

**Tahoe Donner Association  
Budget 2018  
Board Summary Document**  
**Draft 10/28/2017**

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# Tahoe Donner Association Budget 2018 Annual Assessment by Fund

Draft 10/28/2017

Per Unit								
Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Bdg'18 vs Bdg'17		
						Amount	Pctg	
\$ 434	\$ 478	\$ 526	\$ 546	\$ 595	\$ 620	\$ 25	4.2%	
30	30	30	30	30	30	-	0.0%	
250	250	250	250	300	310	10	n/a	
<b>714</b>	<b>758</b>	<b>806</b>	<b>826</b>	<b>925</b>	<b>960</b>	<b>35</b>	<b>3.8%</b>	
<b>791</b>	<b>842</b>	<b>994</b>	<b>1,074</b>	<b>975</b>	<b>940</b>	<b>(35)</b>	<b>-3.6%</b>	
<b>\$ 1,505</b>	<b>\$ 1,600</b>	<b>\$ 1,800</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ -</b>	<b>0.0%</b>	
\$ 95	\$ 200	\$ 100	\$ -	\$ -	\$ -			
6.3%	12.5%	5.6%	0.0%	0.0%				
1	1	1	1	1	1			

Assessment Revenue								
Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Bdg'18 vs Bdg'17		
						Amount	Pctg	
<b>Annual Assessment Dollars (\$)</b>								
Replacement Reserve Fund	\$ 2,809,000	\$ 3,094,000	\$ 3,405,000	\$ 3,534,000	\$ 3,852,000	\$ 4,013,000	\$ 161,000	4.2%
New Machinery & Equipment Fund	194,000	194,000	194,000	194,000	194,000	194,000	-	0.0%
Development Fund	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	65,000	3.3%
<b>Capital Funds, subtotal</b>	<b>4,621,000</b>	<b>4,906,000</b>	<b>5,217,000</b>	<b>5,346,000</b>	<b>5,988,000</b>	<b>6,214,000</b>	<b>226,000</b>	<b>3.8%</b>
<b>Operating Fund</b>	<b>5,119,000</b>	<b>5,450,000</b>	<b>6,433,000</b>	<b>6,951,000</b>	<b>6,311,000</b>	<b>6,085,000</b>	<b>(226,000)</b>	<b>-3.6%</b>
<b>Total Annual Assessment</b>	<b>\$ 9,740,000</b>	<b>\$ 10,356,000</b>	<b>\$ 11,650,000</b>	<b>\$ 12,297,000</b>	<b>\$ 12,299,000</b>	<b>\$ 12,299,000</b>	<b>\$ -</b>	<b>0.0%</b>
\$ Change								
		\$ 616,000	\$ 1,294,000	\$ 647,000	\$ 2,000	\$ -		
% Change								
		6.3%	12.5%	5.6%	0.0%	0.0%		
- via Ass Incr 0 via Unit Incr								
<b>Number of Units</b>	6472	6472	6472	6472	6473	6473	0	0.0%

29%	30%	29%	29%	31%	33%	0.0132	4.2%
2%	2%	2%	2%	2%	2%	-	0.0%
17%	16%	14%	13%	16%	16%	0.0053	3.3%
<b>47%</b>	<b>47%</b>	<b>45%</b>	<b>43%</b>	<b>49%</b>	<b>51%</b>	<b>0.0184</b>	<b>3.8%</b>
<b>53%</b>	<b>53%</b>	<b>55%</b>	<b>57%</b>	<b>51%</b>	<b>49%</b>	<b>(0.0184)</b>	<b>-3.6%</b>
<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-</b>	<b>0.0%</b>

**Annual Assessment Distribution:**

Replacement Reserve	0.0132	4.2%
New Machinery & Equip	-	0.0%
Development Fund	0.0053	3.3%
<b>Capital Funds, subtotal</b>	<b>0.0184</b>	<b>3.8%</b>
<b>Operating Fund</b>	<b>(0.0184)</b>	<b>-3.6%</b>
<b>Total Annual Assessment</b>	<b>-</b>	<b>0.0%</b>

reference Metrics per Unit # of 6473	
1,000,000	154.5
500,000	77.2
250,000	38.6
100,000	15.4
50,000	7.7
10,000	1.5
5,000	0.8

	Annual Assessment - by Fund - 0/5/10/20 years						CPI-U (1)	CPI-U (2)
	OPF	RRF	DEVF	NMEF	Capital Fds	Total AA		
1998	338	107	50	80	237	575	160.8	166.6
2003	569	177	46	23	246	815	180.7	193.5
2008	695	284	55	9	348	1043	207.917	216.24
2013	695	284	55	9	348	1043	230.379	241.17
2017	975	595	300	30	925	1900	240.849	267.853
2018	940	620	310	30	960	1900	245.519	275.893

