

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NORBO - MONTH
for the month of **December 2020**

Net Operating Results Before Allocated Overhead (NORBO)								Department	Revenue					Before Allocated Overhead Total Operating Expenses				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual		Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (18,717)	\$ (9,460)	\$ 44,519	\$ (9,257)	-98%	\$ (63,236)	-142%	\$ 58,193	\$ (52,807)	-48%	\$ (84,232)	-59%	\$ (76,910)	\$ 43,550	36%	\$ 20,996	21%		
3,687	(855)	6,670	4,542	531%	(2,983)	-45%	58,129	(37,871)	-39%	(19,255)	-25%	(54,441)	42,414	44%	16,272	23%		
(13,017)	1,200	(2,778)	(14,217)	-1185%	(10,239)	-369%	-	(15,000)	-100%	(11,202)	-100%	(13,017)	783	6%	963	7%		
(4,061)	(5,060)	(22,977)	999	20%	18,916	82%	108	108	0%	18,182	101%	(4,169)	891	18%	734	15%		
(3,032)	(1,827)	70,181	(1,205)	-66%	(73,213)	-104%	-	-	0%	(71,913)	-100%	(3,032)	(1,205)	-66%	(1,300)	-75%		
(494)	(90)	(367)	(404)	-449%	(127)	-35%	-	-	0%	-	0%	(494)	(404)	-449%	(127)	-35%		
(1,800)	(2,828)	(6,210)	1,028	36%	4,410	71%	(44)	(44)	0%	(44)	0%	(1,756)	1,072	38%	4,454	72%		
123,292	448,129	683,504	(324,837)	-72%	(560,211)	-82%	857,394	(861,556)	-50%	(972,261)	-53%	(734,101)	536,720	42%	412,049	36%		
76,463	365,304	520,948	(288,841)	-79%	(444,485)	-85%	427,777	(650,623)	-60%	(688,230)	-62%	(351,314)	361,782	51%	243,745	41%		
157,207	92,460	195,534	64,747	70%	(38,327)	-20%	322,858	70,058	28%	(62,375)	-16%	(165,650)	(5,310)	-3%	24,048	13%		
23,721	21,585	41,559	2,136	10%	(17,838)	-43%	47,645	(17,755)	-27%	(16,883)	-26%	(23,924)	19,891	45%	(954)	-4%		
(37,832)	(35,540)	(33,157)	(2,292)	-6%	(4,674)	-14%	32	32	0%	32	0%	(37,864)	(2,324)	-7%	(4,706)	-14%		
(2,976)	(2,706)	(2,388)	(270)	-10%	(588)	-25%	-	-	0%	-	0%	(2,976)	(270)	-10%	(588)	-25%		
(7,877)	(5,704)	(5,793)	(2,173)	-38%	(2,085)	-36%	(0)	(0)	0%	(0)	0%	(7,877)	(2,173)	-38%	(2,084)	-36%		
(4,305)	-	(920)	(4,305)	0%	(3,385)	-368%	-	-	0%	-	0%	(4,305)	(4,305)	0%	(3,385)	-368%		
(9,696)	(11,599)	(7,865)	1,903	16%	(1,832)	-23%	-	-	0%	-	0%	(9,696)	1,903	16%	(1,832)	-23%		
(52,641)	14,363	(18,088)	(67,004)	-467%	(34,553)	-191%	50,989	(174,361)	-77%	(137,689)	-73%	(103,630)	107,357	51%	103,136	50%		
(2,086)	-	(96)	(2,086)	#DIV/0!	(1,990)	-2065%	-	-	0%	-	0%	(2,086)	(2,086)	0%	(1,990)	#####		
(1,212)	(929)	(755)	(283)	-30%	(457)	-61%	-	-	0%	-	0%	(1,212)	(283)	-30%	(457)	-61%		
(15,473)	10,895	(5,474)	(26,368)	-242%	(9,999)	-183%	8,094	(88,906)	-92%	(67,115)	-89%	(23,567)	62,538	73%	57,116	71%		
104,576	438,669	728,023	(334,093)	-76%	(623,447)	-86%	915,586	(914,364)	-50%	(1,056,493)	-54%	(811,011)	580,270	42%	433,045	35%		
(565,610)	(561,669)	(766,543)	(3,941)	-1%	200,933	26%	100,731	57,681	134%	46,129	84%	(666,341)	(61,622)	-10%	154,804	19%		
(94,152)	(71,605)	(103,772)	(22,547)	-31%	9,620	9%	295	295	0%	295	0%	(94,447)	(22,842)	-32%	9,325	9%		
(57,408)	(52,157)	(202,683)	(5,251)	-10%	145,275	72%	7,859	(1,391)	-15%	(3,057)	-28%	(65,267)	(3,860)	-6%	148,332	69%		
