

Attachment E

**Incline Village General Improvement District
Fiscal Year 2021 - 2022
Food and Beverage Sources and Uses**

Sources	Champ		Mountain		Events		Ski Lodge		Snowflake		Incline Beach		Burnt Cedar		All F&B	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Revenue Total	\$462,468	\$756,800	\$86,737	\$129,950	\$1,441,394	\$1,356,600	\$942,457	\$1,290,400	\$346,519	\$400,500	\$86,612	\$169,900	\$1,688	\$169,900	\$3,367,875	\$4,274,050
Uses																
Wages	316,273	307,912	20,977	31,458	368,517	412,587	228,908	303,787	55,483	93,612	12,491	44,743	6,521	43,656	1,009,169	1,237,755
Benefits	75,247	71,158	5,274	3,669	172,087	178,653	89,308	92,317	21,676	26,108	3,998	9,623	2,623	9,496	370,213	391,025
Total Personnel Cost	\$391,520	\$379,070	\$26,250	\$35,127	\$540,604	\$591,240	\$318,215	\$396,104	\$77,158	\$119,720	\$16,489	\$54,366	\$9,144	\$53,152	\$1,379,381	\$1,628,780
Services & Supplies	81,439	108,434	24,239	27,570	95,567	114,526	102,614	159,923	27,599	37,424	22,018	36,411	17,164	37,452	370,639	521,740
Utilities	10,410	18,820	1,938	2,460	22,065	19,500	22,119	38,900	4,731	4,740		1,400	2,787	5,400	64,051	91,220
Cost of Goods Sold	140,627	230,400	17,138	39,100	409,368	429,400	291,150	411,900	98,081	117,200	1,148	49,200	505	51,300	958,017	1,328,500
Depreciation	16,310	20,800	481	500			17,632	25,200	1,258	1,300				2,700	35,682	50,500
Total Uses	\$640,307	\$757,524	\$70,046	\$104,757	\$1,067,604	\$1,154,666	\$751,732	\$1,032,027	\$208,828	\$280,384	\$39,654	\$141,377	\$29,599	\$150,004	\$2,807,770	\$3,620,740
Net Income	(\$177,839)	(\$724)	\$16,691	\$25,193	\$373,791	\$201,934	\$190,726	\$258,373	\$137,690	\$120,117	\$46,958	\$28,523	(\$27,911)	\$19,896	\$560,106	\$653,310
KPIs																
Operating Margin	-38%	0%	19%	19%	26%	15%	20%	20%	40%	30%	54%	17%	-1654%	12%	17%	15%
Golf rounds/skier/beach visits	22,994	22,994	16,832	16,832			93,864	93,864	93,864	93,864	108,081	108,081	46,091	46,091		
Revenue per round/visit	20.11	32.91	5.15	7.72			10.04	13.75	3.69	4.27	0.80	1.57	0.04	3.69		
Expenses per round/visit	27.85	32.94	4.16	6.22			8.01	10.99	2.22	2.99	0.37	1.31	0.64	3.25		
Net Revenue per round/visit	(7.73)	(0.03)	0.99	1.50			2.03	2.75	1.47	1.28	0.43	0.26	(0.61)	0.43		
Guest checks	14,827	22,503	3,155	4,509			45,800	71,688	15,113	20,025	4,085	9,500	1,763	8,900		
Revenue per check	\$47.50	\$27.36	\$18.29	\$25.00			\$21.59	\$18.00	\$21.71	\$19	\$22.28	\$18	\$22.32	\$19		
Number operating days	157	157	140	140	365	365	108	108	108	108	184	184	184	184	365	365
Revenue per day	2,946	4,820	620	928	3,949	3,717	8,726	11,948	3,209	3,708	471	923	9	923	9,227	11,710
Expenses per day	4,078	4,825	500	748	2,925	3,163	6,960	9,556	1,934	2,596	216	768	161	815	7,693	9,920
Net total per day	(1,133)	(5)	119	180	1,024	553	1,766	2,392	1,275	1,112	255	155	(152)	108	1,535	1,790
Labor %	85%	50%	30%	27%	38%	44%	34%	31%	22%	30%	19%	32%	542%	31%	41%	38%
COGS%	30%	30%	20%	30%	28%	32%	31%	32%	28%	29%	1%	29%	30%	30%	28%	31%
% of Total F&B revenue	14%	18%	3%	3%	43%	32%	28%	30%	10%	9%	3%	4%	0%	4%		
% of total F&B net income	-32%	0%	3%	4%	67%	31%	34%	40%	25%	18%	8%	4%	-5%	3%		
% of Total F&B wages	12%	9%	1%	1%	16%	14%	9%	9%	2%	3%	0%	1%	0%	1%		

