

# Regular Board Meeting – April 2021

## Finance Update





## Notes to the Financials – March 2021

March 2021 was financially strong to Budget with solid revenues recorded along with Payroll and Other Operating Exp savings which saw TDA finish the month \$436k, or 143% favorable to Budget for our Net Operating Result (NOR). Year to Date our NOR is \$763k or 228% ahead of Budget.

While we only saw 38 inches of snow during the month of March recorded at Downhill, the upside was the number of bluebird days which contributes to strong visitation levels at Tahoe Donner. As can be seen on the Financial Snapshot our Visitation was up 35% to Budget for the month of March. We didn't begin to see a considerable reduction in our snowpack until towards the end of March, with slightly lower elevation and southern facing exposure our Snowplay amenity was closed for the season on March 28<sup>th</sup>.

Nevada County moved to the Red Tier of Covid restrictions on March 24<sup>th</sup> which allowed us to provide 25% capacity indoor dining at The Lodge, Downhill F&B and at ACAC along with limited visitation at Trout Creek. Relaxing these restrictions aided Downhill F&B to post revenues 9% ahead of Budget for the month, while both The Lodge and ACAC were 34% and 19% unfavorable to Budget.

**Operating Revenue:** overall our Operating Revenue was \$345k or 26% favorable to Budget with strong revenues recorded in Direct Access and Use at both Downhill and Cross Country \$322k or 61% favorable to Budget while Snowplay fell \$8k or 13% short of Budget for the month. Consolidated F&B Revenue finished the month \$42k or 19% behind Budget while Retail sales at Downhill finished the month \$1k or 7% better than Budget and at Cross Country \$19k or 94% better than Budget. Rental revenue consolidated for Downhill and Cross Country finished the month \$27k or 17% better than Budget however consolidated Lesson revenue fell short of Budget by \$35k or 14% due to there being zero revenue attributed by our Snowflakes kids program.

**Cost of Goods Sold:** overall our consolidated COGS variance for the month of March was \$24k or 30% adverse to Budget driven largely by the increase to Budget in Retail sales. Our COGS % to Revenue at Retail was 73% due to the discounts given on end of season product, typically that % would be approx. 48% but increases significantly with clearance sales as was the case in March. F&B COGS came in right on Budget at 26% of F&B revenue.





**Total Payroll (incl burden)**: March saw Payroll savings to Budget of \$72k or almost 7% most notably at Downhill Ski, the inability to hold the Snowflakes program contributed to \$36k in savings for the month within Ski School. The consolidated HOA departments contributed a further \$17k in savings to Budget while Trout Creek provided a further \$19k in savings.

**Other Operating Expenses**: Overall we saw expense savings for the month of March of \$44k, Staff Expenses were 50% favorable to Budget, Utilities were right on Budget for the month, R&M saw 23% in savings most notably in Snowcat and Vehicle repairs and Forestry saw savings of some 44%. Admin and Other Exps however were 5% adverse to Budget due to Consulting Exps being Russ Branson Consulting, Bryce Consulting and LeverageIT.

**Net Operating Result**: as stated above with strong Operating Revenues to Budget along with savings in Payroll and Other Operating Exps, our Net Operating Result for the month was \$436k or 143% positive to Budget. This sees our Year to Date Net Operating Result at \$763k or 228% favorable to Budget.

**Other:**

- Downhill and Cross Country season extended by 1 week, closed on April 11th
- Downhill and Cross Country 2021 / 22 Season Passes went onsale March 23<sup>rd</sup> which saw \$220k in Sales by end of month, comparative to 2019 we saw \$59k during the same period. As of Friday April 16<sup>th</sup>, we'd sold \$100k of passes at Downhill with a further \$285k at Cross Country
- The FINAL Audit Report for 2020 was provided by McClintock Accountancy Corp on April 15th
- Recreation Camps for Summer 2021 went onsale April 13<sup>th</sup>, sales in excess of \$250k in the first 90 minutes of going live
- 2021 / 22 Recreation Fee revenue 9% or \$80k behind 2020 / 21 pacing, 1% or \$7.5k ahead of 2019 / 20

Financial Snapshot - March 2021  
Consolidated Operating P&L Comparison to Budget