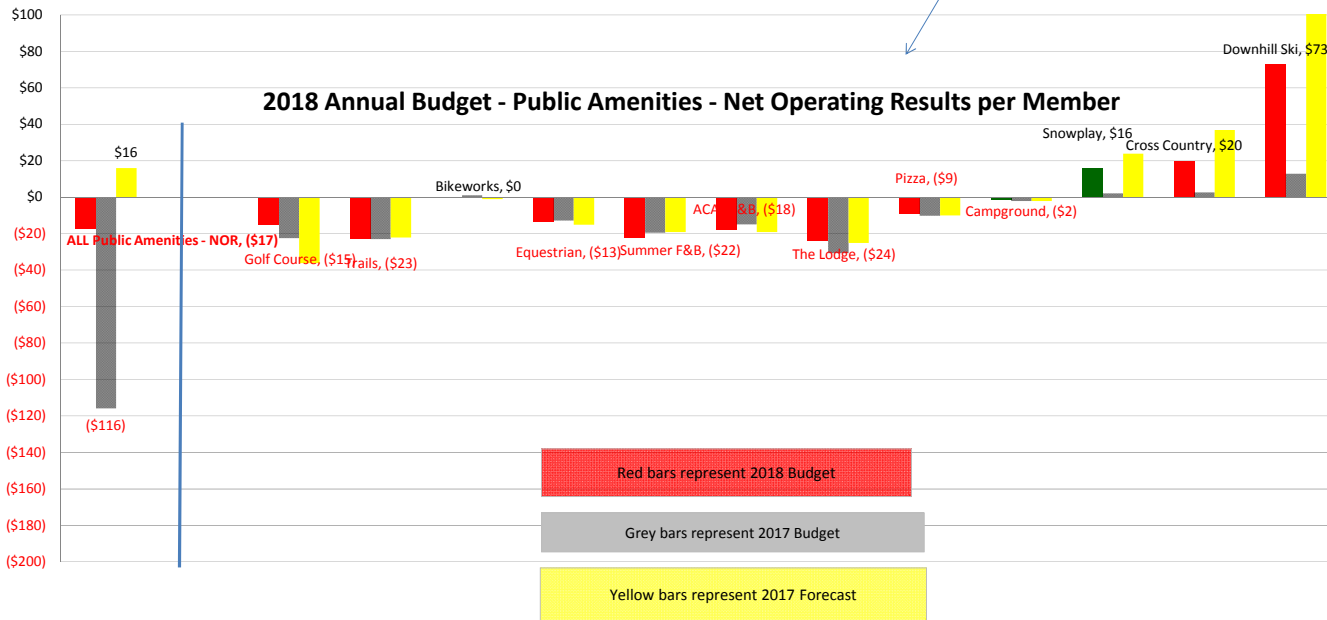
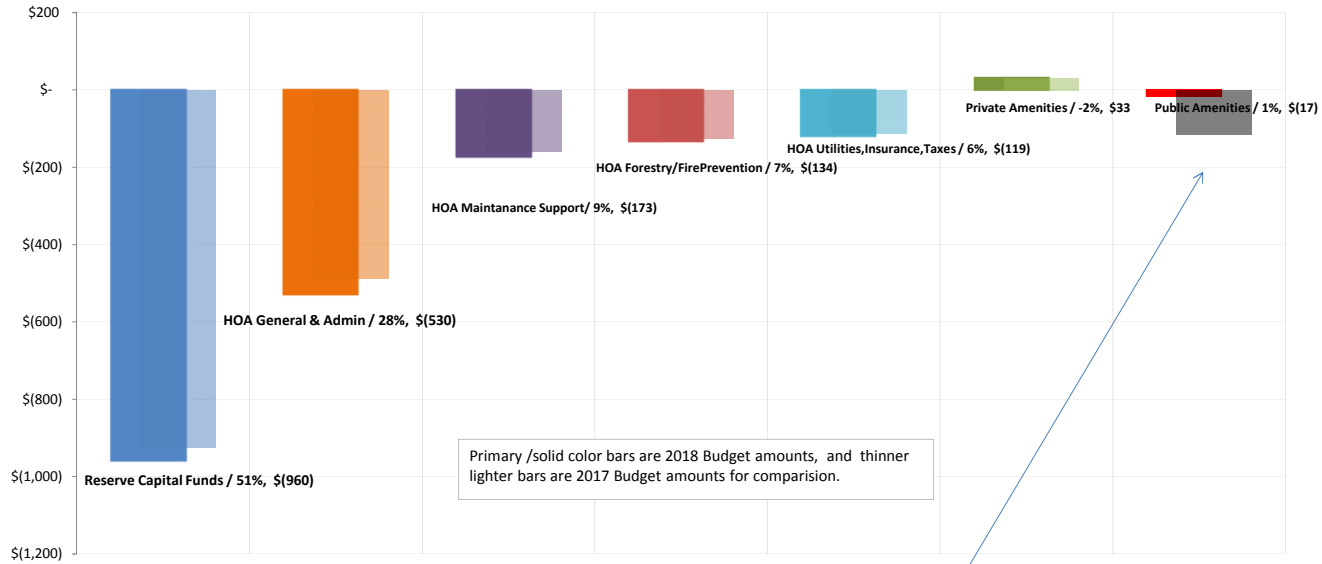
	CAGR Analytics to Budget Year							CPI-U (1)	CPI-U (2)
	OPF	RRF	DEVF	NMEF	Capital Fds	Total AA			
1998	5.2%	9.2%	9.6%	-4.8%	7.2%	6.2%	20	2.1%	2.6%
2003	3.4%	8.7%	13.6%	1.8%	9.5%	5.8%	15	2.1%	2.4%
2008	3.1%	8.1%	18.9%	12.8%	10.7%	6.2%	10	1.7%	2.5%
2013	6.2%	16.9%	41.3%	27.2%	22.5%	12.7%	5	1.3%	2.7%
2017	-3.6%	4.2%	3.3%	0.0%	3.8%	0.0%	1	1.9%	3.0%
2018									

CPI-U - BLS, all urban consumers:  
 (1) All US City average, all items  
 (2) SanFran-Oak-SanJose, all items  
 ...cagr of cpi index between AugustYY periods.  
 Note for (2) the 20 year is actually a 19yr

Note 1 - Special assessment in 2003 of \$1,383/o for new Lodge building, Trout Creek bldg expansion, and Euer Valley land. Not factored in CAGI  
 Note 2 - the CPI's available are not specific to our micro-economic/tourism based region.  
 Note 3 - the 5yr CAGR OPF is materially impacted by 2 years of winter droughts, CA Min Wage, WorkComp and Fed ACA impacts.  
 TDA is a large employer of seasonal resort service employees.  
 Note 4 - Linking AA growth to CPI is full of risks and makes little business sense. Further, CAGR growth rates do not tell the full story.  
 For example, changing operations over the years, expanded service levels, changing member desires, forestry defensible space, other initiatives.  
 Further, past AA are commonly too low to save for future needs of depreciating assets. Most common issue at HOA's across the country.

1998 < no Lodge, Golf Rev \$1,340,000 with NOR positive \$114,000. Equestrian NOR loss of \$55k. Forestry NOR loss \$384k. Total operating revenue \$4.3 million.
2003 < no Lodge, Golf Rev \$1,274,000 with NOR loss \$124,000. Equestrian NOR loss of \$55k. Forestry NOR loss \$513k. Total operating revenue \$5.4 million.
2008 < Lodge NOR loss \$119,000, Golf Rev \$1,500,000 with NOR loss \$11,000. Equestrian NOR loss of \$125k. Forestry/Trails NOR loss \$757k. TI operating revenue \$8.1m
2013 < Lodge NOR loss \$45,000, Golf Rev \$1,035,000 with NOR loss \$290,000. Equestrian NOR loss of \$115k. Forestry/Trails NOR loss \$877k. TI operating revenue \$8.9m

