%***		***Food Cogs***	***-506,729***	***-933,370***	***-942,912***	***426,641***	***46%***	***436,183***	***46%***	***-933,370***
-909	-8,330	-8,099	7,421	89%	7,190	89%	43270	Beer	-31,926	-84,270	-85,590	52,344	62%	53,664	63%	-84,270

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-656	-5,530	-8,286	4,874	88%	7,629	92%	43280	Liquor	-30,134	-56,720	-68,504	26,586	47%	38,370	56%	-56,720
-3,231	-12,100	246	8,869	73%	-3,476	-1416%	43290	Wine	-61,497	-136,640	-121,088	75,143	55%	59,590	49%	-136,640
-4,796	***-25,960***	***-16,139***	***21,164***	***82%***	***11,343***	***70%***		***Beverage Cogs***	***-123,557***	***-277,630***	***-275,181***	***154,073***	***55%***	***151,624***	***55%***	***-277,630***
-31,025	***-31,900***	***-47,310***	***875***	***3%***	***16,285***	***34%***		***Retail Product Cogs***	***-193,470***	***-265,000***	***-336,335***	***71,530***	***27%***	***142,865***	***42%***	***-265,000***
-53,399	**-150,000**	**-159,378**	**96,601**	**64%**	**105,979**	**66%**		**Total COGS**	**-823,756**	**-1,476,000**	**-1,554,428**	**652,244**	**44%**	**730,673**	**47%**	**-1,476,000**
-05.3%	-08.0%	-07.9%	02.8%	34.4%	02.6%	33.2%		Total Cogs / GREV %	-08.8%	-10.4%	-10.6%	01.6%	15.7%	01.8%	16.8%	-10.4%
-60.6%	-50.6%	-49.9%	-10.1%	-20.0%	-10.8%	-21.6%		Retail Product Cogs / Retail R	-47.2%	-56.4%	-56.0%	09.1%	16.2%	08.7%	15.6%	-56.4%
-52.3%	-45.9%	-45.5%	-06.4%	-14.0%	-06.9%	-15.1%		Retail Product Cogs / Retail R	-42.1%	-49.7%	-48.9%	07.6%	15.2%	06.8%	13.8%	-49.7%
-35.2%	-28.1%	-30.5%	-07.1%	-25.2%	-04.7%	-15.3%		F&B Cogs / F&B Rev %	-31.8%	-28.8%	-29.1%	-03.0%	-10.5%	-02.7%	-09.4%	-28.8%
-29.7%	-28.1%	-33.3%	-01.6%	-05.9%	03.5%	10.6%		Food %, preDiscounts	-32.2%	-27.9%	-30.6%	-04.2%	-15.2%	-01.5%	-05.0%	-27.9%
-31.3%	-29.6%	-35.6%	-01.7%	-05.9%	04.3%	12.1%		Food %, postDiscounts	-33.9%	-30.5%	-33.1%	-03.4%	-11.0%	-00.8%	-02.5%	-30.5%
-227.9%	-36.5%	-18.9%	-191.4%	-524.5%	-209.0%	-1105.9%		Food NA Beverage %	-33.7%	-35.8%	-28.8%	02.0%	05.7%	-05.0%	-17.3%	-35.8%
-64.5%	-25.1%	-16.5%	-39.4%	-156.9%	-48.1%	-291.9%		COGS % Beverage, incld CF,ne	-25.5%	-25.6%	-24.4%	00.1%	00.3%	-01.1%	-04.3%	-25.6%
-75.8%	-24.1%	-25.7%	-51.7%	-214.1%	-50.1%	-194.4%		COGS % Beer,net	-25.2%	-24.2%	-25.8%	-01.0%	-04.1%	00.6%	02.3%	-24.2%
-30.8%	-20.3%	-25.0%	-10.5%	-51.7%	-05.8%	-23.3%		COGS % Liquor,net	-17.2%	-20.6%	-17.9%	03.4%	16.5%	00.7%	04.0%	-20.6%
-78.8%	-29.1%	00.8%	-49.7%	-170.8%	-79.5%	-10556.8%		COGS % Wine,net	-34.3%	-29.6%	-30.2%	-04.7%	-16.0%	-04.1%	-13.4%	-29.6%
962,919	**1,723,000**	**1,867,304**	**-760,081**	**-44%**	**-904,385**	**-48%**		**Gross Margin (GREV-COG**	**8,532,541**	**12,664,000**	**13,141,089**	**-4,131,459**	**-33%**	**-4,608,549**	**-35%**	**12,664,000**
								PAYROLL								
								SALARIES & WAGES								
-293,219	-326,331	-529,360	33,112	10%	236,141	45%	5110...	Salaries - Exempt - Regular & Ot	-3,069,087	-4,032,000	-3,992,572	962,913	24%	923,485	23%	-4,032,000
-128	0	0	-128	0%	-128	0%	51106	Salaries - Exempt - Commissions	-31,851	-23,000	-41,160	-8,851	-38%	9,309	23%	-23,000
-150,775	-198,587	-155,777	47,812	24%	5,002	3%	5122...	Wages - FTRegular	-1,744,584	-2,249,540	-1,848,877	504,956	22%	104,292	6%	-2,249,540
-255,222	-466,832	-445,097	211,610	45%	189,875	43%	5124...	Wages - Seasonal & PartTime	-2,457,191	-3,931,560	-4,104,070	1,474,369	38%	1,646,879	40%	-3,931,560
128	-950	0	1,078	113%	128	0%	5122...	Wages-FTR-Commissions	128	-10,000	-900	10,128	101%	1,028	114%	-10,000
-2,048	-12,300	-5,229	10,252	83%	3,181	61%	51246	Wages-Seasonal-Commissions	-83,458	-107,900	-88,921	24,442	23%	5,464	6%	-107,900