**GROSS REVENUE**

Month	Year to Date
<b>\$344,656</b>	<b>\$154,474</b>
25.81%	3.26%

**COGS**

Month	Year to Date
<b>-\$24,431</b>	<b>\$21,792</b>
-30.09%	7.89%

**TOTAL PAYROLL**

Month	Year to Date
<b>\$72,224</b>	<b>\$313,966</b>
6.93%	9.84%

**OTHER OP EXPS**

Month	Year to Date
<b>\$43,538</b>	<b>\$273,266</b>
8.42%	17.07%

**NET OPERATING RESULT**

Month	Year to Date
<b>\$435,987</b>	<b>\$763,498</b>
142.64%	228.30%

**VISITATION**

Month	Year to Date
<b>7,215</b>	<b>17,212</b>
34.87%	25.77%

## Consolidated Operating P&L - March 2021

### Month to Date

Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
\$55,686	\$78,432	-\$22,746	-29.00%	\$61,000	-\$5,314	-8.71%
\$851,291	\$529,368	\$321,923	60.81%	\$219,345	\$631,946	288.11%
\$177,168	\$218,991	-\$41,823	-19.10%	\$118,288	\$58,880	49.78%
\$60,335	\$36,444	\$23,891	65.56%	\$20,114	\$40,221	199.97%
\$210,474	\$245,913	-\$35,439	-14.41%	\$83,064	\$127,410	153.39%
\$186,317	\$159,746	\$26,571	16.63%	\$63,218	\$123,099	194.72%
\$138,579	\$66,300	\$72,279	109.02%	\$110,916	\$27,663	24.94%
<b>\$1,679,850</b>	<b>\$1,335,194</b>	<b>\$344,656</b>	<b>25.81%</b>	<b>\$675,945</b>	<b>\$1,003,905</b>	<b>148.52%</b>
\$105,615	\$81,184	-\$24,431	-30.09%	\$47,941	-\$57,674	-120.30%
<b>\$1,574,235</b>	<b>\$1,254,010</b>	<b>\$320,225</b>	<b>25.54%</b>	<b>\$628,004</b>	<b>\$1,061,579</b>	<b>169.04%</b>
\$970,331	\$1,042,555	\$72,224	6.93%	\$586,098	-\$384,233	-65.56%
\$473,569	\$517,107	\$43,538	8.42%	\$401,035	-\$72,534	-18.09%
<b>\$1,443,900</b>	<b>\$1,559,662</b>	<b>\$115,762</b>	<b>7.42%</b>	<b>\$987,133</b>	<b>-\$456,767</b>	<b>-46.27%</b>
<b>\$130,335</b>	<b>-\$305,652</b>	<b>\$435,987</b>	<b>142.64%</b>	<b>-\$359,129</b>	<b>\$489,464</b>	<b>136.29%</b>

### Year to Date

Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
<b>Revenue</b>						
\$208,628	\$235,296	-\$26,668	-11.33%	\$187,000	\$21,628	11.57%
\$2,666,421	\$1,978,392	\$688,029	34.78%	\$1,921,711	\$744,710	38.75%
\$457,235	\$695,243	-\$238,008	-34.23%	\$900,570	-\$443,335	-49.23%
\$165,732	\$152,836	\$12,896	8.44%	\$140,921	\$24,811	17.61%
\$602,087	\$851,297	-\$249,210	-29.27%	\$886,074	-\$283,987	-32.05%
\$509,917	\$614,874	-\$104,957	-17.07%	\$641,701	-\$131,784	-20.54%
\$277,092	\$204,700	\$72,392	35.36%	\$303,390	-\$26,298	-8.67%
<b>\$4,887,112</b>	<b>\$4,732,638</b>	<b>\$154,474</b>	<b>3.26%</b>	<b>\$4,981,367</b>	<b>-\$94,255</b>	<b>-1.89%</b>
<b>Cost of Goods Sold</b>						
\$254,253	\$276,045	\$21,792	7.89%	\$355,175	\$100,922	28.41%
<b>\$4,632,859</b>	<b>\$4,456,593</b>	<b>\$176,266</b>	<b>3.96%</b>	<b>\$4,626,192</b>	<b>-\$195,177</b>	<b>-4.22%</b>
\$2,876,482	\$3,190,448	\$313,966	9.84%	\$2,941,504	\$65,022	2.21%
\$1,327,303	\$1,600,569	\$273,266	17.07%	\$1,367,629	\$40,326	2.95%
<b>\$4,203,785</b>	<b>\$4,791,017</b>	<b>\$587,232</b>	<b>12.26%</b>	<b>\$4,309,133</b>	<b>\$105,348</b>	<b>2.44%</b>
<b>\$429,074</b>	<b>-\$334,424</b>	<b>\$763,498</b>	<b>228.30%</b>	<b>\$317,059</b>	<b>\$112,015</b>	<b>35.33%</b>