### 2018 Budget - per Member Annual Assessment of \$1,900 - Distribution



# TAHOE DONNER ASSOCIATION

## Capital Funds Summary

Budget 2018

Draft 10/28/2017

w/Actual BFB = Forecast 2012 utilizes Actual Beginning Fund Balance (BFB)

w/Actual BFB Draft 10/28/2017

	2017 BUDGET	2017 FORECAST	2018 BUDGET	Budget '18 vs Budget '17	Budget '18 vs Forecast '17
<b>REPLACEMENT RESERVE FUND (902)</b>					
Beginning Balance, Start of Year	\$ 7,500,000	\$ 7,903,233	\$ 10,006,000	\$ 2,506,000	\$ 2,102,767
TRANSFER - Operating Fund to RR Fund	-	1,500,000	-	-	(1,500,000)
ASSESSMENT CONTRIBUTION	3,852,000	3,852,000	4,013,000	161,000	161,000
INTEREST INCOME	51,000	125,000	155,000	104,000	30,000
SALVAGE RECEIPTS	30,000	30,000	30,000	-	-
INCOME TAX & OTHER EXPENSE	(10,000)	(19,000)	(24,000)	(14,000)	(5,000)
EXPENDITURES FOR CAPITAL ADDITIONS	(2,941,000)	(2,206,358)	(5,419,000) (Q)	(2,478,000)	(3,212,642)
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	(760,000)	(1,178,875)	(935,000) (Q)	(175,000)	243,875
<b>Replacement Reserve Fund, Year End Balance</b>	<b>\$ 7,722,000</b>	<b>\$ 10,006,000</b>	<b>\$ 7,826,000</b>	<b>\$ 104,000</b>	<b>\$ (2,180,000)</b>
<b>NEW MACHINERY AND EQUIPMENT FUND (905)</b>					
Beginning Balance, Start of Year	\$ 50,000	\$ 75,788	\$ 64,000	\$ 14,000	\$ (11,788)
ASSESSMENT CONTRIBUTION	194,000	194,000	194,000	-	-
INTEREST INCOME	-	1,000	2,000	2,000	1,000
EXPENDITURES FOR CAPITAL ADDITIONS	(180,000)	(206,788)	(213,000) (N)	(33,000)	(6,212)
<b>NM&amp;E Fund, Year End Balance</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 47,000</b>	<b>\$ (17,000)</b>	<b>\$ (17,000)</b>
<b>DEVELOPMENT FUND (903)</b>					
Beginning Balance, Start of Year	\$ 360,000	\$ 499,052	\$ 3,600,000	\$ 3,240,000	\$ 3,100,948
TRANSFER - Operating Fund to DF	-	1,800,000 (T)	-	-	(1,800,000)
ASSESSMENT CONTRIBUTION	1,942,000	1,942,000	2,007,000	65,000	65,000
INTEREST INCOME	2,000	11,000	80,000	78,000	69,000
INCOME TAX & OTHER EXPENSE	(8,000)	(8,000)	(14,000)	(6,000)	(6,000)
EXPENDITURES FOR CAPITAL EXPENDITURES	(532,000)	(644,052)	(1,408,000) (D)	(876,000)	(763,948)
<b>Development Fund, Year End Balance</b>	<b>\$ 1,764,000</b>	<b>\$ 3,600,000</b>	<b>\$ 4,265,000</b>	<b>\$ 2,501,000</b>	<b>\$ 665,000</b>
<b>Combined CAPITAL FUNDS ACTIVITY -</b>					
EXPENDITURES FOR CAPITAL ADDITIONS	(3,653,000)	(3,057,198)	(7,040,000)	(3,387,000)	(3,982,802)
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	(760,000)	(1,178,875)	(935,000)	(175,000)	243,875
<b>YTD CAPITAL FUNDS TOTAL</b>	<b>\$ (4,413,000)</b>	<b>\$ (4,236,073)</b>	<b>\$ (7,975,000)</b>	<b>\$ (3,562,000)</b>	<b>\$ (3,738,927)</b>

(Q) ReplReserve Expenditures Bdg'18 includes Carry-Over 2017 Projects which have been reset to 2018 spend in Reserve Study prepared Fall'17.  
Refer to Section G5 of Budget Binder for full details on 2018 Expenditure Budget.

(N) NEF Expenditures, refer to Section G4 of Budget Binder.

(D) Development Fund Expenditures, refer to section G4 of Budget Binder.

(T) no transfers in Budget '17 or Budget '18, there was an actual Transfer in Forecast '17.

**Tahoe Donner Association**  
**Budget 2018**  
**Operating Fund**  
**Draft 10/28/2017**

Operating Fund	Actual 2015	Actual 2016	Budget 2017	[F] Draft 10/28/2017	Budget 2018	Bdg2018 vs Bdg2017		Bdg2018 vs Forc2017	
				Forecast 2017		Amount	Pctg	Amount	Pctg
<b>Revenue</b>	\$ 8,681,080	\$ 12,771,029	\$ 11,000,000	\$ 12,968,376	\$ 12,460,000	\$ 1,460,000	13%	\$ (508,376)	-4%
<b>Cost of Goods Sold</b>	(1,198,924)	(1,552,910)	(1,360,000)	(1,594,645)	(1,520,000)	(160,000)	12%	74,645	-5%
COGS % Revenue	-14%	-12%	-12%	-12%	-12%	0.002	-1%	0.001	-1%
<b>Gross Margin</b>	7,482,156	11,218,119	9,640,000	11,373,731	10,940,000	1,300,000	13%	(433,731)	-4%
<b>Payroll</b>									
Salaries and Wages	(7,304,614)	(8,930,137)	(8,756,000)	(9,282,989)	(9,676,000)	(920,000)	11%	(393,011)	4%
Burden	(2,035,792)	(2,481,451)	(2,900,000)	(2,752,359)	(2,800,000)	100,000	-3%	(47,641)	2%
Total Payroll	(9,340,406)	(11,411,588)	(11,656,000)	(12,035,348)	(12,476,000)	(820,000)	7%	(440,652)	4%
Burden % of S&W	27.9%	27.8%	33.1%	29.6%	28.9%	(0.042)	-13%	(0.007)	-2%
<b>Operating Expenses</b>	(3,742,494)	(4,310,140)	(4,295,000)	(4,694,419)	(4,549,000)	(254,000)	6%	145,419	-3%
% of Revenue	-43%	-34%	-39%	-36%	-37%	0.025	-6%	(0.003)	1%
<b>Net Operating Results</b>	<b>\$ (5,600,744)</b>	<b>\$ (4,503,609)</b>	<b>\$ (6,311,000)</b>	<b>\$ (5,356,037)</b>	<b>\$ (6,085,000)</b>	<b>226,000</b>	<b>-4%</b>	<b>\$ (728,963)</b>	<b>14%</b>
(A) Annual Assessment	6,430,800	6,953,045	6,311,000	6,311,000	6,085,000	(226,000)	-4%	(226,000)	-4%
Number of Units	6,472	6,473	6,473	6,473	6,473	-	0%	-	0%
Per Unit	\$ 994	\$ 1,074	\$ 975	\$ 975	\$ 940	(35)	-4%	(35)	-4%
Net Before Transfer	<b>830,056</b>	<b>2,449,436</b>	-	<b>954,963</b>	-				
(T) Fund Transfer	-	-	-	(3,300,000)	-	-	#####	3,300,000	-100%
NET Change in Members' Equity	830,056	2,449,436	-	(2,345,037)	-				
Members' Equity, Beg.Balance (B)	1,124,219	1,954,275	4,403,711	4,403,711	2,058,675				
Members' Equity, End Balance	1,954,275	4,403,711	4,403,711	2,058,675	2,058,675				
<b>TL Operating Costs (cogs+payroll+exp)</b>	14,281,823	17,274,638	17,311,000	18,324,413	18,545,000	1,234,000	7%	220,587	1%
<b>Cost Recovery Ratio (OR/TOC)</b>	61%	74%	64%	71%	67%	0.0364	6%	(0.0358)	-5%

(A) Annual Assessment amount allocated to Operating Fund.

