

Tahoe Donner Association

Resort Budget Model

2018 Budget - Annual

Draft

11-Sep-17

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40 count

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	10	050	Forestry	30	180	DHSki F&B
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	12	060	Marina	32	200	DHSki Marketing
	13	080	Equestrian	33	210	DHSki Mtn Operations
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	15	100	Campground	35	212	DHSki Snowmaking
	16	110	Cross Country Center	36	214	DHSki Retail
	17	120	Golf Course Operations	37	215	DHSki Rental
	18	125	Golf Course Maintenance	38	216	Snowplay
	19	128	The Lodge	39	220	DHSki School
	20	130	Aquatics	40	230	DHSki Snowflakes
21	132	Trout Creek Rec Center	41	240	DHSki Tickets	

working model

Resort Budget Model

2018 Budget - Annual

TOTAL: 9,505,010 7,679,146 8,681,085 12,771,032 11,000,000 12,968,376 12,400,000

1,400,000 13% (568,376) -4% (371,032) -3%

926,503 9% 1,875,090 22% 2,079,070 21%

Table with columns: LOOKUP Report (1), 01 Revenue, Filter based on Shaded Cell, Options below., 2013 Actual, 2014 Actual, 2015 Actual, 2016 Actual, 2017 Budget, 2017 Forecast(F), 2018 Budget. Rows include departments like General, Administration, Marketing, etc.

Table with columns: 2018 Budget Change - Fav (Unfav), versus 2017 Budget (Amount, Pctg), versus 2017 Forecast(F) (Amount, Pctg), versus 2016 Actual (Amount, Pctg). Rows correspond to departments in the previous table.

Table with columns: BDG'18 vs 15A 16A 17F, BDG'18 vs 14A 15A 16A 17F, BDG'18 vs 13A 14A 15A 16A 17F, 3yr avg, 4yr avg, 5yr avg. Rows correspond to departments in the previous tables.

TOTALS: 7,350,824 6,736,201 7,304,614 8,930,137 8,756,000 9,282,989 **9,638,000**

(882,000) -10% (355,011) -4% (707,863) -8%

1,132,087 15%

LOOKUP Report (2)					05 S&W TL		Filter based on Shaded Cell Options below.					
DeptNu	DeptNa	Group1	Group2	Group3	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Forecast(F)	2018 Budget	
005	General	OPS	HOA	HOA	31,448	32,936	33,671	35,774	64,800	49,294	64,800	
010	Administration	OPS	HOA	HOA	562,952	642,280	598,898	704,356	506,200	507,238	522,500	
015	Marketing.ComD	OPS	HOA	HOA	281,219	282,276	292,402	302,215	302,600	299,821	365,100	
020	ASO	OPS	HOA	HOA	123,160	148,219	174,683	193,768	223,200	215,846	226,100	
025	MIS	OPS	HOA	HOA	260,665	279,603	295,559	322,252	346,300	347,974	382,800	
030	ACG/Purchasing	OPS	HOA	HOA	455,810	449,249	469,688	510,887	532,200	508,113	553,300	
035	Human Resource:	OPS	HOA	HOA	136,977	131,159	143,192	162,298	164,900	161,697	207,800	
040	Member Services	OPS	HOA	HOA	154,357	159,104	154,380	141,786	196,600	162,248	168,500	
050	Forestry	OPS	HOA	HOA	407,933	324,718	346,596	421,786	378,600	427,933	409,500	
051	Trails	OPS	AME	Public	-	47,506	49,397	75,744	102,000	101,426	104,000	
060	Marina	OPS	AME	Private	145,118	154,120	161,564	187,149	216,500	220,458	252,400	
080	Equestrian	OPS	AME	Public	114,247	68,378	118,628	133,560	146,500	151,491	159,600	
090	Tennis	OPS	AME	Private	121,380	100,365	116,183	109,732	104,300	118,596	110,700	
100	Campground	OPS	AME	Public	25,889	25,836	26,967	29,138	31,800	32,756	32,300	
110	Cross Country Cc	OPS	AME	Public	286,600	191,283	232,493	376,558	303,000	391,453	382,400	
120	Golf Course Ope	OPS	AME	Public	206,623	171,883	190,293	163,619	185,400	168,306	184,600	
125	Golf Course Mair	OPS	AME	Public	505,596	466,328	470,240	508,456	519,700	514,025	524,700	
128	The Lodge	OPS	AME	Public	682,127	781,566	824,652	959,933	946,800	1,021,730	1,017,300	
130	Aquatics	OPS	AME	Private	132,688	102,279	90,171	95,089	118,300	71,640	98,700	
132	Trout Creek Rec	OPS	AME	Private	397,583	387,674	405,799	419,863	470,600	453,262	493,300	
140	Recreation	OPS	AME	Private	121,953	106,063	68,852	81,617	76,500	75,255	80,900	
141	Bikeworks	OPS	AME	Public	-	-	31,755	37,808	36,600	38,480	40,000	
145	Day Camp	OPS	AME	Private	77,448	74,078	87,851	103,049	120,000	116,131	125,100	
150	Pizza On The Hill	OPS	AME	Public	164,808	168,149	240,469	240,173	239,800	251,267	264,200	
155	Alder Cr Café	OPS	AME	Public	-	-	34,261	177,324	147,000	226,323	216,000	
160	Maintenance	OPS	HOA	HOA	441,065	400,626	466,798	492,997	526,000	549,423	545,400	
165	Facility Admin/R	OPS	HOA	HOA	315,139	324,484	348,529	409,315	418,600	452,285	490,800	
170	Summer F&B	OPS	AME	Public	174,965	137,685	147,879	153,583	175,100	167,957	181,900	
180	DHSki F&B	OPS	AME	Public	87,005	55,156	69,479	117,220	103,300	130,722	129,300	
190	Vehicle Maintena	OPS	HOA	HOA	-	-	-	-	-	-	-	
200	DHSki Marketing	OPS	AME	Public	-	-	-	-	-	-	-	
210	DHSki Mtn Oper	OPS	AME	Public	353,646	195,172	223,573	499,723	380,200	500,071	471,200	
211	DHSki Mtn Main	OPS	AME	Public	113,467	104,641	108,748	184,949	140,800	165,611	149,900	
212	DHSki Snowmak	OPS	AME	Public	-	-	937	3,720	14,000	21,999	20,600	
214	DHSki Retail	OPS	AME	Public	38,180	25,197	21,315	31,886	27,000	29,634	30,500	
215	DHSki Rental	OPS	AME	Public	83,405	32,822	51,065	103,641	82,000	92,631	96,200	
216	Snowplay	OPS	AME	Public	33,250	10,935	17,484	44,325	79,000	78,135	89,200	
220	DHSki School	OPS	AME	Public	179,691	82,994	143,287	309,990	247,700	369,110	353,900	
230	DHSki Snowflak	OPS	AME	Public	64,517	33,153	-	-	-	-	-	
240	DHSki Tickets	OPS	AME	Public	69,913	38,284	46,876	84,856	82,100	92,648	92,500	
subtotal	Downhill Ski Consolida	OPS			989,824	567,420	665,279	1,335,985	1,077,100	1,402,426	1,344,100	