Attachment F

**Incline Village General Improvement District
Fiscal Year 2022 - 23 (Unaudited - Pre-Preliminary Close)
Food and Beverage Sources and Uses**

Sources	Champ		Mountain		Events		Ski Lodge		Snowflake		Incline Beach		Burnt Cedar		All F&B	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Revenue Total	\$622,266	\$864,100	\$79,529	\$146,000	\$971,319	\$1,553,050	\$1,398,302	\$1,387,000	\$367,952	\$427,400	\$13,264	\$22,500	\$16,819	\$22,500	\$3,469,450	\$4,422,550
Uses																
Wages	451,799	384,890	41,746	60,962	413,498	419,371	393,441	360,685	64,216	107,294	6,756	-	5,173	-	1,376,629	1,333,202
Benefits	109,316	91,082	11,762	13,549	164,964	203,601	96,683	113,602	19,014	30,523	782	-	599	-	403,120	452,358
Total Personnel Cost	\$561,115	\$475,972	\$53,508	\$74,511	\$578,462	\$622,972	\$490,124	\$474,287	\$83,230	\$137,817	\$7,538	\$0	\$5,772	\$0	\$1,779,750	\$1,785,560
Services & Supplies	87,351	114,246	16,942	24,670	113,387	117,600	157,762	164,845	35,272	43,640	11,378	19,245	9,622	18,695	431,715	502,941
Utilities	8,217	12,236	1,542	1,816	30,948	19,630	21,350	26,345	3,173	4,965	-	1,550	8,327	4,910	73,558	71,452
Cost of Goods Sold	271,875	265,800	18,559	44,066	291,817	464,700	393,991	433,800	88,209	124,400	4,019	-	5,053	-	1,073,523	1,332,766
Depreciation	8,832	10,224	411	480	-	-	-	-	1,054	1,260	-	-	-	2,664	10,296	14,628
Total Uses	\$937,390	\$878,478	\$90,961	\$145,543	\$1,014,614	\$1,224,902	\$1,063,227	\$1,099,277	\$210,938	\$312,082	\$22,936	\$20,795	\$28,775	\$26,269	\$3,368,841	\$3,707,347
Net Income	(\$315,124)	(\$14,378)	(\$11,432)	\$457	(\$43,295)	\$328,148	\$335,074	\$287,723	\$157,014	\$115,318	(\$9,672)	\$1,705	(\$11,956)	(\$3,769)	\$100,608	\$715,203
KPIs																
Operating Margin	-51%	-2%	-14%	0%	-4%	21%	24%	21%	43%	27%	-73%	8%	-71%	-17%	3%	16%
Golf rounds/skier/beach visits	21,734	21,734	15,040	15,040			93,864	93,864	93,864	93,864	108,081	108,081	46,091	46,091		
Revenue per round/visit	28.63	39.76	5.29	9.71			14.90	14.78	3.92	4.55	0.12	0.21	0.36	0.49		
Expenses per round/visit	43.13	40.42	6.05	9.68			11.33	11.71	2.25	3.32	0.21	0.19	0.62	0.57		
Net Revenue per round/visit	(14.50)	(0.66)	(0.76)	0.03			3.57	3.07	1.67	1.23	(0.09)	0.02	(0.26)	(0.08)		
Guest checks	14,827	21,800	4,580	7,300			75,220	72,000	15,670	17,300	730		863			
Revenue per check	\$47.50	\$39.00	\$18.52	\$21.00			\$22.86	\$21.00	\$24.98	\$23.00	\$17.81		\$22.96			
Number operating days	157	157	140	140	365	365	108	108	108	108	184	184	184	184	365	365
Revenue per day	3,963	5,504	568	1,043	2,661	4,255	12,947	12,843	3,407	3,957	72	122	91	122	9,505	12,117
Expenses per day	5,971	5,595	650	1,040	2,780	3,356	9,845	10,178	1,953	2,890	125	113	156	143	9,230	10,157
Net total per day	(2,007)	(92)	(82)	3	(119)	899	3,103	2,664	1,454	1,068	(53)	9	(65)	(20)	276	1,959
Labor %	90%	55%	67%	51%	60%	40%	35%	34%	23%	32%	57%	0%	34%	0%	51%	40%
COGS%	44%	31%	23%	30%	30%	30%	28%	31%	24%	29%	30%	0%	30%	0%	31%	30%
% of Total F&B revenue	18%	20%	2%	3%	28%	35%	40%	31%	11%	10%	0%	1%	0%	1%		
% of total F&B net income	-313%	-2%	-11%	0%	-43%	46%	333%	40%	156%	16%	-10%	0%	-12%	-1%		
% of Total F&B wages	16%	11%	2%	2%	17%	14%	14%	11%	2%	3%	0%	0%	0%	0%		