-15,102	-12,250	15,063	-2,852	-23%	-30,165	-200%	5110...	Incentive Program, Exempt	-43,188	-147,000	-332,184	103,812	71%	288,995	87%	-147,000
-3,719	-2,750	-3,104	-969	-35%	-615	-20%	51227	Incentive Program, FTR, NonExe	-32,469	-31,000	-99,925	-1,469	-5%	67,456	68%	-31,000
-507	0	-3,695	-507	0%	3,187	86%	51247	Incentive Program, Seasonal, N	-25,026	0	-72,868	-25,026	0%	47,842	66%	0
24,250	24,250	24,895	0	0%	-645	-3%	51299	Capitalized Payroll Direct S&W	356,286	343,000	302,212	13,286	4%	54,074	18%	343,000
-696,342	**-995,750**	**-1,102,304**	**299,408**	**30%**	**405,962**	**37%**		**Total Salaries & Wages, DIRECT**	**-7,130,440**	**-10,189,000**	**-10,279,263**	**3,058,560**	**30%**	**3,148,823**	**31%**	**-10,189,000**
-284,199	-314,331	-489,402	30,132	10%	205,203	42%		Salaries sub-total	-2,787,840	-3,859,000	-4,063,703	1,071,160	28%	1,275,863	31%	-3,859,000
-412,143	-681,419	-612,902	269,276	40%	200,759	33%		Wage sub-total	-4,342,600	-6,330,000	-6,215,560	1,987,400	31%	1,872,960	30%	-6,330,000
-154,365	-202,287	-158,881	47,922	24%	4,516	3%		Wage-FTR subsubtotal	-1,776,926	-2,290,540	-1,949,701	513,614	22%	172,776	9%	-2,290,540
-257,778	-479,132	-454,021	221,354	46%	196,243	43%		Wage-Seasonal subsubto	-2,565,675	-4,039,460	-4,265,859	1,473,785	36%	1,700,184	40%	-4,039,460
-68.5%	-53.2%	-54.4%	-15.4%	-28.9%	-14.1%	-26.0%		PayrollDirect %ofRevenue	-76.2%	-72.1%	-69.9%	-04.2%	-05.8%	-06.3%	-09.0%	-72.1%
-4,868	-1,205	5,252	-3,663	-304%	-10,120	-193%	51108	PTO net$ accrual, in Salaries	-33,877	-17,952	32,855	-15,925	-89%	-66,731	-203%	-17,952
1,557	-1,398	-1,160	2,955	211%	2,716	234%	51228	PTO net$ accrual, in Wages FTR	-30,322	-12,000	-4,707	-18,322	-153%	-25,614	-544%	-12,000
-3,311	-2,603	4,093	-708	-27%	-7,404	-181%		PTO net accrual, in PD Total	-64,198	-29,952	28,147	-34,246	-114%	-92,346	-328%	-29,952
-749.5	0.0	-1793.4	-749.5	0.0	1043.9	0.6		Wage Overtime Hours	-8102.3	0.0	-16178.4	-8102.3	0.0	8076.1	0.5	0.0
-20185.9	-36261.1	-33981.0	16075.3	0.4	13795.2	0.4		Wage Total Hours	-214531.1	-340029.3	-345484.5	125498.3	0.4	130953.5	0.4	-340029.3
20.49	18.75	18.00	1.74	0.09	2.49	0.14		Wage ROP avg	20.10	18.58	17.98	1.52	0.08	2.12	0.12	18.58
-6272.2	-7280.6	-6928.5	1008.4	0.1	656.3	0.1		EXEMPT Hours	-69096.6	-92780.3	-89162.6	23683.8	0.3	20066.0	0.2	-92780.3
								PAYROLL BURDEN								
-82,194	-126,813	-92,917	44,619	35%	10,724	12%	5130...	Payroll Taxes	-725,451	-1,135,000	-989,994	409,549	36%	264,543	27%	-1,135,000
-25,028	-52,670	-35,343	27,642	52%	10,315	29%	5130...	Workers Compensation	-256,296	-450,000	-461,946	193,704	43%	205,650	45%	-450,000
-74,207	-73,316	-80,814	-891	-1%	6,608	8%	5130...	Group Insurance	-918,288	-970,000	-882,896	51,712	5%	-35,391	-4%	-970,000
-7,959	-17,201	-14,437	9,242	54%	6,478	45%	5130...	Retirement Plan	-85,145	-205,000	-162,501	119,855	58%	77,356	48%	-205,000
3,667	3,663	3,827	4	0%	-160	-4%	51499	Capitalized Payroll Burden	54,849	44,000	46,638	10,849	25%	8,210	18%	44,000
-185,720	**-266,337**	**-219,685**	**80,617**	**30%**	**33,965**	**15%**		**PAYROLL BURDEN Total**	**-1,930,332**	**-2,716,000**	**-2,450,700**	**785,668**	**29%**	**520,368**	**21%**	**-2,716,000**
-77,770	-90,676	-78,561	12,907	14%	791	1%	(513...	subtotal, Burden-Salary	-862,257	-1,105,000	-1,020,218	242,743	22%	157,962	15%	-1,105,000
-63,326	-78,094	-64,016	14,769	19%	690	1%	(514...	subtotal, Burden-Wage-FTR	-678,891	-888,120	-695,006	209,229	24%	16,115	2%	-888,120
-48,292	-101,230	-80,935	52,938	52%	32,644	40%	(514...	subtotal, Burden-Wage-Seasonal	-444,033	-766,880	-782,113	322,847	42%	338,081	43%	-766,880
26.7%	**26.7%**	**19.9%**	**-00.1%**	**-00.3%**	**06.7%**	**33.8%**		**Burden % - on all Payroll**	**27.1%**	**26.7%**	**23.8%**	**00.4%**	**01.6%**	**03.2%**	**13.6%**	**26.7%**