(B) For purposes of this report, 2017 Budget, Beg Fund Balance is Actual, not Budget. For Budget 2018, BegFundBal is Forecast 2017.

(T) 2017 transfers out of \$3,300,000 from Operating Fund: \$1.5 m to RRF, \$1.8m to DevFd. Board approved June 2017.

(F) Forecast 2017: YTD Aug'17 Actual plus Budget for Sep'17-Dec'17 plus/minus projected variances to Budget in Sep-Dec.

However, volatility in the current year remains; current economic conditions, uncertainty as to weather impacted December results, and other factors.

**Operating Fund**

**TAHOE DONNER ASSOCIATION  
2018 Budget - Annual**

**Budget Summary**

	REV Incr (Decr)			Cogs, Payroll Direct, Payroll Burden, and Expenses	TOC Incr (Decr)			Net			
	Operating Revenue	Revenue Change			TL Operating Costs (TOC)	Revenue Change		Operating Result (N O R)	NOR Incr (Decr)		
		B 2 B \$	B 2 B %			B 2 B \$	B 2 B %		B 2 B \$	B 2 B %	
<b>Private Amenities</b>											
Trout Creek Recreation Center	\$ 994,000	88,000	10%	\$ 948,300	17,500	2%	\$ 45,700	70,500	284%		Private Amenities
Beach Club Marina	686,000	55,000	9%	451,300	63,000	16%	234,700	(8,000)	-3%		Trout Creek Recreati
Tennis Center	235,000	(22,000)	-9%	212,800	12,100	6%	22,200	(34,100)	-61%		Beach Club Marina
Aquatics	218,000	(32,000)	-13%	279,400	(46,200)	-14%	(61,400)	14,200	19%		Tennis Center
Recreation Programs	175,000	-	0%	230,000	3,300	1%	(55,000)	(3,300)	-6%		Aquatics
Day Camps	234,000	(9,000)	-4%	204,200	4,300	2%	29,800	(13,300)	-31%		Recreation Programs
<b>Total Private Amenities</b>	<b>2,542,000</b>	<b>80,000</b>	<b>3%</b>	<b>2,326,000</b>	<b>54,000</b>	<b>2%</b>	<b>216,000</b>	26,000	14%		Day Camps
											Total Private Amenit
<b>Public Amenities</b>											
Downhill Ski Area	3,152,000	765,000	32%	2,681,000	379,000	16%	471,000	386,000	454%		Public Amenities
Cross Country Ski Area	925,000	225,000	32%	798,000	116,100	17%	127,000	108,900	602%		Downhill Ski Area
Snowplay	269,000	94,000	54%	164,800	3,700	2%	104,200	90,300	650%		Cross Country Ski Ar
Equestrian	222,000	16,000	8%	309,000	20,900	7%	(87,000)	(4,900)	-6%		Snowplay
Campground	61,000	4,000	7%	70,900	900	1%	(9,900)	3,100	24%		Equestrian
Trails	1,000	-	0%	148,600	(1,000)	-1%	(147,600)	1,000	1%		Campground
Bikeworks	109,000	14,000	15%	107,800	19,800	23%	1,200	(5,800)	-83%		Trails
Golf	1,150,000	(20,000)	-2%	1,248,000	(66,800)	-5%	(98,000)	46,800	32%		Bikeworks
Summer Food and Beverage	242,000	(24,000)	-9%	385,800	(5,700)	-1%	(143,800)	(18,300)	-15%		Golf
Alder Creek Café	313,000	103,000	49%	429,300	123,100	40%	(116,300)	(20,100)	-21%		Summer Food and Beve
The Lodge	2,300,000	106,000	5%	2,454,000	62,000	3%	(154,000)	44,000	22%		Alder Creek Café
Pizza on the Hill	524,000	48,000	10%	581,800	40,000	7%	(57,800)	8,000	12%		The Lodge
<b>Total Public Amenities</b>	<b>9,268,000</b>	<b>1,331,000</b>	<b>17%</b>	<b>9,379,000</b>	<b>692,000</b>	<b>8%</b>	<b>(111,000)</b>	639,000	85%		Pizza on the Hill
											Total Public Ameniti
<b>Total Amenities</b>	<b>11,810,000</b>	<b>1,411,000</b>	<b>14%</b>	<b>11,705,000</b>	<b>746,000</b>	<b>7%</b>	<b>105,000</b>	665,000	119%		Total Amenities
<b>Homeowners Association</b>											
General	0	-		847,800	56,500	7%	(847,800)	(56,500)	-7%		Homeowners Associati
Marketing and Communications	213,000	10,000	5%	723,600	96,300	15%	(510,600)	(86,300)	-20%		General
Facility Administration	0	-		330,300	72,800	28%	(330,300)	(72,800)	-28%		Marketing and Commun
Administration	202,000	12,000	6%	754,900	13,500	2%	(552,900)	(1,500)	-0%		Facility Administrat
MIS	0	-		655,000	44,300	7%	(655,000)	(44,300)	-7%		Administration
Accounting	5,000	2,000	67%	797,400	23,400	3%	(792,400)	(21,400)	-3%		MIS
Human Resources	0	-		382,200	62,200	19%	(382,200)	(62,200)	-19%		Accounting
ASO	193,000	25,000	15%	420,600	92,700	28%	(227,600)	(67,700)	-42%		Human Resources
Member Services	32,000	-	0%	266,000	(30,800)	-10%	(234,000)	30,800	12%		ASO
Forestry	5,000	-	0%	870,200	42,200	5%	(865,200)	(42,200)	-5%		Member Services
Building Maintenance	0	-		792,000	14,900	2%	(792,000)	(14,900)	-2%		Forestry
<b>Total Homeowners Association</b>	<b>650,000</b>	<b>49,000</b>	<b>8%</b>	<b>6,840,000</b>	<b>488,000</b>	<b>8%</b>	<b>(6,190,000)</b>	<b>(439,000)</b>	<b>-8%</b>		Building Maintenance
											Total Homeowners Ass
<b>TOTAL OPERATING FUND</b>	<b>\$ 12,460,000</b>	<b>\$ 1,460,000</b>	<b>13%</b>	<b>\$ 18,545,000</b>	<b>\$ 1,234,000</b>	<b>7%</b>	<b>\$ (6,085,000)</b>	<b>226,000</b>	<b>4%</b>		<b>TOTAL OPERATING FUND</b>