## Consolidated Downhill P&L - March 2021

### Month to Date

### Year to Date

Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
\$525,307	\$360,168	\$165,139	45.85%	\$137,827	\$387,480	281.14%
\$71,753	\$65,791	\$5,962	9.06%	\$33,732	\$38,021	112.71%
\$15,395	\$14,794	\$601	4.06%	\$9,270	\$6,125	66.07%
\$189,436	\$230,913	-\$41,477	-17.96%	\$73,862	\$115,574	156.47%
\$130,864	\$139,746	-\$8,882	-6.36%	\$40,302	\$90,562	224.71%
\$7,670	\$7,600	\$70	0.92%	\$5,123	\$2,547	49.72%
<b>\$940,425</b>	<b>\$819,012</b>	<b>\$121,413</b>	<b>14.82%</b>	<b>\$300,116</b>	<b>\$640,309</b>	<b>213.35%</b>
\$29,471	\$25,260	-\$4,211	-16.67%	\$12,533	-\$16,938	-135.15%
<b>\$910,954</b>	<b>\$793,752</b>	<b>\$117,202</b>	<b>14.77%</b>	<b>\$287,583</b>	<b>\$657,247</b>	<b>228.54%</b>
\$278,693	\$321,242	\$42,549	13.25%	\$232,133	-\$46,560	-20.06%
\$122,745	\$115,000	-\$7,745	-6.73%	\$113,203	-\$9,542	-8.43%
<b>\$401,438</b>	<b>\$436,242</b>	<b>\$34,804</b>	<b>7.98%</b>	<b>\$345,336</b>	<b>-\$56,102</b>	<b>-16.25%</b>
<b>\$509,516</b>	<b>\$357,510</b>	<b>\$152,006</b>	<b>42.52%</b>	<b>-\$57,753</b>	<b>\$567,269</b>	<b>-982.23%</b>

#### Revenue

Direct Access and Use  
 Food and Beverage  
 Retail  
 Lessons  
 Rentals  
 Other Revenue

#### Total Revenue

#### Cost of Goods Sold

#### Gross Margin

Payroll (incl burden)

Other Operating Expenses

#### Total Operating Cost

#### Operating Result

Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
\$1,637,462	\$1,155,292	\$482,170	41.74%	\$1,272,753	\$364,709	28.66%
\$179,316	\$211,243	-\$31,927	-15.11%	\$293,018	-\$113,702	-38.80%
\$47,706	\$47,886	-\$180	-0.38%	\$63,105	-\$15,399	-24.40%
\$546,092	\$741,297	-\$195,205	-26.33%	\$791,737	-\$245,645	-31.03%
\$359,911	\$449,874	-\$89,963	-20.00%	\$485,889	-\$125,978	-25.93%
\$24,806	\$23,600	\$1,206	5.11%	\$85,412	-\$60,606	-70.96%
<b>\$2,795,293</b>	<b>\$2,629,192</b>	<b>\$166,101</b>	<b>6.32%</b>	<b>\$2,991,914</b>	<b>-\$196,621</b>	<b>-6.57%</b>
\$76,654	\$81,091	\$4,437	5.47%	\$102,644	\$25,990	25.32%
<b>\$2,718,639</b>	<b>\$2,548,101</b>	<b>\$170,538</b>	<b>6.69%</b>	<b>\$2,889,270</b>	<b>-\$222,611</b>	<b>-7.70%</b>
\$844,655	\$1,010,473	\$165,818	16.41%	\$1,082,251	\$237,596	21.95%
\$344,524	\$361,000	\$16,476	4.56%	\$406,259	\$61,735	15.20%
<b>\$1,189,179</b>	<b>\$1,371,473</b>	<b>\$182,294</b>	<b>13.29%</b>	<b>\$1,488,510</b>	<b>\$299,331</b>	<b>20.11%</b>
<b>\$1,529,460</b>	<b>\$1,176,628</b>	<b>\$352,832</b>	<b>29.99%</b>	<b>\$1,400,760</b>	<b>\$128,700</b>	<b>9.19%</b>