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(15,506)	-31%	(29,026)	-81%
(16,300)	-3%	(15,262)	-3%	181,856	26%
(62,500)	-21%	(65,279)	-22%	(62,885)	-21%
(2,900)	-1%	(10,254)	-5%	(32,332)	-17%
(36,500)	-11%	(34,826)	-10%	(60,548)	-19%
(21,100)	-4%	(45,187)	-9%	(42,413)	-8%
(42,900)	-26%	(46,103)	-29%	(45,502)	-28%
28,100	14%	(6,252)	-4%	(26,714)	-19%
(30,900)	-8%	18,433	4%	12,286	3%
(2,000)	-2%	(2,574)	-3%	(28,256)	-37%
(35,900)	-17%	(31,942)	-14%	(65,251)	-35%
(13,100)	-9%	(8,109)	-5%	(26,400)	-19%
(6,400)	-6%	7,896	7%	(968)	-1%
(500)	-2%	456	1%	(3,162)	-11%
(79,400)	-26%	9,053	2%	(5,842)	-2%
800	0%	(16,294)	-10%	(20,981)	-13%
(5,000)	-1%	(10,675)	-2%	(16,244)	-3%
(70,500)	-7%	4,430	0%	(57,367)	-6%
19,600	17%	(27,060)	-38%	(3,611)	-4%
(22,700)	-5%	(40,038)	-9%	(73,437)	-17%
(4,400)	-6%	(5,645)	-8%	717	1%
(3,400)	-9%	(1,520)	-4%	(2,192)	-6%
(5,100)	-4%	(8,969)	-8%	(22,052)	-21%
(24,400)	-10%	(12,933)	-5%	(24,027)	-10%
(69,000)	-47%	10,323	5%	(38,676)	-22%
(19,400)	-4%	4,023	1%	(52,403)	-11%
(72,200)	-17%	(38,515)	-9%	(81,485)	-20%
(6,800)	-4%	(13,943)	-8%	(28,317)	-18%
(26,000)	-25%	1,422	1%	(12,080)	-10%
-	-	-	-	-	-
-	-	-	-	-	-
(91,000)	-24%	28,871	6%	28,523	6%
(9,100)	-6%	15,711	9%	35,049	19%
(6,600)	-47%	1,399	6%	(16,880)	-454%
(3,500)	-13%	(866)	-3%	1,386	4%
(14,200)	-17%	(3,569)	-4%	7,441	7%
(10,200)	-13%	(11,065)	-14%	(44,875)	-101%
(106,200)	-43%	15,210	4%	(43,910)	-14%
-	-	-	-	-	-
(10,400)	-13%	148	0%	(7,644)	-9%
(267,000)	-25%	58,326	4%	(8,115)	-1%

BDG'18 vs	
15A	16A 17F 14
3yr avg	
25,220	64%
(80,997)	-13%
66,954	22%
31,334	16%
60,872	19%
57,071	12%
52,071	33%
15,695	10%
10,728	3%
28,478	38%
62,677	33%
25,040	19%
(4,137)	-4%
2,680	9%
48,899	15%
10,527	6%
27,127	5%
81,862	9%
13,067	15%
66,992	16%
5,659	8%
3,986	11%
22,757	22%
20,230	8%
70,030	48%
42,327	8%
87,423	22%
25,427	16%
23,493	22%
-	-
-	-
63,411	16%
(3,202)	-2%
11,714	132%
2,888	10%
13,754	17%
42,552	91%
79,771	29%
-	-
17,707	24%
209,536	18%

2018 Budget - Annual

TOTALS: 4,093,016 3,060,044 3,742,500 4,310,082 4,295,000 4,694,419 **4,637,000** (342,000) -8% 57,419 1% (326,918) -8%

LOOKUP Report (3)		09 Expense				< pick an element here							2018 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018	versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	573,229	444,927	600,217	594,778	718,500	782,919	767,000	(48,500)	-7%	15,919	2%	(172,222)	-29%
010	Administration	OPS	HOA	HOA	Admin	92,710	87,505	96,567	100,557	95,500	107,742	115,000	(19,500)	-20%	(7,258)	-7%	(14,443)	-14%
015	Marketing.ComD	OPS	HOA	HOA	Admin	258,924	232,144	231,336	235,692	246,100	245,602	252,100	(6,000)	-2%	(6,498)	-3%	(16,408)	-7%
020	ASO	OPS	HOA	HOA	Admin	18,923	14,237	16,577	17,647	17,300	24,077	25,000	(7,700)	-45%	(923)	-4%	(7,353)	-42%
025	MIS	OPS	HOA	HOA	Admin	156,075	172,325	193,274	186,516	179,100	200,181	202,000	(22,900)	-13%	(1,819)	-1%	(15,484)	-8%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	64,109	59,599	58,332	77,192	62,800	61,904	65,000	(2,200)	-4%	(3,096)	-5%	12,192	16%
035	Human Resource	OPS	HOA	HOA	Admin	92,889	70,788	97,404	106,649	107,000	139,602	112,000	(5,000)	-5%	27,602	20%	(5,351)	-5%
040	Member Services	OPS	HOA	HOA	Admin	38,393	32,335	36,412	39,201	41,000	44,479	43,000	(2,000)	-5%	1,479	3%	(3,799)	-10%
050	Forestry	OPS	HOA	HOA	MiscOps	506,062	176,644	410,617	376,727	343,000	424,812	364,000	(21,000)	-6%	60,812	14%	12,727	3%
051	Trails	OPS	AME	Public	Public	-	(4,993)	2,013	10,584	16,000	17,481	17,000	(1,000)	-6%	481	3%	(6,416)	-61%
060	Marina	OPS	AME	Private	Private	65,793	56,890	68,329	71,171	64,800	69,095	71,800	(7,000)	-11%	(2,705)	-4%	(629)	-1%
080	Equestrian	OPS	AME	Public	Public	85,756	50,869	74,017	91,905	86,300	90,644	93,000	(7,200)	-8%	(2,856)	-3%	(1,595)	-2%
090	Tennis	OPS	AME	Private	Private	54,951	45,127	43,782	40,796	43,600	44,522	42,900	700	2%	1,622	4%	(2,104)	-5%
100	Campground	OPS	AME	Public	MiscOps	31,905	29,751	31,250	31,073	31,200	31,428	31,600	(400)	-1%	(172)	-1%	(527)	-2%
110	Cross Country Ce	OPS	AME	Public	Public	201,026	95,216	130,758	238,207	257,800	289,627	283,500	(25,700)	-10%	6,127	2%	(45,293)	-19%
120	Golf Course Oper	OPS	AME	Public	Golf	95,712	79,517	87,232	87,390	84,600	91,238	87,200	(2,600)	-3%	4,038	4%	190	0%
125	Golf Course Main	OPS	AME	Public	Golf	291,494	264,951	224,673	226,406	237,300	227,828	227,000	10,300	4%	828	0%	(594)	0%
128	The Lodge	OPS	AME	Public	FAB	361,519	362,813	366,022	429,480	384,400	422,168	415,700	(31,300)	-8%	6,468	2%	13,780	3%
130	Aquatics	OPS	AME	Private	RecPool	125,799	102,873	126,463	135,729	181,300	158,675	160,100	21,200	12%	(1,425)	-1%	(24,371)	-18%
132	Trout Creek Rec	OPS	AME	Private	RecPool	265,849	245,307	292,585	317,482	259,500	264,852	267,200	(7,700)	-3%	(2,348)	-1%	50,282	16%
140	Recreation	OPS	AME	Private	RecPool	110,485	75,472	76,912	114,467	122,900	111,000	121,700	1,200	1%	(10,700)	-10%	(7,233)	-6%
141	Bikeworks	OPS	AME	Public	Public	-	-	5,498	17,340	14,000	18,547	17,500	(3,500)	-25%	1,047	6%	(160)	-1%
145	Day Camp	OPS	AME	Private	RecPool	39,449	39,634	36,633	46,470	48,300	45,729	48,900	(600)	-1%	(3,171)	-7%	(2,430)	-5%
150	Pizza On The Hill	OPS	AME	Public	FAB	51,725	48,998	78,344	75,717	69,600	76,240	77,300	(7,700)	-11%	(1,060)	-1%	(1,583)	-2%
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	6,922	58,022	30,900	59,893	50,500	(19,600)	-63%	9,393	16%	7,522	13%
160	Maintenance	OPS	HOA	HOA	MiscOps	63,963	39,802	7,978	4,127	53,000	8,624	56,000	(3,000)	-6%	(47,376)	-549%	(51,873)	-1257%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	(189,273)	(191,643)	(203,967)	(273,996)	(280,000)	(281,445)	(290,000)	10,000	-4%	8,555	-3%	16,004	-6%
170	Summer F&B	OPS	AME	Public	FAB	57,422	50,552	56,874	54,612	101,600	92,203	93,000	8,600	8%	(797)	-1%	(38,388)	-70%
180	DHSki F&B	OPS	AME	Public	DSL	27,357	14,235	21,460	44,473	29,800	43,625	38,100	(8,300)	-28%	5,525	13%	6,373	14%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	99,300	88,331	131,480	116,044	69,000	82,944	69,000	-	0%	13,944	17%	47,044	41%
210	DHSki Mtn Oper	OPS	AME	Public	DSL	350,997	225,558	269,333	442,872	436,600	526,962	537,000	(100,400)	-23%	(10,038)	-2%	(94,128)	-21%
211	DHSki Mtn Main	OPS	AME	Public	DSL	5,266	9,745	5,174	20,662	600	(1,089)	1,200	(600)	-100%	(2,289)	210%	19,462	94%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	7,972	29,772	33,200	32,597	33,200	-	0%	(603)	-2%	(3,428)	-12%
214	DHSki Retail	OPS	AME	Public	DSL	4,719	1,552	2,737	8,979	3,400	5,947	6,400	(3,000)	-88%	(453)	-8%	2,579	29%
215	DHSki Rental	OPS	AME	Public	DSL	16,969	2,813	7,698	20,794	15,700	22,336	22,600	(6,900)	-44%	(264)	-1%	(1,806)	-9%
216	Snowplay	OPS	AME	Public	MiscOps	32,749	14,308	23,086	46,635	42,500	44,325	42,600	(100)	0%	1,725	4%	4,035	9%
220	DHSki School	OPS	AME	Public	DSL	6,902	4,725	4,353	18,085	13,400	17,450	20,600	(7,200)	-54%	(3,150)	-18%	(2,515)	-14%
230	DHSki Snowflake	OPS	AME	Public	DSL	1,610	55	-	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	32,257	17,082	16,153	49,822	33,400	49,655	48,800	(15,400)	-46%	855	2%	1,022	2%
subtotal	Downhill Ski Consolidate	OPS	DSL			545,377	364,095	466,359	751,504	635,100	780,428	776,900	(141,800)	-22%	3,528	0%	(25,396)	-3%