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2018 Budget - Annual**

Draft 10/28/2017

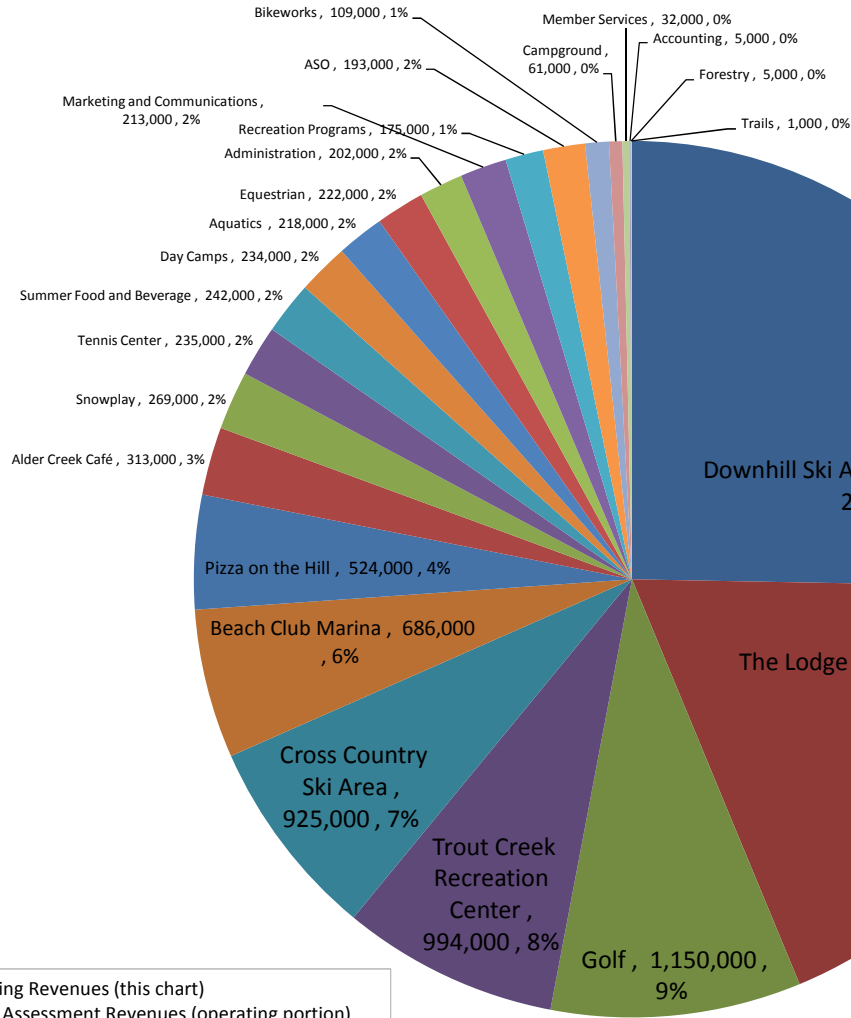
Budget Summary					Budget 2018	Operating Fund			NOR Budget 2017	Fav (Unfav)		Total Operating Costs (TOC)
	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Total (OCT)	NET OPERATING RESULTS (NOR)	Budget 2018 per Property				NOR Change		
						# Properties> GM /	6,473 OCT /			B 2 B	B 2 B %	
<b>Private Amenities</b>												
Trout Creek Recreation Center	\$ 994,000	\$ (32,000)	\$ 962,000	\$ (916,300)	\$ 45,700	\$ 149	\$ (142)	\$ 7	\$ (24,800)	\$ 70,500	284%	948,300
Beach Club Marina	686,000	(57,100)	628,900	(394,200)	234,700	97	(61)	36	242,700	(8,000)	-3%	451,300
Tennis Center	235,000	(38,200)	196,800	(174,600)	22,200	30	(27)	3	56,300	(34,100)	-61%	212,800
Aquatics	218,000	0	218,000	(279,400)	(61,400)	34	(43)	(9)	(75,600)	14,200	19%	279,400
Recreation Programs	175,000	(4,000)	171,000	(226,000)	(55,000)	26	(35)	(8)	(51,700)	(3,300)	-6%	230,000
Day Camps	234,000	0	234,000	(204,200)	29,800	36	(32)	5	43,100	(13,300)	-31%	204,200
<b>Total Private Amenities</b>	<b>2,542,000</b>	<b>(131,300)</b>	<b>2,410,700</b>	<b>(2,194,700)</b>	<b>216,000</b>	<b>372</b>	<b>(339)</b>	<b>33</b>	<b>190,000</b>	<b>26,000</b>	<b>14%</b>	<b>2,326,000</b>
<b>Public Amenities</b>												
Downhill Ski Area	3,152,000	(178,800)	2,973,200	(2,502,200)	471,000	459	(387)	73	85,000	386,000	454%	2,681,000
Cross Country Ski Area	925,000	(54,000)	871,000	(744,000)	127,000	135	(115)	20	18,100	108,900	602%	798,000
Snowplay	269,000	(7,400)	261,600	(157,400)	104,200	40	(24)	16	13,900	90,300	650%	164,800
Equestrian	222,000	(5,000)	217,000	(304,000)	(87,000)	34	(47)	(13)	(82,100)	(4,900)	-6%	309,000
Campground	61,000	0	61,000	(70,900)	(9,900)	9	(11)	(2)	(13,000)	3,100	24%	70,900
Trails	1,000	0	1,000	(148,600)	(147,600)	0	(23)	(23)	(148,600)	1,000	1%	148,600
Bikeworks	109,000	(39,000)	70,000	(68,800)	1,200	11	(11)	0	7,000	(5,800)	-83%	107,800
Golf	1,150,000	(61,000)	1,089,000	(1,187,000)	(98,000)	168	(183)	(15)	(144,800)	46,800	32%	1,248,000
Summer Food and Beverage	242,000	(74,000)	168,000	(311,800)	(143,800)	26	(48)	(22)	(125,500)	(18,300)	-15%	385,800
Alder Creek Café	313,000	(108,000)	205,000	(321,300)	(116,300)	32	(50)	(18)	(96,200)	(20,100)	-21%	429,300
The Lodge	2,300,000	(706,000)	1,594,000	(1,748,000)	(154,000)	246	(270)	(24)	(198,000)	44,000	22%	2,454,000
Pizza on the Hill	524,000	(155,500)	368,500	(426,300)	(57,800)	57	(66)	(9)	(65,800)	8,000	12%	581,800
<b>Total Public Amenities</b>	<b>9,268,000</b>	<b>(1,388,700)</b>	<b>7,879,300</b>	<b>(7,990,300)</b>	<b>(111,000)</b>	<b>1,217</b>	<b>(1,234)</b>	<b>(17)</b>	<b>(750,000)</b>	<b>639,000</b>	<b>85%</b>	<b>9,379,000</b>
<b>Total Amenities</b>	<b>11,810,000</b>	<b>(1,520,000)</b>	<b>10,290,000</b>	<b>(10,185,000)</b>	<b>105,000</b>	<b>1,590</b>	<b>(1,573)</b>	<b>16</b>	<b>(560,000)</b>	<b>665,000</b>	<b>119%</b>	<b>11,705,000</b>
<b>Homeowners Association</b>												
General	0	0	0	(847,800)	(847,800)	-	(131)	(131)	(791,300)	(56,500)	-7%	847,800
Marketing and Communications	213,000	0	213,000	(723,600)	(510,600)	33	(112)	(79)	(424,300)	(86,300)	-20%	723,600
Facility Administration	0	0	0	(330,300)	(330,300)	-	(51)	(51)	(257,500)	(72,800)	-28%	330,300
Administration	202,000	0	202,000	(754,900)	(552,900)	31	(117)	(85)	(551,400)	(1,500)	0%	754,900
MIS	0	0	0	(655,000)	(655,000)	-	(101)	(101)	(610,700)	(44,300)	-7%	655,000
Accounting	5,000	0	5,000	(797,400)	(792,400)	1	(123)	(122)	(771,000)	(21,400)	-3%	797,400
Human Resources	0	0	0	(382,200)	(382,200)	-	(59)	(59)	(320,000)	(62,200)	-19%	382,200
ASO	193,000	0	193,000	(420,600)	(227,600)	30	(65)	(35)	(159,900)	(67,700)	-42%	420,600
Member Services	32,000	0	32,000	(266,000)	(234,000)	5	(41)	(36)	(264,800)	30,800	12%	266,000
Forestry	5,000	0	5,000	(870,200)	(865,200)	1	(134)	(134)	(823,000)	(42,200)	-5%	870,200
Building Maintenance	0	0	0	(792,000)	(792,000)	-	(122)	(122)	(777,100)	(14,900)	-2%	792,000
<b>Total Homeowners Association</b>	<b>650,000</b>	<b>0</b>	<b>650,000</b>	<b>(6,840,000)</b>	<b>(6,190,000)</b>	<b>100</b>	<b>(1,057)</b>	<b>(956)</b>	<b>(5,751,000)</b>	<b>(439,000)</b>	<b>-8%</b>	<b>6,840,000</b>
<b>TOTAL OPERATING FUND</b>	<b>\$12,460,000</b>	<b>\$ (1,520,000)</b>	<b>\$ 10,940,000</b>	<b>\$ (17,025,000)</b>	<b>\$ (6,085,000)</b>	<b>\$1,690</b>	<b>\$(2,630)</b>	<b>\$ (940)</b>	<b>\$ (6,311,000)</b>	<b>\$ 226,000</b>	<b>4%</b>	<b>18,545,000</b>