## Consolidated Cross Country P&L - March 2021

### Month to Date

Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
\$267,763	\$100,000	\$167,763	168%	\$74,103	\$193,660	261.34%
\$38,723	\$20,000	\$18,723	94%	\$10,152	\$28,571	281.43%
\$21,038	\$15,000	\$6,038	40%	\$9,203	\$11,835	128.60%
\$55,453	\$20,000	\$35,453	177%	\$22,916	\$32,537	141.98%
\$3,879	\$2,000	\$1,879	94%	\$1,792	\$2,087	116.46%
<b>\$386,856</b>	<b>\$157,000</b>	<b>\$229,856</b>	<b>146%</b>	<b>\$118,166</b>	<b>\$268,690</b>	<b>227.38%</b>
\$25,318	\$10,000	-\$15,318	-153%	\$4,812	-\$20,506	-426.14%
<b>\$361,538</b>	<b>\$147,000</b>	<b>\$214,538</b>	<b>146%</b>	<b>\$113,354</b>	<b>\$289,196</b>	<b>255.13%</b>
\$86,347	\$90,405	\$4,058	4%	\$61,941	-\$24,406	-39.40%
\$48,486	\$53,863	\$5,377	10%	\$42,910	-\$5,576	-12.99%
<b>\$134,833</b>	<b>\$144,268</b>	<b>\$9,435</b>	<b>7%</b>	<b>\$104,851</b>	<b>-\$29,982</b>	<b>-28.59%</b>
<b>\$226,705</b>	<b>\$2,732</b>	<b>\$223,973</b>	<b>8198%</b>	<b>\$8,503</b>	<b>\$218,202</b>	<b>2566.18%</b>

### Year to Date

	Actual	Budget	Variance \$	Variance %	Prior Year	Variance \$	Variance %
<b>Revenue</b>							
Direct Access and Use	\$812,178	\$600,000	\$212,178	35%	\$521,551	\$290,627	55.72%
Retail	\$111,099	\$100,000	\$11,099	11%	\$72,717	\$38,382	52.78%
Lessons	\$55,995	\$110,000	-\$54,005	-49%	\$94,337	-\$38,342	-40.64%
Rentals	\$150,006	\$165,000	-\$14,994	-9%	\$155,811	-\$5,805	-3.73%
Other Revenue	\$12,051	\$11,000	\$1,051	10%	\$11,454	\$597	5.21%
<b>Total Revenue</b>	<b>\$1,141,329</b>	<b>\$986,000</b>	<b>\$155,329</b>	<b>16%</b>	<b>\$855,870</b>	<b>\$285,459</b>	<b>33.35%</b>
<b>Cost of Goods Sold</b>	\$65,390	\$50,000	-\$15,390	-31%	\$39,179	-\$26,211	-66.90%
<b>Gross Margin</b>	<b>\$1,075,939</b>	<b>\$936,000</b>	<b>\$139,939</b>	<b>15%</b>	<b>\$816,691</b>	<b>\$311,670</b>	<b>38.16%</b>
Payroll (incl burden)	\$261,655	\$283,665	\$22,010	8%	\$273,419	\$11,764	4.30%
Other Operating Expenses	\$136,449	\$194,889	\$58,440	30%	\$157,869	\$21,420	13.57%
<b>Total Operating Cost</b>	<b>\$398,104</b>	<b>\$478,554</b>	<b>\$80,450</b>	<b>17%</b>	<b>\$431,288</b>	<b>\$33,184</b>	<b>7.69%</b>
<b>Operating Result</b>	<b>\$677,835</b>	<b>\$457,446</b>	<b>\$220,389</b>	<b>48%</b>	<b>\$385,403</b>	<b>\$292,432</b>	<b>75.88%</b>