27.4%	28.8%	16.1%	-01.5%	-05.1%	11.3%	70.5%		Burden % - Salary	30.9%	28.6%	25.1%	02.3%	08.0%	05.8%	23.2%	28.6%
41.0%	38.6%	40.3%	02.4%	06.3%	00.7%	01.8%		Burden % - Wage-FTR	38.2%	38.8%	35.6%	-00.6%	-01.5%	02.6%	07.2%	38.8%
18.7%	21.1%	17.8%	-02.4%	-11.3%	00.9%	05.1%		Burden % - Wage-Season	17.3%	19.0%	18.3%	-01.7%	-08.8%	-01.0%	-05.6%	19.0%
27.1%	*26.3%*	*23.6%*	*00.8%*	*02.9%*	*03.4%*	*14.5%*		*Burden % - Wage-FTR&Se*	*25.9%*	*26.1%*	*23.8%*	*-00.3%*	*-01.1%*	*02.1%*	*08.8%*	*26.1%*
-882,062	**-1,262,087**	**-1,321,989**	**380,025**	**30%**	**439,927**	**33%**		**PAYROLL TOTAL (Direct&Burde**	**-9,060,772**	**-12,905,000**	**-12,729,963**	**3,844,228**	**30%**	**3,669,191**	**29%**	**-12,905,000**
26.7%	**26.7%**	**19.9%**	**-0.1%**	**-0.3%**	**6.7%**	**33.8%**		**Burden % TL**	**27.1%**	**26.7%**	**23.8%**	**0.4%**	**1.6%**	**3.2%**	**13.6%**	**26.7%**
11.8%	12.7%	8.4%	-0.9%	-7.3%	3.4%	40.0%		Payroll Taxes %	10.2%	11.1%	9.6%	-1.0%	-8.7%	0.5%	5.6%	11.1%
3.6%	5.3%	3.2%	-1.7%	-32.1%	0.4%	12.1%		Workers Comp %	3.6%	4.4%	4.5%	-0.8%	-18.6%	-0.9%	-20.0%	4.4%
10.7%	7.4%	7.3%	3.3%	44.7%	3.3%	45.4%		Group Insurance %	12.9%	9.5%	8.6%	3.4%	35.3%	4.3%	49.9%	9.5%

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr							Actual vs Budget		Actual vs Prior Yr		
Actual $	Budget $	Prior Yr $	Variance $	Var %	Variance $	Var %	Account Number		Actual $	Budget $	Prior Year $	Variance $	Var %	Variance $	Var %	Full Year Budget $
1.1%	1.7%	1.3%	-0.6%	-33.8%	-0.2%	-12.7%		Retirement %	1.2%	2.0%	1.6%	-0.8%	-40.6%	-0.4%	-24.5%	2.0%
-0.5%	-0.4%	-0.3%	-0.2%	-43.2%	-0.2%	-51.7%		Capz PB %	-0.8%	-0.4%	-0.5%	-0.3%	-78.1%	-0.3%	-69.5%	-0.4%
								OPERATING EXPENSES (OE)								
-1,909	-3,309	-3,433	1,400	42%	1,524	44%	50530	Employee Meals	-24,320	-42,641	-39,815	18,321	43%	15,495	39%	-42,641
-2,811	-22,000	-22,156	19,189	87%	19,345	87%	50605	Employee Housing expenses	-123,900	-142,200	-149,475	18,300	13%	25,575	17%	-142,200
0	0	-200	0	0%	200	100%	50610	Educational Reimbursement	-1,670	0	-440	-1,670	0%	-1,230	-280%	0
-487	-1,000	-6,882	513	51%	6,395	93%	50615	Employee Recruiting	-102,746	-11,000	-17,882	-91,746	-834%	-84,864	-475%	-11,000
-3,576	-3,325	-1,780	-251	-8%	-1,796	-101%	50620	Employee Dev/Training	-14,346	-59,460	-35,222	45,114	76%	20,876	59%	-59,460
-8,177	-19,585	-18,594	11,408	58%	10,417	56%	50625	Employee Relations	-35,245	-71,540	-69,507	36,295	51%	34,263	49%	-71,540
0	-2,700	-2,544	2,700	100%	2,544	100%	50626	PreEmployment Testing	-9,526	-18,000	-15,580	8,474	47%	6,054	39%	-18,000
-370	-400	-370	30	7%	0	0%	50627	EAP Services	-4,442	-4,800	-4,442	358	7%	0	0%	-4,800
-2,338	-8,000	-2,588	5,662	71%	250	10%	50628	Benefit Adminstration Services	-39,779	-39,000	-34,774	-779	-2%	-5,005	-14%	-39,000
-1,314	-10,850	-7,689	9,536	88%	6,375	83%	50630	Uniforms	-14,870	-39,200	-34,374	24,330	62%	19,504	57%	-39,200
-779	-500	-524	-279	-56%	-255	-49%	51080	Seminars & Conferences	-10,175	-26,850	-12,902	16,675	62%	2,728	21%	-26,850
0	-1,020	-718	1,020	100%	718	100%	51095	Travel/Meeting Expense	-6,658	-24,670	-18,565	18,012	73%	11,907	64%	-24,670
-21,761	**-72,689**	**-67,477**	**50,928**	**70%**	**45,716**	**68%**		**Total Staff Expense**	**-387,676**	**-479,361**	**-432,978**	**91,685**	**19%**	**45,302**	**10%**	**-479,361**
-10,477	-10,100	-10,069	-377	-4%	-407	-4%	51090	Telephone	-125,607	-120,810	-111,844	-4,797	-4%	-13,763	-12%	-120,810
-2,026	-1,850	-1,814	-176	-10%	-211	-12%	55003	Cable/Sat TV Service	-25,097	-22,160	-22,358	-2,937	-13%	-2,740	-12%	-22,160
-6,359	-7,880	-8,626	1,521	19%	2,267	26%	55005	Disposal Fees	-112,922	-113,305	-128,081	383	0%	15,158	12%	-113,305