**TAHOE DONNER ASSOCIATION  
2018 Budget - Annual**

Draft 10/28/2017

Budget Summary					Budget 2018	Operating Fund			NOR Forecast 2017	Fav (Unfav)		
	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Total (OCT)	NET	Budget 2018 per Property				NOR Change	B 2 F	B 2 F %
					OPERATING RESULTS (NOR)	# Properties>	6,473					
						GM /	OCT /	NOR /				
<b>Private Amenities</b>												
Trout Creek Recreation Center	\$ 994,000	\$ (32,000)	\$ 962,000	\$ (916,300)	\$ 45,700	\$ 149	\$ (142)	\$ 7	\$ 108,379	\$ (62,679)	-58%	
Beach Club Marina	686,000	(57,100)	628,900	(394,200)	234,700	97	(61)	36	245,656	(10,956)	-4%	
Tennis Center	235,000	(38,200)	196,800	(174,600)	22,200	30	(27)	3	(2,871)	25,071	873%	
Aquatics	218,000	0	218,000	(279,400)	(61,400)	34	(43)	(9)	(40,419)	(20,981)	-52%	
Recreation Programs	175,000	(4,000)	171,000	(226,000)	(55,000)	26	(35)	(8)	(30,230)	(24,770)	-82%	
Day Camps	234,000	0	234,000	(204,200)	29,800	36	(32)	5	32,861	(3,061)	-9%	
<b>Total Private Amenities</b>	<b>2,542,000</b>	<b>(131,300)</b>	<b>2,410,700</b>	<b>(2,194,700)</b>	<b>216,000</b>	<b>372</b>	<b>(339)</b>	<b>33</b>	<b>313,375</b>	<b>(97,375)</b>	<b>-31%</b>	
<b>Public Amenities</b>												
Downhill Ski Area	3,152,000	(178,800)	2,973,200	(2,502,200)	471,000	459	(387)	73	673,541	(202,541)	-30%	
Cross Country Ski Area	925,000	(54,000)	871,000	(744,000)	127,000	135	(115)	20	240,917	(113,917)	-47%	
Snowplay	269,000	(7,400)	261,600	(157,400)	104,200	40	(24)	16	162,517	(58,317)	-36%	
Equestrian	222,000	(5,000)	217,000	(304,000)	(87,000)	34	(47)	(13)	(100,295)	13,295	13%	
Campground	61,000	0	61,000	(70,900)	(9,900)	9	(11)	(2)	(14,279)	4,379	31%	
Trails	1,000	0	1,000	(148,600)	(147,600)	0	(23)	(23)	(145,111)	(2,489)	-2%	
Bikeworks	109,000	(39,000)	70,000	(68,800)	1,200	11	(11)	0	(4,764)	5,964	125%	
Golf	1,150,000	(61,000)	1,089,000	(1,187,000)	(98,000)	168	(183)	(15)	(234,326)	136,326	58%	
Summer Food and Beverage	242,000	(74,000)	168,000	(311,800)	(143,800)	26	(48)	(22)	(124,880)	(18,920)	-15%	
Alder Creek Café	313,000	(108,000)	205,000	(321,300)	(116,300)	32	(50)	(18)	(120,499)	4,199	3%	
The Lodge	2,300,000	(706,000)	1,594,000	(1,748,000)	(154,000)	246	(270)	(24)	(162,972)	8,972	6%	
Pizza on the Hill	524,000	(155,500)	368,500	(426,300)	(57,800)	57	(66)	(9)	(63,342)	5,542	9%	
<b>Total Public Amenities</b>	<b>9,268,000</b>	<b>(1,388,700)</b>	<b>7,879,300</b>	<b>(7,990,300)</b>	<b>(111,000)</b>	<b>1,217</b>	<b>(1,234)</b>	<b>(17)</b>	<b>106,507</b>	<b>(217,507)</b>	<b>-204%</b>	
<b>Total Amenities</b>	<b>11,810,000</b>	<b>(1,520,000)</b>	<b>10,290,000</b>	<b>(10,185,000)</b>	<b>105,000</b>	<b>1,590</b>	<b>(1,573)</b>	<b>16</b>	<b>419,882</b>	<b>(314,882)</b>	<b>-75%</b>	
<b>Homeowners Association</b>												
General	0	0	0	(847,800)	(847,800)	-	(131)	(131)	(837,905)	(9,895)	-1%	
Marketing	213,000	0	213,000	(723,600)	(510,600)	33	(112)	(79)	(428,770)	(81,830)	-19%	
Facility Administration	0	0	0	(330,300)	(330,300)	-	(51)	(51)	(278,788)	(51,512)	-18%	
Administration	202,000	0	202,000	(754,900)	(552,900)	31	(117)	(85)	(492,932)	(59,968)	-12%	
MIS	0	0	0	(655,000)	(655,000)	-	(101)	(101)	(623,586)	(31,414)	-5%	
Accounting	5,000	0	5,000	(797,400)	(792,400)	1	(123)	(122)	(716,059)	(76,341)	-11%	
Human Resources	0	0	0	(382,200)	(382,200)	-	(59)	(59)	(343,073)	(39,127)	-11%	
ASO	193,000	0	193,000	(420,600)	(227,600)	30	(65)	(35)	(143,811)	(83,789)	-58%	
Member Services	32,000	0	32,000	(266,000)	(234,000)	5	(41)	(36)	(220,030)	(13,970)	-6%	
Forestry	5,000	0	5,000	(870,200)	(865,200)	1	(134)	(134)	(957,176)	91,976	10%	
Building Maintenance	0	0	0	(792,000)	(792,000)	-	(122)	(122)	(733,789)	(58,211)	-8%	
<b>Total Homeowners Association</b>	<b>650,000</b>	<b>0</b>	<b>650,000</b>	<b>(6,840,000)</b>	<b>(6,190,000)</b>	<b>100</b>	<b>(1,057)</b>	<b>(956)</b>	<b>(5,775,919)</b>	<b>(414,081)</b>	<b>-7%</b>	
<b>TOTAL OPERATING FUND</b>	<b>\$12,460,000</b>	<b>\$ (1,520,000)</b>	<b>\$ 10,940,000</b>	<b>\$ (17,025,000)</b>	<b>\$ (6,085,000)</b>	<b>\$1,690</b>	<b>\$(2,630)</b>	<b>\$ (940)</b>	<b>\$ (5,356,037)</b>	<b>\$ (728,963)</b>	<b>-14%</b>	