Tahoe Donner Association
working model
Resort Budget Model

2018 Budget - Annual **TOTAL:** (4,977,127) (5,099,776) (5,600,743) (4,503,610) (6,311,000) (5,356,037) (6,311,000) (0) 0% 954,963 -18% 1,807,390 -40% (1,157,536) 22% (1,170,958) 22% (1,203,541) 23%

LOOKUP Report (4) NORB

based on Shaded Cell Options			2013	2014	2015	2016	2017	2017	2018
DeptNu	DeptNa	Group2	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget
005	General	HOA	(612,660)	(485,042)	(643,358)	(638,660)	(791,300)	(837,905)	(839,200)
010	Administration	HOA	(573,414)	(658,383)	(601,454)	(621,422)	(551,400)	(492,932)	(588,600)
015	Marketing.Com	DHOA	(437,953)	(370,668)	(390,552)	(426,273)	(424,300)	(428,770)	(516,300)
020	ASO	HOA	(98,725)	(100,869)	(112,618)	(157,190)	(159,900)	(143,811)	(209,200)
025	MIS	HOA	(477,723)	(518,005)	(556,614)	(579,495)	(610,700)	(623,586)	(671,200)
030	ACG/Purchasing	HOA	(658,219)	(636,455)	(666,856)	(723,113)	(771,000)	(716,059)	(780,000)
035	Human Resource	HOA	(266,787)	(233,791)	(273,708)	(307,806)	(320,000)	(343,073)	(371,200)
040	Member Services	HOA	(204,926)	(203,709)	(205,632)	(183,897)	(264,800)	(220,030)	(229,900)
050	Forestry	HOA	(897,997)	(571,509)	(810,681)	(844,037)	(823,000)	(957,176)	(874,700)
051	Trails	AME	-	(64,248)	(70,074)	(109,161)	(148,600)	(145,111)	(148,100)
060	Marina	AME	240,546	277,046	270,696	273,641	242,700	245,656	241,300
080	Equestrian	AME	(94,515)	(126,488)	(80,477)	(83,449)	(82,100)	(100,295)	(97,500)
090	Tennis	AME	(22,923)	49,255	65,234	51,830	56,300	(2,871)	22,300
100	Campground	AME	(16,958)	(8,962)	(11,651)	(6,728)	(13,000)	(14,279)	(10,000)
110	Cross Country	CeAME	91,490	80,600	(25,646)	204,248	18,100	240,917	109,400
120	Golf Course Oper	AME	640,381	773,097	725,206	766,921	775,700	654,374	739,100
125	Golf Course Main	AME	(906,618)	(849,649)	(815,249)	(865,466)	(920,500)	(888,699)	(903,700)
128	The Lodge	AME	27,047	2,987	(79,790)	(63,905)	(198,000)	(162,972)	(225,400)
130	Aquatics	AME	(76,510)	(26,489)	(42,211)	(38,703)	(75,600)	(40,419)	(57,700)
132	Trout Creek Rec	AME	74,064	100,458	46,078	61,065	(24,800)	108,379	35,500
140	Recreation	AME	(136,443)	(73,448)	(58,166)	(36,339)	(51,700)	(30,230)	(55,700)
141	Bikeworks	AME	-	-	(2,008)	(6,001)	7,000	(4,764)	1,900
145	Day Camp	AME	34,294	52,815	53,471	34,064	43,100	32,861	29,400
150	Pizza On The Hill	AME	(64,576)	(25,357)	(52,629)	(27,743)	(65,800)	(63,342)	(58,300)
155	Alder Cr Café	AME	-	-	(11,459)	(42,353)	(96,200)	(120,499)	(127,300)
160	Maintenance	HOA	(656,086)	(590,726)	(626,958)	(655,442)	(777,100)	(733,789)	(784,100)
165	Facility Admin/R	HOA	(205,511)	(216,397)	(229,217)	(234,784)	(257,500)	(278,788)	(324,100)
170	Summer F&B	AME	(151,665)	(89,249)	(103,585)	(86,145)	(125,500)	(124,880)	(159,700)
180	DHSki F&B	AME	64,745	(39,444)	(12,201)	109,376	20,500	91,334	80,100
190	Vehicle Maintena	HOA	-	-	-	-	-	-	-
200	DHSki Marketing	AME	(99,300)	(88,331)	(131,480)	(116,044)	(69,000)	(82,944)	(69,000)
210	DHSki Mtn Oper	AME	(815,651)	(506,606)	(589,175)	(1,122,846)	(913,900)	(1,148,618)	(1,136,400)
211	DHSki Mtn Main	AME	(166,776)	(170,450)	(170,016)	(286,625)	(213,500)	(239,030)	(225,600)
212	DHSki Snowmak	AME	-	-	(9,044)	(34,825)	(53,000)	(63,701)	(65,200)
214	DHSki Retail	AME	(8,117)	(29,484)	(6,903)	27,131	(1,600)	38,183	23,600
215	DHSki Rental	AME	360,940	72,823	155,883	591,997	339,900	559,960	521,900
216	Snowplay	AME	84,281	39,051	74,943	174,941	13,900	162,517	100,800
220	DHSki School	AME	185,851	(13,355)	17,911	344,125	261,600	309,902	221,000
230	DHSki Snowflak	AME	153,280	16,243	-	-	-	-	-
240	DHSki Tickets	AME	716,012	132,963	379,246	1,155,505	714,000	1,208,455	1,090,800
subtotal	Downhill Ski Consolidated		390,983	(625,640)	(365,778)	667,793	85,000	673,541	441,200