-25,109	-41,545	-32,068	16,436	40%	6,959	22%	5501...	Electricity	-281,488	-304,370	-313,305	22,882	8%	31,816	10%	-304,370
-8,672	-8,800	-7,107	128	1%	-1,565	-22%	55020	Natural Gas - Pools	-49,864	-75,600	-78,025	25,736	34%	28,161	36%	-75,600
-7,616	-10,775	-9,164	3,159	29%	1,547	17%	55025	Natural Gas - Buildings	-63,473	-85,725	-87,792	22,252	26%	24,319	28%	-85,725
-13,710	**-14,245**	**-25,668**	**535**	**4%**	**11,959**	**47%**	**(530...**	**Fuel & Oil**	**-139,650**	**-161,100**	**-207,785**	**21,450**	**13%**	**68,135**	**33%**	**-161,100**
0	-500	-349	500	100%	349	100%	55027	Propane (LPG)	-5,597	-5,820	-6,373	223	4%	776	12%	-5,820
-7,651	-7,885	-7,470	234	3%	-180	-2%	55030	Sewer Fees	-91,105	-92,390	-88,879	1,285	1%	-2,226	-3%	-92,390
-4,008	-3,240	-2,685	-768	-24%	-1,323	-49%	5503...	Water - Building/Facility	-38,903	-44,585	-43,931	5,682	13%	5,028	11%	-44,585
-11,318	-48,700	-14,779	37,382	77%	3,460	23%	55040	Water - Grounds	-75,738	-83,220	-81,958	7,482	9%	6,220	8%	-83,220
-96,945	**-155,520**	**-119,800**	**58,575**	**38%**	**22,855**	**19%**		**TOTAL UTILITIES**	**-1,009,444**	**-1,109,085**	**-1,170,329**	**99,641**	**9%**	**160,885**	**14%**	**-1,109,085**
								SUPPLIES & MAINTENANCE EXPENSE								
-1,586	-1,940	-1,627	354	18%	41	3%	56010	Security Exp	-16,797	-12,250	-15,387	-4,547	-37%	-1,410	-9%	-12,250
0	-250	0	250	100%	0	0%	52505	Hazardous Waste Clean Up	-652	-1,500	-5,420	848	57%	4,768	88%	-1,500
-2,798	-10,119	-9,793	7,321	72%	6,996	71%	56520	Linen Service	-50,171	-128,659	-127,544	78,488	61%	77,372	61%	-128,659
-5,974	-8,440	-8,671	2,466	29%	2,697	31%	56530	Janitorial Services & Supplies	-86,931	-98,655	-92,708	11,724	12%	5,776	6%	-98,655
-574	-635	-888	61	10%	314	35%	56535	Pest Control	-7,235	-10,570	-10,495	3,335	32%	3,260	31%	-10,570
-300	-1,755	-9,416	1,455	83%	9,116	97%	52020	Contract Fees	-13,155	-83,660	-32,620	70,505	84%	19,465	60%	-83,660
0	0	0	0	0%	0	0%	50201	Contract Labor	-93,118	0	0	-93,118	0%	-93,118	0%	0
0	0	0	0	0%	0	0%	52022	Veterinary Services	-2,961	-7,400	-6,306	4,439	60%	3,345	53%	-7,400
-1,080	-1,000	0	-80	-8%	-1,080	0%	52023	Equine Care Services	-10,623	-9,000	-8,596	-1,623	-18%	-2,028	-24%	-9,000
-2,400	-2,400	-2,626	0	0%	226	9%	52024	Offsite Pasturing	-21,307	-18,400	-19,686	-2,907	-16%	-1,621	-8%	-18,400
-3,207	-1,270	-1,887	-1,937	-153%	-1,320	-70%	53705	Equipment Rental	-36,353	-21,890	-21,563	-14,463	-66%	-14,790	-69%	-21,890
0	0	0	0	0%	0	0%	57035	Rental Property Expense	0	0	88	0	0%	-88	-100%	0
0	0	0	0	0%	0	0%	53013	reserved for future use	0	0	-200	0	0%	200	100%	0
-183	0	0	-183	0%	-183	0%	56505	Feed Hay Grain	-17,521	-15,100	-17,765	-2,421	-16%	244	1%	-15,100
-356	-700	-511	344	49%	155	30%	51560	Mbr Srv - Retail COGS	-1,275	-7,000	-5,632	5,725	82%	4,357	77%	-7,000
0	-3,790	-2,762	3,790	100%	2,762	100%	56503	Printed Forms/Ticket Stock	-11,123	-15,150	-10,186	4,027	27%	-937	-9%	-15,150
0	-550	0	550	100%	0	0%	51037	Computer Software	-246	-5,300	-2,126	5,054	95%	1,879	88%	-5,300
0	-100	-1,281	100	100%	1,281	100%	51038	Computer Hardware	-158	-2,200	-1,431	2,042	93%	1,274	89%	-2,200
-478	-1,995	-1,589	1,517	76%	1,111	70%	51050	Furniture and Office Equip	-9,964	-12,265	-10,760	2,301	19%	795	7%	-12,265
-2,588	-2,865	-3,552	277	10%	963	27%	51060	Office Supplies	-15,300	-28,290	-21,627	12,990	46%	6,327	29%	-28,290
-2,759	-2,735	-2,480	-24	-1%	-280	-11%	51061	Toner Cartridges	-19,948	-25,520	-27,247	5,572	22%	7,298	27%	-25,520
-2,380	-3,490	-669	1,110	32%	-1,711	-256%	53530	Signs	-10,324	-11,380	-7,698	1,056	9%	-2,626	-34%	-11,380
-3,637	**-3,775**	**-1,830**	**138**	**4%**	**-1,806**	**-99%**	**56501**	**Operating Supplies**	**-48,473**	**-61,820**	**-62,425**	**13,347**	**22%**	**13,952**	**22%**	**-61,820**