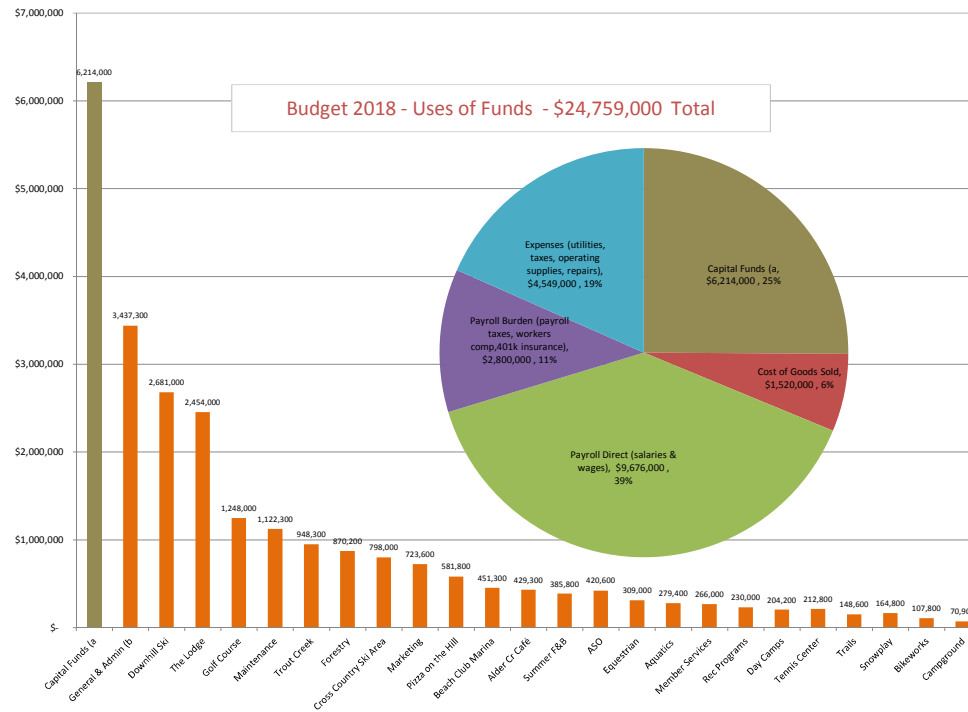
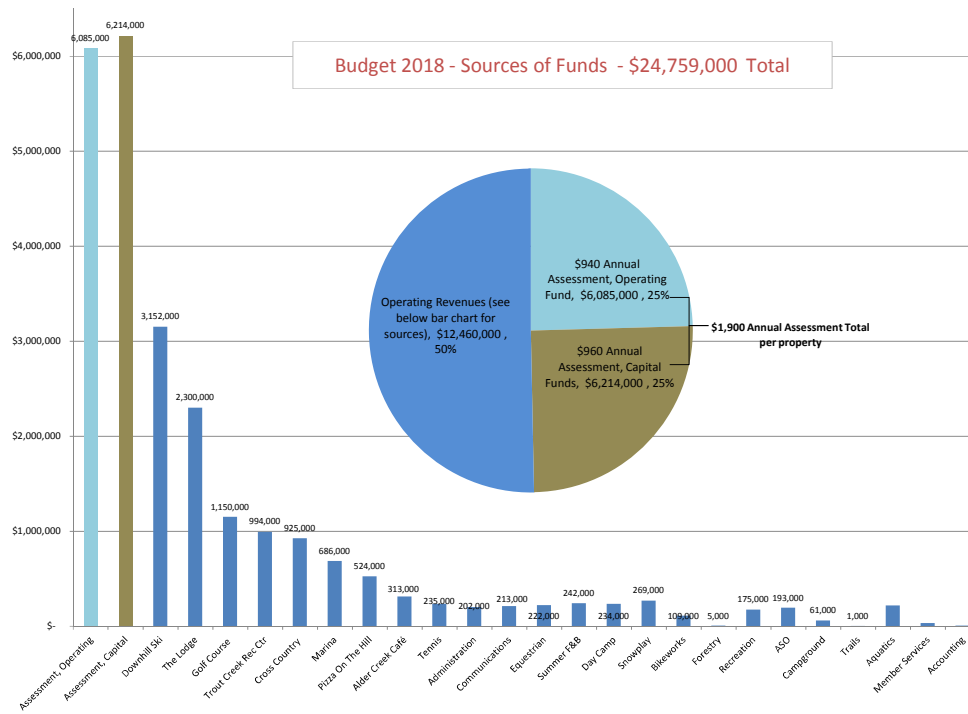




**Budget 2018 - Operating Revenue Mix**  
**\$12,460,000 Total Operating Revenue**  
 Reducing the annual assessment by \$1925 per property

67% | \$ 12,460,000 | Operating Revenues (this chart)  
 33% | \$ 6,085,000 | Annual Assessment Revenues (operating portion)  
 100% | \$18,545,000 | Operating Fund, Total Revenues

This chart displays the variety of sources of operating revenues. The Top 5 on a % basis account for 68% of Budget Operating Revenues.



a) Capital Funds for sources and uses for year represent the contribution made to Capital from Annual Assessment. Not capital funds expenditures for budget year. Capital expenditures in a given year do not directly vary the annual assessment amount.

b) General & Admin costs reflect support services costs for HOA and Amenity operations and general costs such as Property & Income Taxes. G&A costs are not allocated to operations.