**Tahoe Donner Association**  
**Operating Fund - NOR and Per Property Metrics**  
**For the three months ending March 2021**

Net Operating Results (NOR)				Department	Per Property Metrics			
Actual	Budget	Variance to Budget Amount	Pctg		Actual	Budget	Variance to Budget Amount	Pctg
				<b># of Assessed Lots</b>	<b>6473</b>	<b>6473</b>	-	0%
<b>\$ (68,484)</b>	<b>\$ (163,296)</b>	<b>\$ 94,812</b>	<b>58%</b>	<b>Private Amenities</b>	<b>\$ (10.58)</b>	<b>\$ (25.23)</b>	<b>\$ 15</b>	<b>58%</b>
26,419	(78,156)	104,575	134%	Trout Creek Rec Ctg	4.08	(12.07)	16	134%
(54,660)	(48,757)	(5,903)	-12%	Aquatics	(8.44)	(7.53)	(1)	-12%
(17,164)	(16,638)	(526)	-3%	Beach Club Marina	(2.65)	(2.57)	(0)	-3%
(12,480)	(11,139)	(1,341)	-12%	Tennis Center	(1.93)	(1.72)	(0)	-12%
(3,543)	(296)	(3,247)	-1097%	Day Camps	(0.55)	(0.05)	(1)	-1097%
(7,055)	(8,310)	1,255	15%	Recreation Programs	(1.09)	(1.28)	0	15%
<b>1,965,307</b>	<b>1,576,486</b>	<b>388,821</b>	<b>25%</b>	<b>Public Amenities</b>	<b>\$ 303.62</b>	<b>\$ 243.55</b>	<b>61</b>	<b>25%</b>
1,529,460	1,176,628	352,832	30%	Downhill Ski	236.28	181.77	55	30%
677,835	457,446	220,389	48%	Cross Country Ski	104.72	70.67	34	48%
186,895	182,868	4,027	2%	Snowplay	28.87	28.25	1	2%
(140,302)	(126,859)	(13,443)	-11%	Golf	(21.67)	(19.60)	(2)	-11%
(9,730)	(7,737)	(1,993)	-26%	Campground	(1.50)	(1.20)	(0)	-26%
(29,709)	(22,063)	(7,646)	-35%	Equestrian	(4.59)	(3.41)	(1)	-35%
(9,133)	(5,328)	(3,805)	-71%	Bikeworks	(1.41)	(0.82)	(1)	-71%
(27,652)	(27,630)	(22)	0%	Trails	(4.27)	(4.27)	(0)	0%
(172,847)	(24,111)	(148,736)	-617%	The Lodge	(26.70)	(3.72)	(23)	-617%
(335)	-	(335)	#DIV/0!	Summer Food and Bev	(0.05)	-	(0)	0%
(9,044)	(1,749)	(7,295)	-417%	Pizza on the Hill	(1.40)	(0.27)	(1)	-109%
(30,132)	(24,979)	(5,153)	-21%	Alder Creek Café	(4.66)	(3.86)	(1)	-21%
<b>1,896,823</b>	<b>1,413,190</b>	<b>483,633</b>	<b>34%</b>	<b>Amenities Total</b>	<b>\$ 293.04</b>	<b>\$ 218.32</b>	<b>75</b>	<b>35%</b>
<b>(1,467,749)</b>	<b>(1,747,614)</b>	<b>279,865</b>	<b>16%</b>	<b>HOA &amp; Amenities</b>				
(215,487)	(190,332)	(25,155)	-13%	Support Services	<b>\$ (226.75)</b>	<b>\$ (269.99)</b>	<b>43</b>	<b>16%</b>
(195,893)	(225,510)	29,617	13%	General	(33.29)	(29.40)	(4)	-13%
(86,330)	(131,955)	45,625	35%	Administration	(30.26)	(34.84)	5	13%
(208,305)	(193,473)	(14,832)	-8%	Communications	(13.34)	(20.39)	7	35%
(200,421)	(223,254)	22,833	10%	Information Tech	(32.18)	(29.89)	(2)	-8%
(108,006)	(114,423)	6,417	6%	Accounting	(30.96)	(34.49)	4	10%
(17,321)	(66,402)	49,081	74%	Human Resources	(16.69)	(17.68)	1	6%
(59,727)	(58,341)	(1,386)	-2%	Architectural Standards	(2.68)	(10.26)	8	74%
(96,236)	(117,132)	20,896	18%	Member Services	(9.23)	(9.01)	(0)	-2%
(129,716)	(240,870)	111,154	46%	Risk & Facility Admin	(14.87)	(18.10)	3	18%
(150,308)	(185,922)	35,614	19%	Forestry	(20.04)	(37.21)	17	46%
				Maintenance	(23.22)	(28.72)	6	19%
<b>\$ 429,074</b>	<b>\$ (334,424)</b>	<b>\$ 763,498</b>	<b>228%</b>	<b>Net Operating Result</b>	<b>\$ 66.29</b>	<b>\$ (51.66)</b>	<b>\$ 117.95</b>	<b>228%</b>