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
47,900	-6%	1,295	0%	200,540	-31%
37,200	-7%	95,668	-19%	(32,822)	5%
92,000	-22%	87,530	-20%	90,027	-21%
49,300	-31%	65,389	-45%	52,010	-33%
60,500	-10%	47,614	-8%	91,706	-16%
9,000	-1%	63,941	-9%	56,887	-8%
51,200	-16%	28,127	-8%	63,394	-21%
(34,900)	13%	9,870	-4%	46,003	-25%
51,700	-6%	(82,476)	9%	30,663	-4%
(500)	0%	2,989	-2%	38,939	-36%
1,400	1%	4,356	2%	32,341	12%
15,400	-19%	(2,795)	3%	14,051	-17%
34,000	60%	(25,171)	877%	29,530	57%
(3,000)	23%	(4,279)	30%	3,272	-49%
(91,300)	-504%	131,517	55%	94,848	46%
36,600	5%	(84,726)	-13%	27,821	4%
(16,800)	2%	15,001	-2%	38,234	-4%
27,400	-14%	62,428	-38%	161,495	-253%
(17,900)	24%	17,281	-43%	18,997	-49%
(60,300)	243%	72,879	67%	25,565	42%
4,000	-8%	25,470	-84%	19,361	-53%
5,100	73%	(6,664)	140%	(7,901)	132%
13,700	32%	3,461	11%	4,664	14%
(7,500)	11%	(5,042)	8%	30,557	-110%
31,100	-32%	6,800	-6%	84,947	-201%
7,000	-1%	50,311	-7%	128,658	-20%
66,600	-26%	45,312	-16%	89,316	-38%
34,200	-27%	34,820	-28%	73,555	-85%
(59,600)	-291%	11,234	12%	29,276	27%
-	0%	(13,944)	17%	(47,044)	41%
222,500	-24%	(12,218)	1%	13,554	-1%
12,100	-6%	(13,430)	6%	(61,025)	21%
12,200	-23%	1,499	-2%	30,375	-87%
(25,200)	1575%	14,583	38%	3,531	13%
(182,000)	-54%	38,060	7%	70,097	12%
(86,900)	-625%	61,717	38%	74,141	42%
40,600	16%	88,902	29%	123,125	36%
-	-	-	-	-	-
(376,800)	-53%	117,655	10%	64,705	6%
(356,200)	-419%	232,341	34%	226,593	34%

BDG'18 vs	BDG'18 vs	BDG'18 vs
15A 16A 17F	14A 15A 16A 17F	13A 14A 15A 16A 17F
3yr avg	4yr avg	5yr avg
(132,559) 19%	(187,959) 29%	(195,675) 30%
(16,664) 3%	4,948 -1%	921 0%
(101,102) 24%	(112,234) 28%	(105,457) 26%
(71,327) 52%	(80,578) 63%	(86,557) 71%
(84,635) 14%	(101,775) 18%	(120,115) 22%
(77,991) 11%	(94,379) 14%	(99,860) 15%
(63,004) 20%	(81,605) 28%	(86,167) 30%
(26,714) 13%	(26,583) 13%	(26,261) 13%
(4,068) 0%	(78,849) 10%	(58,420) 7%
(39,985) 37%	(50,952) 52%	(70,381) 91%
(22,031) -8%	(25,460) -10%	(20,217) -8%
(9,426) 11%	177 0%	(455) 0%
(15,764) -41%	(18,562) -45%	(5,805) -21%
886 -8%	405 -4%	1,715 -15%
(30,440) -22%	(15,630) -13%	(8,922) -8%
23,600 3%	9,201 1%	27,104 4%
(47,229) 6%	(48,934) 6%	(38,564) 4%
(123,178) 121%	(149,480) 197%	(170,073) 307%
(17,256) 43%	(20,745) 56%	(12,834) 29%
(36,341) -51%	(43,495) -55%	(42,509) -54%
(14,121) 34%	(6,154) 12%	11,225 -17%
6,158 -145%	5,093 -159%	4,455 -174%
(10,732) -27%	(13,902) -32%	(12,101) -29%
(10,395) 22%	(16,032) 38%	(11,570) 25%
(69,196) 119%	(83,722) 192%	(92,437) 265%
(112,037) 17%	(132,371) 20%	(131,500) 20%
(76,504) 31%	(84,304) 35%	(91,161) 39%
(54,830) 52%	(58,735) 58%	(48,595) 44%
17,264 27%	42,834 115%	37,338 87%
-	-	-
41,156 -37%	35,700 -34%	34,620 -33%
(182,854) 19%	(294,589) 35%	(299,821) 36%
6,290 -3%	(9,070) 4%	(19,021) 9%
(29,343) 82%	(38,307) 142%	(43,686) 203%
4,130 21%	16,368 226%	19,438 467%
85,953 20%	176,734 51%	173,580 50%
(36,667) -27%	(12,063) -11%	(6,347) -6%
(2,979) -1%	56,354 34%	52,113 31%
-	(4,061) -100%	(33,905) -100%
176,398 19%	371,758 52%	372,364 52%
116,015 36%	353,721 404%	293,020 198%

TOTAL: 2,976,487 3,161,961 3,303,169 3,498,098 3,484,000 3,507,778 **3,766,000** (282,000) -8% (258,222) -7% (267,902) -8%

LOOKUP Report (5)						03 Salary		< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018		
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget		
005	General	OPS	HOA	HOA	Admin	31,448	32,936	33,671	35,774	52,800	45,294	52,800		
010	Administration	OPS	HOA	HOA	Admin	417,577	507,336	458,513	495,579	321,900	332,432	329,000		
015	Marketing.ComD	OPS	HOA	HOA	Admin	136,705	138,580	148,014	151,420	156,600	133,978	209,800		
020	ASO	OPS	HOA	HOA	Admin	33,617	51,435	56,237	56,542	58,400	60,808	61,300		
025	MIS	OPS	HOA	HOA	Admin	176,560	183,196	189,722	205,905	204,200	215,634	226,200		
030	ACG/Purchasing	OPS	HOA	HOA	Admin	221,798	228,716	241,902	251,491	267,100	257,614	274,700		
035	Human Resources	OPS	HOA	HOA	Admin	84,230	86,401	103,090	143,412	148,900	133,264	178,500		
040	Member Services	OPS	HOA	HOA	Admin	40,343	46,440	48,539	55,049	55,600	57,073	58,100		
050	Forestry	OPS	HOA	HOA	MiscOps	152,338	129,544	136,949	149,377	146,300	156,534	165,200		
051	Trails	OPS	AME	Public	Public	-	35,802	36,166	45,129	51,500	51,614	52,700		
060	Marina	OPS	AME	Private	Private	63,421	62,052	61,972	68,058	92,100	82,928	98,500		
080	Equestrian	OPS	AME	Public	Public	51,629	38,907	58,098	65,803	71,900	72,724	75,400		
090	Tennis	OPS	AME	Private	Private	71,992	63,245	67,854	66,992	61,500	66,992	65,900		
100	Campground	OPS	AME	Public	MiscOps	17,176	17,143	18,139	19,865	22,600	23,912	23,200		
110	Cross Country Ce	OPS	AME	Public	Public	105,933	115,514	119,315	102,789	119,500	121,547	130,200		
120	Golf Course Oper	OPS	AME	Public	Golf	90,556	66,664	74,429	33,094	46,300	45,671	48,700		
125	Golf Course Main	OPS	AME	Public	Golf	124,231	115,721	134,203	143,996	144,700	141,281	148,700		
128	The Lodge	OPS	AME	Public	FAB	264,838	329,412	336,207	337,110	304,500	312,704	329,400		
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-		
132	Trout Creek Rec	OPS	AME	Private	RecPool	136,810	144,004	144,895	159,741	152,400	157,633	159,100		
140	Recreation	OPS	AME	Private	RecPool	47,997	60,089	39,172	1,638	9,400	10,099	10,700		
141	Bikeworks	OPS	AME	Public	Public	-	-	22,397	23,172	22,700	23,386	23,400		
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	-		
150	Pizza On The Hill	OPS	AME	Public	FAB	60,394	63,502	103,314	104,915	112,600	113,936	117,800		
155	Alder Cr Caf�	OPS	AME	Public	FAB	-	-	-	10,319	61,500	64,095	66,800		
160	Maintenance	OPS	HOA	HOA	MiscOps	69,117	67,401	96,327	98,466	102,500	93,638	91,800		
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	270,635	282,320	298,763	320,892	322,600	353,682	369,200		
170	Summer F&B	OPS	AME	Public	FAB	21,149	16,802	20,125	21,203	33,200	35,087	35,900		
180	DHSki F&B	OPS	AME	Public	DSL	35,722	36,899	38,830	40,708	50,300	51,775	54,200		
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-		
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-		
210	DHSki Mtn Oper	OPS	AME	Public	DSL	88,735	106,383	79,996	125,986	120,300	121,328	128,700		
211	DHSki Mtn Main	OPS	AME	Public	DSL	28,598	25,718	33,059	52,493	10,000	9,261	10,900		
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	-	-	-	-	-		
214	DHSki Retail	OPS	AME	Public	DSL	38,180	19,616	9,319	10,119	10,000	9,761	10,900		
215	DHSki Rental	OPS	AME	Public	DSL	8,669	8,778	9,319	10,119	10,000	9,761	10,900		
216	Snowplay	OPS	AME	Public	MiscOps	-	-	-	-	18,700	21,122	22,300		
220	DHSki School	OPS	AME	Public	DSL	47,127	46,493	54,819	57,157	85,900	86,787	89,400		
230	DHSki Snowflake	OPS	AME	Public	DSL	8,669	8,778	-	-	-	-	-		
240	DHSki Tickets	OPS	AME	Public	DSL	30,291	26,136	29,817	32,725	35,500	34,424	35,700		
subtotal	Downhill Ski Consolidate	OPS	DSL	DSL	DSL	285,992	278,801	255,158	329,308	322,000	323,097	340,700		