-3,702	-8,900	-9,761	5,198	58%	6,059	62%	56502	Paper Products - Restaurant	-48,997	-74,270	-76,052	25,273	34%	27,055	36%	-74,270
0	-500	-485	500	100%	485	100%	56504	Candle & TableTop Supplies	-629	-2,200	-2,029	1,571	71%	1,400	69%	-2,200
-972	-2,500	-1,603	1,528	61%	631	39%	56511	Cleaning Supplies - Restaurant	-16,196	-31,500	-24,702	15,305	49%	8,506	34%	-31,500
-1,591	-5,090	-6,345	3,499	69%	4,754	75%	56540	Small Tools & Equipment	-18,623	-31,280	-28,227	12,657	40%	9,604	34%	-31,280
-7,867	-5,525	-2,957	-2,342	-42%	-4,910	-166%	56545	Safety Equipment	-34,151	-27,045	-20,460	-7,106	-26%	-13,691	-67%	-27,045
-1,496	0	-290	-1,496	0%	-1,206	-417%	56550	Spoilage	-15,435	0	-15,394	-15,435	0%	-42	0%	0
0	-800	-17	800	100%	17	100%	51025	Entertainment	-1,300	-6,250	-149	4,950	79%	-1,151	-774%	-6,250
0	0	0	0	0%	0	0%	55530	Recreation Programs	0	-21,660	-19,653	21,660	100%	19,653	100%	-21,660
-43	-7,145	-6,727	7,102	99%	6,683	99%	55532	Special Programs	-5,426	-55,880	-50,996	50,454	90%	45,570	89%	-55,880
0	0	0	0	0%	0	0%	55536	Opening event expense- Lodge	0	0	-43	0	0%	43	100%	0
0	0	0	0	0%	0	0%	55537	Catering Rentals	0	-4,200	-10,826	4,200	100%	10,826	100%	-4,200
0	0	-310	0	0%	310	100%	56013	Concert Expenses	0	-71,035	-63,044	71,035	100%	63,044	100%	-71,035
0	-200	-150	200	100%	150	100%	55550	Ski Team Expense	-1,329	-2,700	-2,567	1,371	51%	1,238	48%	-2,700
								Repairs & Maintenance								
0	0	0	0	0%	0	0%	54200	R&M Building (non-posting)	0	0	-485	0	0%	485	100%	0

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr							Actual vs Budget		Actual vs Prior Yr		
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Account Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Full Year Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-4,360	-4,400	-8,365	40	1%	4,005	48%	54210	General/PM	-49,162	-50,500	-59,399	1,338	3%	10,237	17%	-50,500
-1,118	-800	-880	-318	-40%	-238	-27%	54220	Plumbing	-3,559	-3,550	-5,794	-9	0%	2,234	39%	-3,550
-233	-1,020	-1,019	787	77%	787	77%	54240	Lighting and Electrical	-2,007	-3,805	-3,630	1,798	47%	1,623	45%	-3,805
-212	-150	0	-62	-41%	-212	0%	54250	HVAC	-1,705	-1,025	-1,076	-680	-66%	-629	-58%	-1,025
0	-400	-29	400	100%	29	100%	54252	Carpentry	-152	-2,440	-116	2,288	94%	-36	-31%	-2,440
-607	-700	-607	93	13%	0	0%	54254	Elevators	-7,289	-7,800	-8,251	511	7%	962	12%	-7,800
-961	-300	213	-661	-220%	-1,173	-552%	54256	Fire Suppression	-8,403	-12,600	-13,919	4,197	33%	5,516	40%	-12,600
0	0	0	0	0%	0	0%	54274	Painting	-32	-700	-69	668	95%	37	53%	-700
-434	-2,518	-648	2,084	83%	214	33%	54290	Other Building	-7,735	-15,960	-7,976	8,225	52%	241	3%	-15,960
-7,925	**-10,288**	**-11,337**	**2,363**	**23%**	**3,412**	**30%**		**R&M Building**	**-80,045**	**-98,380**	**-100,714**	**18,335**	**19%**	**20,670**	**21%**	**-98,380**
0	0	0	0	0%	0	0%	54300	R&M Grounds (nonGolf) (non-p	-19	0	0	-19	0%	-19	0%	0
-35	0	-26	-35	0%	-9	-34%	54310	Asphalt	-2,346	0	-230	-2,346	0%	-2,116	-920%	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	-1,000	-208	1,000	100%	208	100%	-1,000
-17,858	-23,700	-24,704	5,842	25%	6,847	28%	54380	Snow Removal	-111,349	-150,800	-178,587	39,451	26%	67,239	38%	-150,800
-1,312	-1,000	-1,125	-312	-31%	-187	-17%	54390	Other Grounds Maint	-37,249	-32,400	-36,468	-4,849	-15%	-782	-2%	-32,400
-19,204	**-24,900**	**-25,855**	**5,696**	**23%**	**6,651**	**26%**		**R&M Grounds (nonGolf)**	**-151,344**	**-186,450**	**-216,607**	**35,106**	**19%**	**65,264**	**30%**	**-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
-1,502	-1,300	-745	-202	-16%	-757	-102%	54412	Ski Lifts, Fixed Grip	-8,571	-15,100	-9,622	6,529	43%	1,051	11%	-15,100