(32,459)	(46,189)	(51,271)	13,730	30%	18,813	37%	28,052	10,052	56%	11,347	68%	(60,511)	3,678	6%	7,465	11%		
(55,125)	(57,811)	(55,198)	2,686	5%	74	0%	-	-	0%	-	0%	(55,125)	2,686	5%	74	0%		
(51,215)	(80,644)	(70,614)	29,429	36%	19,399	27%	-	(400)	-100%	(419)	-100%	(51,215)	29,829	37%	19,818	28%		
(34,561)	(49,049)	(38,802)	14,488	30%	4,241	11%	-	-	0%	-	0%	(34,561)	14,488	30%	4,241	11%		
25,117	(25,498)	(20,816)	50,615	199%	45,933	221%	55,197	45,097	447%	41,889	315%	(30,080)	5,518	16%	4,045	12%		
(24,520)	(21,960)	(21,294)	(2,560)	-12%	(3,226)	-15%	190	(1,810)	-90%	(1,455)	-88%	(24,711)	(751)	-3%	(1,771)	-8%		
(35,365)	(27,874)	(31,878)	(7,491)	-27%	(3,487)	-11%	-	-	0%	-	0%	(35,365)	(7,491)	-27%	(3,487)	-11%		
(156,761)	(47,566)	(84,764)	(109,195)	-230%	(71,997)	-85%	9,138	5,838	177%	(2,471)	-21%	(165,899)	(115,033)	-226%	(69,526)	-72%		
(49,162)	(81,316)	(85,450)	32,154	40%	36,288	42%	-	-	0%	-	0%	(49,162)	32,154	40%	36,288	42%		
\$ (461,035)	\$ (123,000)	\$ (38,520)	\$ (338,035)	275%	\$ (422,515)	-1097%	\$ 1,016,318	\$ (856,682)	-46%	\$ (1,010,364)	-50%	\$ (1,477,352)	\$ 518,648	26%	\$ 587,849	28%		

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the twelve months ending December 2020

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount
\$ 84,464	\$ 495,000	\$ 442,499	\$ (410,536)	-83%	\$ (358,035)	-81%	\$ 1,486,437	\$ (1,539,563)	-51%	\$ (1,261,608)	-46%	\$ (1,401,973)	\$ 1,129,027	45%	\$ 903,574	39%	
(65,068)	142,200	121,251	(207,268)	-146%	(186,320)	-154%	Trout Creek Rec Ctr	607,188	(613,812)	-50%	(452,550)	-43%	(672,256)	406,544	38%	266,231	28%
(91,080)	1,500	(25,608)	(92,580)	-6172%	(65,472)	-256%	Aquatics	61,082	(219,918)	-78%	(189,673)	-76%	(152,162)	127,338	46%	124,200	45%
204,432	337,200	264,638	(132,768)	-39%	(60,206)	-23%	Beach Club Marina	464,555	(333,445)	-42%	(216,199)	-32%	(260,123)	200,677	44%	155,993	37%
95,160	14,900	72,361	80,260	539%	22,799	32%	Tennis Center	352,123	108,123	44%	44,064	14%	(256,963)	(27,863)	-12%	(21,265)	-9%
(20,373)	29,800	10,795	(50,173)	-168%	(31,168)	-289%	Day Camps	1,534	(290,466)	-99%	(246,185)	-99%	(21,907)	240,293	92%	215,017	91%
(38,606)	(30,600)	(939)	(8,006)	-26%	(37,668)	-4013%	Recreation Programs	(44)	(190,044)	-100%	(201,065)	-100%	(38,562)	182,038	83%	163,397	81%
(84,263)	801,000	1,326,808	(885,263)	-111%	(1,411,071)	-106%	Public Amenities	6,913,289	(3,481,711)	-33%	(4,238,077)	-38%	(6,997,552)	2,596,448	27%	2,827,006	29%
881,577	1,464,800	1,701,506	(583,223)	-40%	(819,929)	-48%	Downhill Ski	3,435,870	(1,346,130)	-28%	(1,334,681)	-28%	(2,554,294)	762,906	23%	514,752	17%
372,354	235,700	417,940	136,654	58%	(45,586)	-11%	Cross Country Ski	1,223,199	(18,801)	-2%	(157,917)	-11%	(850,844)	155,456	15%	112,331	12%
39,768	120,000	112,242	(80,232)	-67%	(72,474)	-65%	Snowplay	141,606	(154,394)	-52%	(102,440)	-42%	(101,839)	74,161	42%	29,966	23%
(565,587)	(524,700)	(524,174)	(40,887)	-8%	(41,413)	-8%	Golf	86,618	56,618	189%	(619,903)	-88%	(652,205)	(97,505)	-18%	578,490	47%