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(7,506)	-17%	(17,026)	-48%
(7,100)	-2%	3,432	1%	166,579	34%
(53,200)	-34%	(75,822)	-57%	(58,380)	-39%
(2,900)	-5%	(492)	-1%	(4,758)	-8%
(22,000)	-11%	(10,566)	-5%	(20,295)	-10%
(7,600)	-3%	(17,086)	-7%	(23,209)	-9%
(29,600)	-20%	(45,236)	-34%	(35,088)	-24%
(2,500)	-4%	(1,027)	-2%	(3,051)	-6%
(18,900)	-13%	(8,666)	-6%	(15,823)	-11%
(1,200)	-2%	(1,086)	-2%	(7,571)	-17%
(6,400)	-7%	(15,572)	-19%	(30,442)	-45%
(3,500)	-5%	(2,676)	-4%	(9,577)	-15%
(4,400)	-7%	1,092	2%	2,152	3%
(600)	-3%	712	3%	(3,335)	-17%
(10,700)	-9%	(8,653)	-7%	(27,411)	-27%
(2,400)	-5%	(3,029)	-7%	(15,606)	-47%
(4,000)	-3%	(7,419)	-5%	(4,704)	-3%
(24,900)	-8%	(16,696)	-5%	7,710	2%
-	-	-	-	-	-
(6,700)	-4%	(1,467)	-1%	641	0%
(1,300)	-14%	(601)	-6%	(9,062)	-553%
(700)	-3%	(14)	0%	(228)	-1%
-	-	-	-	-	-
(5,200)	-5%	(3,865)	-3%	(12,885)	-12%
(5,300)	-9%	(2,705)	-4%	(56,481)	-547%
10,700	10%	1,838	2%	6,666	7%
(46,600)	-14%	(15,518)	-4%	(48,308)	-15%
(2,700)	-8%	(813)	-2%	(14,698)	-69%
(3,900)	-8%	(2,425)	-5%	(13,492)	-33%
-	-	-	-	-	-
-	-	-	-	-	-
(8,400)	-7%	(7,372)	-6%	(2,714)	-2%
(900)	-9%	(1,639)	-18%	41,593	79%
-	-	-	-	-	-
(900)	-9%	(1,139)	-12%	(781)	-8%
(900)	-9%	(1,139)	-12%	(781)	-8%
(3,600)	-19%	(1,178)	-6%	(22,300)	-
(3,500)	-4%	(2,613)	-3%	(32,243)	-56%
-	-	-	-	-	-
(200)	-1%	(1,276)	-4%	(2,975)	-9%
(18,700)	-6%	(17,603)	-5%	(11,392)	-3%

TOTAL: 4,374,337 3,574,240 4,001,445 5,432,040 5,272,000 5,775,211 **5,872,000** (600,000) -11% (96,789) -2% (439,960) -8%

LOOKUP Report (6)						04 Hourly		< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018		
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget		
005	General	OPS	HOA	HOA	Admin	-	-	-	-	12,000	4,000	12,000		
010	Administration	OPS	HOA	HOA	Admin	145,375	134,945	140,385	208,777	184,300	174,806	193,500		
015	Marketing.ComD	OPS	HOA	HOA	Admin	144,514	143,695	144,389	150,795	146,000	165,842	155,300		
020	ASO	OPS	HOA	HOA	Admin	89,543	96,785	118,446	137,226	164,800	155,038	164,800		
025	MIS	OPS	HOA	HOA	Admin	84,105	96,407	105,837	116,346	142,100	132,340	156,600		
030	ACG/Purchasing	OPS	HOA	HOA	Admin	234,011	220,534	227,786	259,396	265,100	250,499	278,600		
035	Human Resources	OPS	HOA	HOA	Admin	52,747	44,758	40,102	18,886	16,000	28,434	29,300		
040	Member Services	OPS	HOA	HOA	Admin	114,014	112,664	105,841	86,737	141,000	105,175	110,400		
050	Forestry	OPS	HOA	HOA	MiscOps	255,595	195,175	209,647	272,409	232,300	271,399	244,300		
051	Trails	OPS	AME	Public	Public	-	11,704	13,231	30,615	50,500	49,812	51,300		
060	Marina	OPS	AME	Private	Private	81,697	92,068	99,592	119,091	124,400	137,530	153,900		
080	Equestrian	OPS	AME	Public	Public	62,619	29,471	60,530	67,757	74,600	78,767	84,200		
090	Tennis	OPS	AME	Private	Private	49,388	37,120	48,329	41,680	42,800	51,605	44,800		
100	Campground	OPS	AME	Public	MiscOps	8,713	8,693	8,829	9,273	9,200	8,844	9,100		
110	Cross Country Ce	OPS	AME	Public	Public	180,667	75,769	113,177	273,770	183,500	269,906	252,200		
120	Golf Course Oper	OPS	AME	Public	Golf	116,067	105,219	115,865	130,525	139,100	122,635	135,900		
125	Golf Course Main	OPS	AME	Public	Golf	381,365	350,607	336,037	364,459	375,000	372,744	376,000		
128	The Lodge	OPS	AME	Public	FAB	417,288	452,154	488,445	622,823	642,300	709,026	687,900		
130	Aquatics	OPS	AME	Private	RecPool	132,688	102,279	90,171	95,089	118,300	71,640	98,700		
132	Trout Creek Rec	OPS	AME	Private	RecPool	260,773	243,670	260,904	260,122	318,200	295,629	334,200		
140	Recreation	OPS	AME	Private	RecPool	73,957	45,974	29,680	79,979	67,100	65,157	70,200		
141	Bikeworks	OPS	AME	Public	Public	-	-	9,358	14,636	13,900	15,094	16,600		
145	Day Camp	OPS	AME	Private	RecPool	77,448	74,078	87,851	103,049	120,000	116,131	125,100		
150	Pizza On The Hill	OPS	AME	Public	FAB	104,414	104,647	137,155	135,258	127,200	137,331	146,400		
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	34,261	167,005	85,500	162,228	149,200		
160	Maintenance	OPS	HOA	HOA	MiscOps	371,947	333,226	370,471	394,531	423,500	455,785	453,600		
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	44,503	42,164	49,766	88,423	96,000	98,604	121,600		
170	Summer F&B	OPS	AME	Public	FAB	153,816	120,883	127,754	132,381	141,900	132,870	146,000		
180	DHSki F&B	OPS	AME	Public	DSL	51,283	18,256	30,650	76,512	53,000	78,948	75,100		
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-		
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-		
210	DHSki Mtn Oper	OPS	AME	Public	DSL	264,910	88,789	143,576	373,736	259,900	378,743	342,500		
211	DHSki Mtn Main	OPS	AME	Public	DSL	84,869	78,923	75,688	132,456	130,800	156,349	139,000		
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	937	3,720	14,000	21,999	20,600		
214	DHSki Retail	OPS	AME	Public	DSL	-	5,582	11,997	21,767	17,000	19,874	19,600		
215	DHSki Rental	OPS	AME	Public	DSL	74,736	24,044	41,746	93,521	72,000	82,871	85,300		
216	Snowplay	OPS	AME	Public	MiscOps	33,250	10,935	17,484	44,325	60,300	57,013	66,900		
220	DHSki School	OPS	AME	Public	DSL	132,564	36,501	88,468	252,833	161,800	282,323	264,500		
230	DHSki Snowflake	OPS	AME	Public	DSL	55,848	24,375	-	-	-	-	-		
240	DHSki Tickets	OPS	AME	Public	DSL	39,622	12,148	17,059	52,131	46,600	58,223	56,800		
subtotal	Downhill Ski Consolidate	OPS	DSL			703,831	288,618	410,121	1,006,677	755,100	1,079,330	1,003,400		