**Tahoe Donner Association**  
**Statement of Financial Position**  
*Consolidated*

	2021 March	2021 February	2020 December	2020 March
<b>Assets</b>				
Cash and Investments, Restricted	243,835	242,833	238,830	253,866
Cash and Investments, non-Restricted	40,986,483	38,801,796	31,279,279	36,485,427
Member's Dues & Receivables, Net	588,628	2,405,798	214,234	639,432
Other Receivables	86,823	53,334	58,600	238,133
Inventory	232,387	276,330	321,968	270,540
Prepaid Expenses & Other Assets	935,879	1,165,118	1,274,411	590,210
Gross, Property & Equipment	82,791,477	82,791,477	82,791,477	81,680,066
Less Accumulated Depreciation	(45,312,082)	(45,032,182)	(44,460,616)	(42,299,804)
NBV of InService Property & Equip	37,479,395	37,759,295	38,330,861	39,380,262
Construction In Progress	4,304,385	4,260,824	4,049,726	1,520,122
Net Property and Equipment	41,783,780	42,020,119	42,380,587	40,900,385
<b>Total Assets</b>	<b>84,857,816</b>	<b>84,965,329</b>	<b>75,767,908</b>	<b>79,377,993</b>
<b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	350,586	308,920	268,097	285,063
Accrued Liabilities	1,083,061	975,900	1,044,342	1,008,104
Deferred Revenue, Annual Assessment	6,715,302	6,715,302	4,613,293	6,159,111
Deferred Revenue, Recreation Fee	815,235	811,226	608,098	915,185
Deferred Revenue, All Other	781,474	838,792	1,411,801	662,086
Deposits	383,304	404,178	376,034	395,134
<b>Total Liabilities</b>	<b>10,128,963</b>	<b>10,054,318</b>	<b>8,321,666</b>	<b>9,424,683</b>
<b>Members' Equity</b>	<b>74,728,853</b>	<b>74,911,011</b>	<b>67,446,243</b>	<b>69,953,310</b>
<b>Total Liabilities and Members' Equity</b>	<b>84,857,816</b>	<b>84,965,329</b>	<b>75,767,908</b>	<b>79,377,993</b>

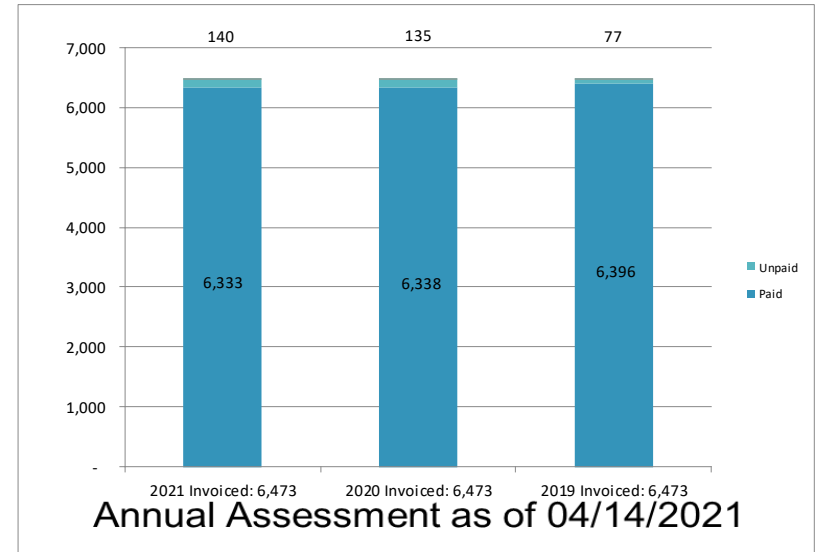
Tahoe Donner Association  
Annual Assessment Pace Report as at 04/14/2021