-33	-200	0	167	83%	-33	0%	54416	Ski Lifts, Surface	-905	-3,900	-3,338	2,995	77%	2,433	73%	-3,900
0	0	0	0	0%	0	0%	54418	Terrain Parks	-746	0	0	-746	0%	-746	0%	0
-8,331	-1,500	1,000	-6,831	-455%	-9,331	-933%	54419	Snowmaking	-12,085	-6,900	-2,158	-5,185	-75%	-9,927	-460%	-6,900
-5,350	-5,000	-9,927	-350	-7%	4,577	46%	54421	Snowcats	-32,682	-76,200	-62,705	43,518	57%	30,023	48%	-76,200
-634	-1,100	-1,159	466	42%	525	45%	54426	Snowmobiles	-2,754	-9,600	-2,626	6,846	71%	-127	-5%	-9,600
-616	-200	-53	-416	-208%	-563	-1053%	54434	Golf Maint Eq	-18,455	-11,500	-11,475	-6,955	-60%	-6,980	-61%	-11,500
0	0	-1,187	0	0%	1,187	100%	54438	Golf Carts Fleet	-30	0	-3,814	-30	0%	3,784	99%	0
-4,381	-8,200	-15,117	3,819	47%	10,736	71%	54443	Rolling, Heavy	-57,603	-49,725	-75,062	-7,878	-16%	17,459	23%	-49,725
-3,359	-3,340	-6,982	-19	-1%	3,623	52%	54448	Rolling, Car/Truck/Bus/Van	-44,087	-69,270	-72,971	25,183	36%	28,883	40%	-69,270
-3,712	-2,850	-375	-862	-30%	-3,337	-890%	54452	F&B Kitchen Equip	-10,024	-20,480	-20,384	10,456	51%	10,360	51%	-20,480
0	-105	0	105	100%	0	0%	54454	F&B GlassSilverChina	-102	-880	-195	778	88%	93	48%	-880
0	-200	0	200	100%	0	0%	54461	Bicycles	-1,367	-1,700	-1,022	333	20%	-346	-34%	-1,700
-513	-100	-1,778	-413	-413%	1,265	71%	54463	Fitness Equipment	-1,754	-1,600	-2,954	-154	-10%	1,199	41%	-1,600
0	-300	-63	300	100%	63	100%	54470	Office Equip R&M	0	-1,280	-593	1,280	100%	593	100%	-1,280
-5,200	-5,239	-4,992	39	1%	-208	-4%	54481	Computer Software Maint	-62,504	-62,530	-58,177	26	0%	-4,326	-7%	-62,530
-640	-620	-51	-20	-3%	-589	-1153%	54483	Computer Hardware Maint	-5,229	-6,590	-1,964	1,361	21%	-3,265	-166%	-6,590
-15	-550	-310	535	97%	295	95%	54499	Other Operating Equip R&M	-2,384	-7,820	-6,662	5,436	70%	4,278	64%	-7,820
-34,287	**-30,804**	**-41,740**	**-3,483**	**-11%**	**7,454**	**18%**		**R&M Equipment**	**-261,409**	**-345,075**	**-336,938**	**83,666**	**24%**	**75,529**	**22%**	**-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
0	0	0	0	0%	0	0%	54530	Top Dressing	-3,506	-5,400	-9,963	1,894	35%	6,456	65%	-5,400
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	1,397	-1,500	-5,003	2,897	193%	6,400	128%	-1,500
0	0	0	0	0%	0	0%	54560	Pesticides	-2,515	-5,900	-3,485	3,385	57%	970	28%	-5,900
0	0	0	0	0%	0	0%	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
0	**0**	**0**	**0**	**0%**	**0**	**0%**		**R&M Golf Course**	**-26,651**	**-31,100**	**-45,282**	**4,449**	**14%**	**18,630**	**41%**	**-31,100**
-2,171	-1,800	-4,764	-371	-21%	2,593	54%	54710	chemicals	-28,025	-38,000	-48,082	9,975	26%	20,057	42%	-38,000
0	-140	0	140	100%	0	0%	54720	equipment	0	-2,010	0	2,010	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
-331	0	0	-331	0%	-331	0%	54790	other	-331	0	0	-331	0%	-331	0%	0
-2,502	**-1,940**	**-4,764**	**-562**	**-29%**	**2,263**	**47%**		**R&M Pool Spa**	**-29,440**	**-40,010**	**-48,082**	**10,570**	**26%**	**18,642**	**39%**	**-40,010**
-88,628	-200	3,183	-88,428	-44214%	-91,811	-2884%	(575...	Forestry Management	-658,182	-479,560	-374,814	-178,622	-37%	-283,368	-76%	-479,560
0	0	-96	0	0%	96	100%	57528	Trails Maintenance	0	-1,300	-1,610	1,300	100%	1,610	100%	-1,300
-88,628	**-200**	**3,087**	**-88,428**	**-44214%**	**-91,715**	**-2971%**		**R&M Forestry/Trails**	**-658,182**	**-480,860**	**-376,424**	**-177,322**	**-37%**	**-281,758**	**-75%**	**-480,860**
20,700	12,400	4,705	8,300	67%	15,995	340%	59010	Contra - Inter-Dept. Charges	151,078	205,500	209,556	-54,422	-26%	-58,478	-28%	205,500
-131,845	**-55,732**	**-75,905**	**-76,113**	**-137%**	**-55,940**	**-74%**		**R&M subtotal**	**-1,055,994**	**-976,375**	**-914,492**	**-79,619**	**-8%**	**-141,502**	**-15%**	**-976,375**