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(8,000)	-200%	(12,000)	-
(9,200)	-5%	(18,694)	-11%	15,277	7%
(9,300)	-6%	10,542	6%	(4,505)	-3%
-	0%	(9,762)	-6%	(27,574)	-20%
(14,500)	-10%	(24,260)	-18%	(40,254)	-35%
(13,500)	-5%	(28,101)	-11%	(19,204)	-7%
(13,300)	-83%	(866)	-3%	(10,414)	-55%
30,600	22%	(5,225)	-5%	(23,663)	-27%
(12,000)	-5%	27,099	10%	28,109	10%
(800)	-2%	(1,488)	-3%	(20,685)	-68%
(29,500)	-24%	(16,370)	-12%	(34,809)	-29%
(9,600)	-13%	(5,433)	-7%	(16,443)	-24%
(2,000)	-5%	6,805	13%	(3,120)	-7%
100	1%	(256)	-3%	173	2%
(68,700)	-37%	17,706	7%	21,570	8%
3,200	2%	(13,265)	-11%	(5,375)	-4%
(1,000)	0%	(3,256)	-1%	(11,541)	-3%
(45,600)	-7%	21,126	3%	(65,077)	-10%
19,600	17%	(27,060)	-38%	(3,611)	-4%
(16,000)	-5%	(38,571)	-13%	(74,078)	-28%
(3,100)	-5%	(5,043)	-8%	9,779	12%
(2,700)	-19%	(1,506)	-10%	(1,964)	-13%
(5,100)	-4%	(8,969)	-8%	(22,052)	-21%
(19,200)	-15%	(9,069)	-7%	(11,142)	-8%
(63,700)	-75%	13,028	8%	17,805	11%
(30,100)	-7%	2,185	0%	(59,069)	-15%
(25,600)	-27%	(22,996)	-23%	(33,177)	-38%
(4,100)	-3%	(13,130)	-10%	(13,619)	-10%
(22,100)	-42%	3,848	5%	1,412	2%
-	-	-	-	-	-
-	-	-	-	-	-
(82,600)	-32%	36,243	10%	31,236	8%
(8,200)	-6%	17,349	11%	(6,544)	-5%
(6,600)	-47%	1,399	6%	(16,880)	-454%
(2,600)	-15%	274	1%	2,167	10%
(13,300)	-18%	(2,429)	-3%	8,221	9%
(6,600)	-11%	(9,887)	-17%	(22,575)	-51%
(102,700)	-63%	17,823	6%	(11,667)	-5%
-	-	-	-	-	-
(10,200)	-22%	1,423	2%	(4,669)	-9%
(248,300)	-33%	75,930	7%	3,277	0%

TOTAL:	797,963	885,654	908,342	949,189	1,096,000	984,497	1,080,000	16,000	1%	(95,503)	-10%	(130,811)	-14%
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LOOKUP Report (7)		06 BdnSaly				< pick an element here												
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018						
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget						
005	General	OPS	HOA	HOA	Admin	7,982	7,128	9,470	8,109	8,000	5,692	7,400						
010	Administration	OPS	HOA	HOA	Admin	87,656	104,032	97,955	91,481	78,300	75,835	90,300						
015	Marketing.ComD	OPS	HOA	HOA	Admin	32,434	32,225	32,698	34,402	39,800	33,278	48,400						
020	ASO	OPS	HOA	HOA	Admin	14,771	14,018	14,799	15,329	18,400	15,728	17,100						
025	MIS	OPS	HOA	HOA	Admin	41,215	38,582	39,739	41,362	45,200	43,203	47,000						
030	ACG/Purchasing	OPS	HOA	HOA	Admin	62,790	60,524	74,671	67,873	79,500	71,945	76,700						
035	Human Resources	OPS	HOA	HOA	Admin	20,138	18,314	20,540	34,291	39,900	34,169	42,600						
040	Member Services	OPS	HOA	HOA	Admin	15,108	13,480	13,160	14,790	18,000	15,281	16,500						
050	Forestry	OPS	HOA	HOA	MiscOps	42,968	41,945	42,638	45,517	46,600	45,535	48,800						
051	Trails	OPS	AME	Public	Public	-	15,531	16,012	16,705	20,600	20,883	22,000						
060	Marina	OPS	AME	Private	Private	14,777	14,594	15,343	17,527	27,000	21,071	26,400						
080	Equestrian	OPS	AME	Public	Public	16,274	12,208	14,434	16,931	25,300	24,032	24,900						
090	Tennis	OPS	AME	Private	Private	10,375	11,178	11,698	11,342	11,200	11,947	12,100						
100	Campground	OPS	AME	Public	MiscOps	3,397	3,500	3,970	3,654	5,200	4,994	5,400						
110	Cross Country Ce	OPS	AME	Public	Public	27,689	34,536	33,977	31,851	36,600	33,641	31,700						
120	Golf Course Oper	OPS	AME	Public	Golf	26,794	20,347	13,570	8,363	19,700	16,622	17,100						
125	Golf Course Main	OPS	AME	Public	Golf	40,854	41,817	43,638	45,898	49,700	44,369	45,000						
128	The Lodge	OPS	AME	Public	FAB	74,401	95,756	96,460	104,458	107,100	97,012	106,100						
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-						
132	Trout Creek Rec	OPS	AME	Private	RecPool	42,906	44,450	42,789	44,303	52,600	45,274	46,700						
140	Recreation	OPS	AME	Private	RecPool	6,171	12,935	14,053	6,558	3,800	2,572	3,700						
141	Bikeworks	OPS	AME	Public	Public	-	-	6,836	6,432	7,800	6,923	7,200						
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	15	600	200	800						
150	Pizza On The Hill	OPS	AME	Public	FAB	19,688	22,106	37,066	38,862	44,800	39,874	39,300						
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	-	2,454	27,500	21,882	25,900						
160	Maintenance	OPS	HOA	HOA	MiscOps	24,656	25,224	27,768	29,639	32,100	28,022	28,800						
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	64,317	69,594	70,463	71,485	85,100	78,933	85,800						
170	Summer F&B	OPS	AME	Public	FAB	2,787	2,259	3,177	3,959	13,000	11,232	18,100						
180	DHSki F&B	OPS	AME	Public	DSL	14,136	18,122	17,849	19,285	24,200	22,020	20,400						
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-						
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-						
210	DHSki Mtn Oper	OPS	AME	Public	DSL	38,057	46,345	36,335	51,680	54,500	50,099	52,700						
211	DHSki Mtn Main	OPS	AME	Public	DSL	5,738	9,470	11,162	16,160	3,500	3,786	4,600						
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	-	-	-	-	-						
214	DHSki Retail	OPS	AME	Public	DSL	15,717	15,296	4,176	4,560	4,600	4,146	4,100						
215	DHSki Rental	OPS	AME	Public	DSL	2,952	3,916	4,244	4,558	4,600	4,146	4,300						
216	Snowplay	OPS	AME	Public	MiscOps	-	-	-	-	6,600	5,002	5,200						
220	DHSki School	OPS	AME	Public	DSL	10,795	21,709	25,683	25,674	40,700	32,017	33,500						
230	DHSki Snowflake	OPS	AME	Public	DSL	2,910	3,908	-	-	-	-	-						
240	DHSki Tickets	OPS	AME	Public	DSL	7,509	10,604	11,965	13,681	13,900	13,132	13,400						
subtotal	Downhill Ski Consolidate	OPS	DSL			97,815	129,370	111,415	135,599	146,000	129,345	133,000	13,000	9%	(3,655)	-3%	2,599	2%