	2021 AA (term 72)				2020 AA (term 71)				2019 AA (term 69)			
	# Units	%	\$AA	\$Total	# Units	%	\$AA	\$Total	# Units	%	\$AA	\$Total
Invoiced: 11/15/20XX	6,473	100%	\$ 2,241	\$ 14,505,993	6,473	100%	\$ 2,065	\$ 13,366,745	6,473	100%	\$ 1,965	\$ 12,719,445
Payments Rcvd as of: 11/30/20XX	(486)	-7.5%	\$ 2,241	\$ (1,088,873)	(423)	-6.5%	\$ 2,065	\$ (873,711)	(492)	-7.6%	\$ 1,965	\$ (967,143)
Balance as of: 11/30/20XX	5,987	92.5%	\$ 2,241	\$ 13,417,120	6,050	93.5%	\$ 2,065	\$ 12,493,034	5,981	92.4%	\$ 1,965	\$ 11,752,302
Payments Rcvd as of: 12/31/20XX	(527)	-8.1%	\$ 2,241	\$ (1,180,108)	(361)	-5.6%	\$ 2,065	\$ (746,206)	(353)	-5.5%	\$ 1,965	\$ (693,699)
Balance as of: 12/31/20XX	4,414	68.2%	\$ 2,241	\$ 9,892,700	4,650	71.8%	\$ 2,065	\$ 9,601,934	4,616	71.3%	\$ 1,965	\$ 9,070,948
Payments Rcvd as of: 1/31/20XX	(1,202)	-18.6%	\$ 2,241	\$ (2,693,722)	(1,473)	-22.8%	\$ 2,065	\$ (3,043,675)	(1,538)	-23.8%	\$ 1,965	\$ (3,022,257)
Balance as of: 1/31/20XX	3,212	49.6%	\$ 2,241	\$ 7,198,978	3,177	49.1%	\$ 2,065	\$ 6,560,292	3,079	47.6%	\$ 1,965	\$ 6,050,112
Payments Rcvd as of: 2/05/20XX	(455)	-7.0%	\$ 2,241	\$ (1,019,656)	(296)	-4.6%	\$ 2,065	\$ (611,737)	(266)	-4.1%	\$ 1,965	\$ (523,045)
Balance as of: 2/05/20XX	2,757	42.6%	\$ 2,241	\$ 6,179,322	2,881	44.5%	\$ 2,065	\$ 5,948,555	2,813	43.5%	\$ 1,965	\$ 5,527,067
Payments Rcvd as of: 2/12/20XX	(502)	-7.8%	\$ 2,241	\$ (1,124,460)	(570)	-8.8%	\$ 2,065	\$ (1,177,246)	(562)	-8.7%	\$ 1,965	\$ (1,104,390)
Balance as of: 2/12/20XX	2,255	34.8%	\$ 2,241	\$ 5,054,862	2,311	35.7%	\$ 2,065	\$ 4,771,309	2,251	34.8%	\$ 1,965	\$ 4,422,677
Payments Rcvd as of: 2/19/20XX	(500)	-7.7%	\$ 2,241	\$ (1,119,517)	(417)	-6.4%	\$ 2,065	\$ (860,113)	(607)	-9.4%	\$ 1,965	\$ (1,193,406)
Balance as of: 2/19/20XX	1,756	27.1%	\$ 2,241	\$ 3,935,345	1,894	29.3%	\$ 2,065	\$ 3,911,196	1,643	25.4%	\$ 1,965	\$ 3,229,271
Payments Rcvd as of: 2/26/20XX	(762)	-11.8%	\$ 2,241	\$ (1,707,935)	(725)	-11.2%	\$ 2,065	\$ (1,497,324)	(654)	-10.1%	\$ 1,965	\$ (1,286,077)