-177,816	**-134,201**	**-154,130**	**-43,615**	**-32%**	**-23,686**	**-15%**		**TOTAL SUPPLIES & MAIN**	**-1,671,716**	**-1,880,404**	**-1,735,966**	**208,688**	**11%**	**64,250**	**4%**	**-1,880,404**
								ADMINISTRATIVE & OTHER EXPENSE								
0	0	-8,370	0	0%	8,370	100%	52010	Audit & Tax Services	-41,968	-33,000	-36,320	-8,968	-27%	-5,648	-16%	-33,000
-23,322	-1,775	0	-21,547	-1214%	-23,322	0%	52015	Consulting Expense	-70,052	-71,500	-9,342	1,448	2%	-60,711	-650%	-71,500
0	0	0	0	0%	0	0%	52016	Environmental Services / Fees	-991	0	0	-991	0%	-991	0%	0
-1,200	0	-1,445	-1,200	0%	245	17%	52017	Po Survey	-1,777	-10,000	-1,614	8,223	82%	-163	-10%	-10,000
0	-8,334	9,117	8,334	100%	-9,117	-100%	52030	Legal Services	-55,072	-100,000	-75,711	44,929	45%	20,639	27%	-100,000
0	-12,500	0	12,500	100%	0	0%	52035	Governing Docs	0	-100,000	-27,353	100,000	100%	27,353	100%	-100,000
-63	-650	-1,032	587	90%	969	94%	51070	Public Relations	-2,634	-11,950	-7,986	9,316	78%	5,353	67%	-11,950
350	-2,000	-23	2,350	118%	373	1653%	55520	Promotion Expense	-2,066	-6,500	1,396	4,434	68%	-3,462	-248%	-6,500

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

December 2020									Year-to-Date December 2020							
			Actual vs Budget		Actual vs Prior Yr							Actual vs Budget		Actual vs Prior Yr		
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Account Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Full Year Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-12,336	-5,850	-13,100	-6,486	-111%	764	6%	55540	Resort Advertising	-50,593	-83,650	-73,450	33,057	40%	22,857	31%	-83,650
0	-1,600	0	1,600	100%	0	0%	55545	Brochure Distribution	0	-7,000	0	7,000	100%	0	0%	-7,000
0	-200	0	200	100%	0	0%	55560	Sales specific	0	-2,500	-2,881	2,500	100%	2,881	100%	-2,500
-1,275	-200	-41,182	-1,075	-538%	39,907	97%	51520	Charitable Contributions	-5,430	-12,800	-50,322	7,370	58%	44,892	89%	-12,800
-1,000	0	0	-1,000	0%	-1,000	0%	51530	Community Relations	-11,393	-20,000	-21,505	8,607	43%	10,113	47%	-20,000
0	-1,100	-904	1,100	100%	904	100%	55538	Reservation Services	-5,225	-11,700	-11,307	6,475	55%	6,081	54%	-11,700
-1,017	-4,880	-662	3,863	79%	-355	-54%	55525	Marketing Discounts CoGS	-19,384	-63,290	-52,621	43,906	69%	33,238	63%	-63,290
-2,369	-5,010	-5,336	2,641	53%	2,967	56%	51020	Dues & Subscriptions	-32,222	-33,570	-31,366	1,348	4%	-856	-3%	-33,570
-13,894	-8,183	-12,007	-5,711	-70%	-1,887	-16%	51035	Licenses, Permits, Fees	-149,301	-135,710	-154,986	-13,591	-10%	5,686	4%	-135,710
-77	-765	-521	688	90%	444	85%	51096	Mileage Reimbursement	-4,665	-7,330	-5,603	2,665	36%	938	17%	-7,330
-4	-3,000	-9,508	2,996	100%	9,504	100%	51515	Board Expense	-10,260	-41,400	-54,600	31,140	75%	44,340	81%	-41,400
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-44,401	-41,000	-38,058	-3,401	-8%	-6,343	-17%	-41,000
0	-2,200	-2,353	2,200	100%	2,353	100%	51063	Postage - TDNews	-28,291	-33,600	-31,490	5,309	16%	3,199	10%	-33,600
0	0	0	0	0%	0	0%	51064	Postage - Value Line	0	0	-18	0	0%	18	100%	0
-818	-765	-679	-53	-7%	-139	-21%	51065	Postage - General	-12,448	-11,700	-11,101	-748	-6%	-1,347	-12%	-11,700
0	0	0	0	0%	0	0%	51510	Assessment Billing	-9,165	-10,400	-10,041	1,235	12%	876	9%	-10,400
-698	-900	-926	202	22%	228	25%	51535	Digital Content	-8,481	-10,800	-13,599	2,319	21%	5,118	38%	-10,800
-5,600	-11,000	-5,207	5,400	49%	-393	-8%	51545	Printing - TD News	-71,584	-80,000	-75,672	8,416	11%	4,088	5%	-80,000
-443	-1,000	-1,423	557	56%	981	69%	51546	Printing - Brochures	-12,448	-21,200	-26,964	8,752	41%	14,516	54%	-21,200
-1,750	0	-707	-1,750	0%	-1,043	-147%	51547	Printing - Other	-5,574	-100	-3,319	-5,474	-5474%	-2,255	-68%	-100