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
600	8%	(1,708)	-30%	709	9%
(12,000)	-15%	(14,465)	-19%	1,181	1%
(8,600)	-22%	(15,122)	-45%	(13,998)	-41%
1,300	7%	(1,372)	-9%	(1,771)	-12%
(1,800)	-4%	(3,798)	-9%	(5,638)	-14%
2,800	4%	(4,755)	-7%	(8,827)	-13%
(2,700)	-7%	(8,431)	-25%	(8,309)	-24%
1,500	8%	(1,219)	-8%	(1,710)	-12%
(2,200)	-5%	(3,265)	-7%	(3,283)	-7%
(1,400)	-7%	(1,117)	-5%	(5,295)	-32%
600	2%	(5,329)	-25%	(8,873)	-51%
400	2%	(868)	-4%	(7,969)	-47%
(900)	-8%	(153)	-1%	(758)	-7%
(200)	-4%	(406)	-8%	(1,746)	-48%
4,900	13%	1,941	6%	151	0%
2,600	13%	(478)	-3%	(8,737)	-104%
4,700	9%	(631)	-1%	898	2%
1,000	1%	(9,088)	-9%	(1,642)	-2%
-	-	-	-	-	-
5,900	11%	(1,426)	-3%	(2,397)	-5%
100	3%	(1,128)	-44%	2,858	44%
600	8%	(277)	-4%	(768)	-12%
(200)	-33%	(600)	-300%	(785)	-5129%
5,500	12%	574	1%	(438)	-1%
1,600	6%	(4,018)	-18%	(23,446)	-955%
3,300	10%	(778)	-3%	839	3%
(700)	-1%	(6,867)	-9%	(14,315)	-20%
(5,100)	-39%	(6,868)	-61%	(14,141)	-357%
3,800	16%	1,620	7%	(1,115)	-6%
-	-	-	-	-	-
-	-	-	-	-	-
1,800	3%	(2,601)	-5%	(1,020)	-2%
(1,100)	-31%	(814)	-21%	11,560	72%
-	-	-	-	-	-
500	11%	46	1%	460	10%
300	7%	(154)	-4%	258	6%
1,400	21%	(198)	-4%	(5,200)	-
(7,200)	18%	(1,483)	-5%	(7,826)	-30%
-	-	-	-	-	-
500	4%	(268)	-2%	281	2%
13,000	9%	(3,655)	-3%	2,599	2%

Resort Budget Model

2018 Budget - Annual

29.2% 28.2% 28.2% 34.2% 30.6% 31.3%

TOTAL:	1,066,811	1,044,019	1,127,450	1,532,262	1,804,000	1,767,862	1,840,000	(36,000)	-2%	(72,138)	-4%	(307,738)	-20%
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LOOKUP Report (8)		07 BdnWage				< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget
005	General	OPS	HOA	HOA	Admin	-	50	-	-	-	-	-
010	Administration	OPS	HOA	HOA	Admin	40,234	40,660	31,710	40,731	61,400	55,894	62,800
015	Marketing.ComD	OPS	HOA	HOA	Admin	36,547	33,660	31,673	32,242	38,800	35,489	43,700
020	ASO	OPS	HOA	HOA	Admin	29,674	30,327	30,510	49,684	69,000	55,012	66,000
025	MIS	OPS	HOA	HOA	Admin	19,769	27,495	28,042	29,365	40,100	32,229	39,400
030	ACG/Purchasing	OPS	HOA	HOA	Admin	77,502	68,754	66,341	72,261	99,500	79,607	90,000
035	Human Resources	OPS	HOA	HOA	Admin	16,784	13,531	12,572	4,568	8,200	7,605	8,800
040	Member Services	OPS	HOA	HOA	Admin	23,742	29,855	29,125	24,863	41,200	31,262	33,900
050	Forestry	OPS	HOA	HOA	MiscOps	46,472	40,302	43,317	57,624	59,800	66,516	57,400
051	Trails	OPS	AME	Public	Public	-	6,203	2,755	6,435	11,000	5,581	6,100
060	Marina	OPS	AME	Private	Private	14,352	20,750	24,158	29,431	29,800	33,547	37,000
080	Equestrian	OPS	AME	Public	Public	14,399	7,951	17,937	23,139	25,000	25,237	26,500
090	Tennis	OPS	AME	Private	Private	9,061	8,820	11,199	9,116	9,300	11,959	10,800
100	Campground	OPS	AME	Public	MiscOps	1,694	1,919	2,193	1,905	1,800	1,879	1,700
110	Cross Country Ce	OPS	AME	Public	Public	35,330	17,981	26,655	61,443	41,500	58,496	54,000
120	Golf Course Oper	OPS	AME	Public	Golf	21,560	24,865	28,319	34,109	35,600	30,851	33,000
125	Golf Course Main	OPS	AME	Public	Golf	68,674	76,554	76,698	84,707	113,800	102,478	107,000
128	The Lodge	OPS	AME	Public	FAB	88,107	132,714	153,286	165,329	286,700	249,067	243,300
130	Aquatics	OPS	AME	Private	RecPool	23,132	31,085	20,956	21,247	26,000	14,730	19,900
132	Trout Creek Rec	OPS	AME	Private	RecPool	63,318	72,951	63,192	61,726	112,100	94,796	110,300
140	Recreation	OPS	AME	Private	RecPool	22,304	10,863	6,695	17,066	20,200	19,288	20,400
141	Bikeworks	OPS	AME	Public	Public	-	-	2,245	2,720	2,600	3,131	3,400
145	Day Camp	OPS	AME	Private	RecPool	14,443	16,896	20,282	22,254	31,000	29,210	31,800
150	Pizza On The Hill	OPS	AME	Public	FAB	20,556	24,869	35,025	35,095	44,600	40,519	46,000
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	7,311	38,365	30,800	41,917	38,900
160	Maintenance	OPS	HOA	HOA	MiscOps	126,402	125,073	124,413	128,679	166,000	147,719	153,900
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	15,328	13,961	14,191	27,981	33,800	29,014	37,500
170	Summer F&B	OPS	AME	Public	FAB	18,754	22,521	24,811	26,880	27,800	25,758	29,700
180	DHSki F&B	OPS	AME	Public	DSL	12,457	8,352	14,547	31,443	21,200	28,891	22,300
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	72,951	39,531	59,934	141,653	90,600	135,058	125,500
211	DHSki Mtn Main	OPS	AME	Public	DSL	42,304	46,594	44,932	64,854	68,600	70,723	69,900
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	135	1,333	5,800	9,105	11,400
214	DHSki Retail	OPS	AME	Public	DSL	-	1,842	4,762	8,226	11,600	10,845	11,400
215	DHSki Rental	OPS	AME	Public	DSL	19,820	10,357	17,118	37,139	27,800	31,105	27,000
216	Snowplay	OPS	AME	Public	MiscOps	9,163	5,086	7,268	17,369	26,800	22,106	23,800
220	DHSki School	OPS	AME	Public	DSL	40,361	15,602	36,130	101,333	67,600	108,876	113,000
230	DHSki Snowflake	OPS	AME	Public	DSL	13,414	10,605	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	8,204	5,443	7,012	19,948	16,600	22,362	22,500
subtotal	Downhill Ski Consolidate	OPS			DSL	209,511	138,325	184,571	405,928	309,800	416,964	403,000