Balance as of: 2/26/20XX	994	15.3%	\$ 2,241	\$ 2,227,410	1,169	18.1%	\$ 2,065	\$ 2,413,872	989	15.3%	\$ 1,965	\$ 1,943,194
Payments Rcvd as of: 2/28/20XX	(2)	0.0%	\$ 2,241	\$ (4,040)	(257)	-4.0%	\$ 2,065	\$ (530,725)	(226)	-3.5%	\$ 1,965	\$ (443,639)
Balance as of: 2/28/20XX	992	15.3%	\$ 2,241	\$ 2,231,450	912	14.1%	\$ 2,065	\$ 1,883,147	763	11.8%	\$ 1,965	\$ 1,499,555
Payments Rcvd as of: 3/19/20XX	(761)	-11.8%	\$ 2,241	\$ (1,705,659)	(703)	-10.9%	\$ 2,065	\$ (1,451,333)	(599)	-9.3%	\$ 1,965	\$ (1,177,148)
Balance as of: 3/19/20XX	231	3.6%	\$ 2,241	\$ 528,084	209	3.2%	\$ 2,065	\$ 431,814	164	2.5%	\$ 1,965	\$ 322,407
Payments Rcvd as of: 3/26/20XX	(30)	-0.5%	\$ 2,241	\$ (67,573)	(11)	-0.2%	\$ 2,065	\$ (21,775)	(14)	-0.2%	\$ 1,965	\$ (27,315)
Balance as of: 3/26/20XX	200	3.1%	\$ 2,241	\$ 460,511	199	3.1%	\$ 2,065	\$ 410,039	150	2.3%	\$ 1,965	\$ 295,092
Payments Rcvd as of: 03/31/20XX	(29)	-0.5%	\$ 2,241	\$ (65,575)	(20)	-0.3%	\$ 2,065	\$ (41,320)	(12)	-0.2%	\$ 1,965	\$ (23,194)
Balance as of: 03/31/20XX	171	2.6%	\$ 2,241	\$ 394,936	179	2.8%	\$ 2,065	\$ 368,719	138	2.1%	\$ 1,965	\$ 271,898
Payments Rcvd as of: 4/14/20XX	(31)	-0.5%	\$ 2,065	\$ (64,832)	(43)	-0.7%	\$ 2,065	\$ (89,545)	(62)	-1.0%	\$ 1,965	\$ (120,981)
Balance as of: 4/14/20XX	140	2.2%	\$ 2,065	\$ 330,104	135	2.1%	\$ 2,065	\$ 279,174	77	1.2%	\$ 1,965	\$ 150,917
<b>Payments Received Total:</b>	<b>(6,333)</b>	<b>-98%</b>	<b>\$ 2,241</b>	<b>\$ (14,175,889)</b>	<b>(6,338)</b>	<b>-98%</b>	<b>\$ 2,065</b>	<b>\$ (13,087,571)</b>	<b>(6,396)</b>	<b>-99%</b>	<b>\$ 1,965</b>	<b>\$ (12,568,528)</b>

Variance (Qty/\$) 2021 vs 2020: (5) \$ 176 \$ 1,088,318  
%Variance 2021 vs 2020: -0.07% 8.52% 8.32%

Variance (Qty/\$) 2021 vs 2019: (63) \$ 276 \$ 1,607,361  
%Variance 2021 vs 2019: -0.98% 14.05% 12.79%

	2021	2020	2019
Paid	6,333	6,338	6,396
Unpaid	140	135	77
Invoiced	6,473	6,473	6,473
<b>Paid</b>	<b>97.84%</b>	<b>97.91%</b>	<b>98.81%</b>
<b>Unpaid</b>	<b>2.16%</b>	<b>2.09%</b>	<b>1.19%</b>



As of 4/30  
As of 4/30