34,655	11,200	9,896	23,455	209%	24,758	250%	Campground	119,887	23,887	25%	24,074	25%	(85,232)	(432)	-1%	684	1%
(113,447)	(81,000)	(91,592)	(32,447)	-40%	(21,856)	-24%	Equestrian	78,689	(175,311)	-69%	(159,946)	-67%	(192,136)	142,864	43%	138,090	42%
30,413	13,600	7,049	16,813	124%	23,363	331%	Bikeworks	172,177	33,177	24%	37,539	28%	(141,765)	(16,365)	-13%	(14,176)	-11%
(141,475)	(209,800)	(142,228)	68,325	33%	754	1%	Trails	1,127	(873)	-44%	(1,705)	-60%	(142,602)	69,198	33%	2,459	2%
(436,071)	(122,200)	41,635	(313,871)	-257%	(477,706)	-1147%	The Lodge	1,296,388	(1,040,612)	-45%	(1,244,313)	-49%	(1,732,459)	726,741	30%	766,607	31%
(37,651)	(84,300)	(91,699)	46,649	55%	54,048	59%	Summer Food and Bev	8,664	(150,336)	-95%	(192,862)	-96%	(46,315)	196,985	81%	246,910	84%
(19,602)	1,000	(45,269)	(20,602)	-2060%	25,667	57%	Pizza on the Hill	-	(335,000)	-100%	(344,562)	-100%	(19,602)	314,398	94%	370,229	95%
(129,196)	(23,300)	(68,499)	(105,896)	-454%	(60,697)	-89%	Alder Creek Caf�	349,064	(373,936)	-52%	(141,361)	-29%	(478,260)	268,040	36%	80,664	14%
201	1,296,000	1,769,307	(1,295,799)	-100%	(1,769,106)	-100%	Amenities Total	8,399,726	(5,021,274)	-37%	(5,499,686)	-40%	(8,399,525)	3,725,475	31%	3,730,580	31%
(5,603,746)	(7,383,000)	(6,837,705)	1,779,254	24%	1,233,959	18%	HOA & Amenities Support Services	956,570	237,570	33%	160,464	20%	(6,560,317)	1,541,683	19%	1,073,495	14%
(743,356)	(943,000)	(1,072,731)	199,644	21%	329,374	31%	General	295	295	0%	295	0%	(743,651)	199,349	21%	329,079	31%
(259,770)	(555,000)	(865,527)	295,230	53%	605,758	70%	Administration	213,770	(26,230)	-11%	(50,971)	-19%	(473,539)	321,461	40%	656,729	58%
(381,502)	(551,000)	(411,145)	169,498	31%	29,643	7%	Communications	222,794	12,794	6%	(4,270)	-2%	(604,296)	156,704	21%	33,912	5%
(605,079)	(718,000)	(613,197)	112,921	16%	8,118	1%	Information Tech	-	-	0%	-	0%	(605,079)	112,921	16%	8,118	1%
(688,729)	(946,000)	(834,389)	257,271	27%	145,660	17%	Accounting	1,325	(4,675)	-78%	(3,477)	-72%	(690,054)	261,946	28%	149,137	18%
(330,843)	(379,000)	(383,748)	48,157	13%	52,906	14%	Human Resources	-	-	0%	-	0%	(330,843)	48,157	13%	52,906	14%
(17,017)	(323,000)	(214,540)	305,983	95%	197,524	92%	Architectural Standards	325,292	150,292	86%	150,632	86%	(342,308)	155,692	31%	46,892	12%
(207,358)	(252,000)	(223,448)	44,642	18%	16,090	7%	Member Services	19,722	(12,278)	-38%	(10,144)	-34%	(227,080)	56,920	20%	26,233	10%
(338,994)	(326,000)	(315,414)	(12,994)	-4%	(23,579)	-7%	Risk & Facility Admin	-	-	0%	-	0%	(338,994)	(12,994)	-4%	(23,579)	-7%
(1,456,737)	(1,545,000)	(1,153,899)	88,263	6%	(302,838)	-26%	Forestry	173,373	117,373	210%	78,399	83%	(1,630,110)	(29,110)	-2%	(381,237)	-31%
(574,362)	(845,000)	(749,668)	270,638	32%	175,306	23%	Maintenance	-	-	0%	-	0%	(574,362)	270,638	32%	175,306	23%
\$ (5,603,545)	\$ (6,087,000)	\$ (5,068,399)	\$ 483,455	8%	\$ (535,146)	-11%	TDA Operating Fund	\$ 9,356,297	\$ (4,783,703)	-34%	\$ (5,339,221)	-36%	\$ (14,959,842)	\$ 5,267,158	26%	\$ 4,804,075	24%