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	-	-	-	-	-
(1,400)	-2%	(6,906)	-12%	(22,069)	-54%
(4,900)	-13%	(8,211)	-23%	(11,458)	-36%
3,000	4%	(10,988)	-20%	(16,316)	-33%
700	2%	(7,171)	-22%	(10,035)	-34%
9,500	10%	(10,393)	-13%	(17,739)	-25%
(600)	-7%	(1,195)	-16%	(4,232)	-93%
7,300	18%	(2,638)	-8%	(9,037)	-36%
2,400	4%	9,116	14%	224	0%
4,900	45%	(519)	-9%	335	5%
(7,200)	-24%	(3,453)	-10%	(7,569)	-26%
(1,500)	-6%	(1,263)	-5%	(3,361)	-15%
(1,500)	-16%	1,159	10%	(1,684)	-18%
100	6%	179	10%	205	11%
(12,500)	-30%	4,496	8%	7,443	12%
2,600	7%	(2,149)	-7%	1,109	3%
6,800	6%	(4,522)	-4%	(22,293)	-26%
43,400	15%	5,767	2%	(77,971)	-47%
6,100	23%	(5,170)	-35%	1,347	6%
1,800	2%	(15,504)	-16%	(48,574)	-79%
(200)	-1%	(1,112)	-6%	(3,334)	-20%
(800)	-31%	(269)	-9%	(680)	-25%
(800)	-3%	(2,590)	-9%	(9,546)	-43%
(1,400)	-3%	(5,481)	-14%	(10,905)	-31%
(8,100)	-26%	3,017	7%	(535)	-1%
12,100	7%	(6,181)	-4%	(25,221)	-20%
(3,700)	-11%	(8,486)	-29%	(9,519)	-34%
(1,900)	-7%	(3,942)	-15%	(2,820)	-10%
-	-	6,591	23%	9,143	29%
-	-	-	-	-	-
-	-	-	-	-	-
(34,900)	-39%	9,558	7%	16,153	11%
(1,300)	-2%	823	1%	(5,046)	-8%
(5,600)	-97%	(2,295)	-25%	(10,067)	-755%
200	2%	(555)	-5%	(3,174)	-39%
800	3%	4,105	13%	10,139	27%
3,000	11%	(1,694)	-8%	(6,431)	-37%
(45,400)	-67%	(4,124)	-4%	(11,667)	-12%
-	-	-	-	-	-
(5,900)	-36%	(138)	-1%	(2,552)	-13%
(93,200)	-30%	13,964	3%	2,928	1%

Cogs asa% of Revenue	12.3%	13.7%	13.8%	12.2%	12.4%	12.3%	12.2%	-11.5%
TOTAL:	1,173,523	1,053,005	1,198,922	1,552,972	1,360,000	1,594,645	1,516,000	12.2% (156,000)

LOOKUP Report (9)						02 Cogs		< pick an element here								
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018	as a %	Fav (unfav)		
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget	of Rev	B 2 B		
005	General	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
010	Administration	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
015	Marketing.ComD	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
020	ASO	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
025	MIS	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
030	ACG/Purchasing	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
035	Human Resource:	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
040	Member Services	OPS	HOA	HOA	Admin	-	-	-	-	-	-	-	0.0%	-		
050	Forestry	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-		
051	Trails	OPS	AME	Public	Public	-	-	-	-	-	-	-	0.0%	-		
060	Marina	OPS	AME	Private	Private	37,229	45,323	50,995	48,733	50,200	55,945	57,100	8.3%	(6,900)		
080	Equestrian	OPS	AME	Public	Public	4,730	-	3,393	4,694	5,000	5,450	5,000	2.4%	-		
090	Tennis	OPS	AME	Private	Private	42,548	35,867	42,061	30,657	32,300	38,180	38,200	16.1%	(5,900)		
100	Campground	OPS	AME	Public	MiscOps	-	-	-	-	-	-	-	0.0%	-		
110	Cross Country Ce	OPS	AME	Public	Public	50,200	19,290	37,527	65,781	43,000	56,453	54,000	5.9%	(11,000)		
120	Golf Course Oper	OPS	AME	Public	Golf	81,900	69,377	64,383	58,706	69,000	58,906	61,000	5.4%	8,000		
125	Golf Course Mair	OPS	AME	Public	Golf	-	-	-	-	-	-	-	0.0%	-		
128	The Lodge	OPS	AME	Public	FAB	592,279	625,873	636,962	716,951	667,000	733,488	696,000	30.9%	(29,000)		
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	0.0%	-		
132	Trout Creek Rec	OPS	AME	Private	RecPool	40,017	36,884	35,331	33,335	36,000	27,869	32,000	3.2%	4,000		
140	Recreation	OPS	AME	Private	RecPool	9,120	10,675	1,531	2,328	3,300	3,518	4,000	2.3%	(700)		
141	Bikeworks	OPS	AME	Public	Public	-	-	21,098	28,589	27,000	37,595	39,000	35.8%	(12,000)		
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	0.0%	-		
150	Pizza On The Hil	OPS	AME	Public	FAB	116,583	108,255	134,980	155,956	143,000	160,637	155,500	29.7%	(12,500)		
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	29,590	119,884	70,000	126,497	108,000	34.6%	(38,000)		
160	Maintenance	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-		
165	Facility Admin/R:	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-		
170	Summer F&B	OPS	AME	Public	FAB	65,397	60,077	71,542	75,103	74,000	73,797	74,000	31.2%	-		
180	DHSki F&B	OPS	AME	Public	DSL	87,542	24,985	44,209	141,452	89,000	134,900	124,800	30.1%	(35,800)		
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-		
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
210	DHSki Mtn Oper:	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
211	DHSki Mtn Main	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
212	DHSki Snowmak	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
214	DHSki Retail	OPS	AME	Public	DSL	44,193	15,887	21,853	63,907	45,000	73,575	60,000	44.1%	(15,000)		
215	DHSki Rental	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
216	Snowplay	OPS	AME	Public	MiscOps	1,786	511	3,465	6,895	6,200	7,834	7,400	2.8%	(1,200)		
220	DHSki School	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
230	DHSki Snowflake	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
240	DHSki Tickets	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-		
subtotal	Downhill Ski Consolida	OPS			DSL	131,735	40,872	66,063	205,359	134,000	208,475	184,800	5.6%	(50,800)		