0	-1,000	2,753	1,000	100%	-2,753	-100%	56601	Claims Expense	-4,379	-20,000	-77,331	15,621	78%	72,952	94%	-20,000
0	0	0	0	0%	0	0%	57025	Fines and Penalties	-237	0	0	-237	0%	-237	0%	0
0	-2,000	2,481	2,000	100%	-2,481	-100%	52210	Bad Debt Expense	-13,000	-15,000	-9,519	2,000	13%	-3,481	-37%	-15,000
-18	-500	-947	482	96%	929	98%	52215	Collection Expense	-2,222	-6,000	-1,169	3,778	63%	-1,053	-90%	-6,000
-38,233	-39,160	-50,437	927	2%	12,204	24%	52220	Credit Card Expense	-231,162	-291,250	-336,810	60,088	21%	105,648	31%	-291,250
183	0	-1,745	183	0%	1,927	110%	52225	Over/Short	-1,873	0	-1,371	-1,873	0%	-502	-37%	0
0	0	-361	0	0%	361	100%	57009	Inter-Department Food Costs	-2,219	800	2,176	-3,019	-377%	-4,395	-202%	800
0	-1,601	0	1,601	100%	0	0%	59999	Contingency	0	-16,000	0	16,000	100%	0	0%	-16,000
-104,364	*-77,030*	*-76,114*	*-27,334*	*-35%*	*-28,250*	*-37%*	*52025*	*Insurance Expense*	*-777,524*	*-750,000*	*-610,514*	*-27,524*	*-4%*	*-167,010*	*-27%*	*-750,000*
-34,139	*-24,900*	*-31,755*	*-9,239*	*-37%*	*-2,384*	*-8%*	*57030*	*Taxes - Property*	*-278,558*	*-279,000*	*-248,599*	*442*	*0%*	*-29,959*	*-12%*	*-279,000*
-3,282	*-3,400*	*9,967*	*118*	*3%*	*-13,249*	*-133%*	*5702...*	*Taxes - Income*	*-39,882*	*-40,000*	*-31,283*	*118*	*0%*	*-8,599*	*-27%*	*-40,000*
-245,370	**-221,503**	**-242,428**	**-23,867**	**-11%**	**-2,942**	**-1%**		**TOTAL ADMINISTRATIVE & OT**	**-2,006,477**	**-2,377,150**	**-2,140,251**	**370,673**	**16%**	**133,774**	**6%**	**-2,377,150**
-541,891	**-583,913**	**-583,835**	**42,022**	**7%**	**41,943**	**7%**		**TOTAL OPERATING EXPENSES**	**-5,075,313**	**-5,846,000**	**-5,479,525**	**770,687**	**13%**	**404,212**	**7%**	**-5,846,000**
-1,423,953	**-1,846,000**	**-1,905,824**	**422,047**	**23%**	**481,870**	**25%**		**TOTAL PAYROLL AND OPERATI**	**-14,136,086**	**-18,751,000**	**-18,209,488**	**4,614,914**	**25%**	**4,073,402**	**22%**	**-18,751,000**
-461,035	**-123,000**	**-38,520**	**-338,035**	**-275%**	**-422,515**	**-1097%**		**NORBO (before AO)**	**-5,603,545**	**-6,087,000**	**-5,068,399**	**483,455**	**8%**	**-535,146**	**-11%**	**-6,087,000**
0	**18,000**	**-8,486**	**-18,000**	**-100%**	**8,486**	**100%**	**59025**	**ALLOCATED OVERHEAD (AO)**	**0**	**197,000**	**172,514**	**-197,000**	**-100%**	**-172,514**	**-100%**	**197,000**
-461,035	**-105,000**	**-47,006**	**-356,035**	**-339%**	**-414,029**	**-881%**		**NOR (after AO)**	**-5,603,545**	**-5,890,000**	**-4,895,885**	**286,455**	**5%**	**-707,660**	**-14%**	**-5,890,000**
-1,477,352	-1,978,000	-2,073,687	500,648	25%	596,335	29%		T O C post AO	-14,959,842	-20,030,000	-19,591,402	5,070,158	25%	4,631,561	24%	-20,030,000
-1,477,352	**-1,996,000**	**-2,065,201**	**518,648**	**26%**	**587,849**	**28%**		**T O C pre AO**	**-14,959,842**	**-20,227,000**	**-19,763,917**	**5,267,158**	**26%**	**4,804,075**	**24%**	**-20,227,000**
-68.8%	-94.7%	-97.7%	25.9%	27.4%	28.9%	29.6%		REV to TOC (CRR%)	-62.5%	-70.6%	-75.0%	08.1%	11.4%	12.5%	16.6%	-70.6%
568,234	**105,000**	**292,445**	**463,234**	**441%**	**275,789**	**94%**		**Asssessment Revenue, Operatin**	**5,889,745**	**5,890,000**	**5,696,445**	**-255**	**0%**	**193,300**	**3%**	**5,890,000**
107,199	**0**	**245,439**	**107,199**	**0%**	**-138,240**	**-56%**		**NOR AFTER Asssessment Reven**	**286,200**	**0**	**800,560**	**286,200**	**0%**	**-514,360**	**-64%**	**0**

Tahoe Donner Association

Department P&L Detail (D01)

For the Twelve Months Ending December 31, 2020

Operating Fund Consolidated

Exception Report - Missing and Duplicate Accounts

Account Code	Occurrences	Row Number (dups)	Row Code (dups)

Unit:TDA:SUMMARY
No Exceptions Found
No Duplicate Accounts