**Tahoe Donner Association**  
**Budget 2018**  
**Recreation Fee**  
**Draft 10/28/2017**

Operating Fund	Actual	Actual	Actual	Actual	Budget	Forecast	Draft 10/28/2017		Bdg'18 vs Bdg'17		Bdg'18 vs Forc'17	
	2013	2014	2015	2016	2017	2017	Budget 2018	Amount	Pctg	Amount	Pctg	
(A) Recreation Fee (up to 4 cards)	\$ 225	\$ 245	\$ 260	\$ 270	\$ 270	\$ 270	<b>\$ 270</b>	\$ 0	0%	\$ 0	0%	
PURCHASE PASSES 5 & 6	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	<b>\$ 100</b>	\$ 0	0%	\$ 0	0%	
PURCHASE PASSES 7 & 8	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	<b>\$ 100</b>	\$ 0	0%	\$ 0	0%	
<i>Actual / Budget / Forecast</i>	<b>13/14 A</b>	<b>14/15 A</b>	<b>15/16 A</b>	<b>16/17 A</b>	<b>17/18 B</b>	<b>17/18 F</b>	<b>18/19 B</b>					
qty Recreation Fee (up to 4)	3,543	3,528	3,475	3,561	3,463	3,560	3,540	77	2%	(20)	-1%	
qty Passes 5 & 6	621	583	580	688	580	668	649	69	12%	(19)	-3%	
qty Passes 6 & 7	43	59	101	117	70	120	113	43	61%	(7)	-6%	
qty <b>Total Quantity Sold</b>	<b>4,207</b>	<b>4,170</b>	<b>4,156</b>	<b>4,366</b>	<b>4,113</b>	<b>4,348</b>	<b>4,302</b>	<b>189</b>	<b>5%</b>	<b>(46)</b>	<b>-1%</b>	
<b>RecFee Cycle REVENUE</b>	<b>\$ 863,588</b>	<b>\$ 928,560</b>	<b>\$ 971,600</b>	<b>\$ 1,041,970</b>	<b>\$ 1,000,000</b>	<b>\$ 1,040,000</b>	<b>\$ 1,032,000</b>	\$ 32,000	3%	\$ (8,000)	-1%	
Maximum # of Cards	15,500	15,396	15,262	15,854	15,152	15,816	15,684	532	4%	(132)	-1%	
MaxCard Avg Revenue Per	\$ 56	\$ 60	\$ 64	\$ 66	\$ 66	\$ 66	\$ 66	\$ 0	0%	\$ 0	0%	
<b>REVENUE - Calendar Year</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Forecast 2017</b>	<b>Budget 2018</b>					
Trout Creek	\$ 500,598 58%	\$ 504,468 55%	\$ 497,566 52%	\$ 531,525 52%	\$ 527,000 53%	\$ 602,000 58%	\$ 570,000 55%	\$ 43,000	8%	\$ (32,000)	-5%	
NW Pool/Aquatics	138,374 16%	141,453 16%	138,620 14%	148,393 15%	144,000 14%	158,000 15%	156,000 15%	\$ 12,000	8%	\$ (2,000)	-1%	
Marina	141,836 17%	152,269 17%	181,685 19%	194,269 19%	190,000 19%	176,000 17%	184,000 18%	\$ (6,000)	-3%	\$ 8,000	5%	
Tennis	59,314 7%	104,893 12%	135,055 14%	120,875 12%	127,000 13%	80,000 8%	108,000 10%	\$ (19,000)	-15%	\$ 28,000	35%	
Snowplay	19,478 2%	7,087 1%	10,013 1%	28,022 3%	12,000 1%	24,000 2%	22,000 2%	\$ 10,000	83%	\$ (2,000)	-8%	
<b>TOTAL</b>	<b>\$ 859,600 100%</b>	<b>\$ 910,170 100%</b>	<b>\$ 962,939 100%</b>	<b>\$ 1,023,084 100%</b>	<b>\$ 1,000,000 100%</b>	<b>\$ 1,040,000 100%</b>	<b>\$ 1,040,000 100%</b>	\$ 40,000	4%	\$ -	0%	
	\$ 859,600	\$ 910,170	\$ 962,939	\$ 1,023,084	\$ 1,000,000	\$ 1,040,000	\$ 1,040,000	\$ -	0%	\$ -	0%	

(A) Recreation Fee is an Annual amenity access fee, which runs on a May 1 to April 30 cycle. Proposed Budget 2018 Fee rates are effective 5/1/2018, for the period 5/1/18 - 4/30/19

The Recreation Fee allows for cardholders, unlimited 'access use' to the following amenities: Trout Creek, Northwoods Pool, Marina, and Tennis, plus Snowplay effective 11/1/2011.

Snowplay not included, as usage Free to all members thru 2011. IN 11/2011...added Snowplay to RecFee package.

# Tahoe Donner Association

## Budget 2018

### Analytics

Draft 10/28/2017

	Actual 2015	Actual 2016	Budget 2017	Forecast 2017	Budget 2018	Budget 2018 versus					
						Actual 2016		Budget 2017		Forecast 2017	
						Inc (Decr)		Inc (Decr)		Inc (Decr)	
<b>Payroll Analytic</b>											
TL Salaries & Wages, Direct	7,304,614	8,930,137	8,756,000	9,282,989	9,676,000	745,863	8%	920,000	11%	393,011	4%
# of Units	6,472	6,473	6,473	6,473	6,473	-	0%	-	0%	-	0%
S&W per Unit	1,129	1,380	1,353	1,434	1,495	115	8%	142	11%	61	4%
Operating Revenues	8,681,080	12,771,029	11,000,000	12,968,376	12,460,000	(311,029)	-2%	1,460,000	13%	(508,376)	-4%
S&W % of OpRev	84%	70%	80%	72%	78%	0.0773	11%	(0.0194)	-2%	0.0607	8%

### Total Operating Costs Analytics

AMOUNTS											
Payroll, incld Burden	9,340,406	11,411,588	11,656,000	12,035,348	12,476,000	1,064,412	9%	820,000	7%	440,652	4%
Operating Expenses	3,742,494	4,310,140	4,295,000	4,694,419	4,549,000	238,860	6%	254,000	6%	(145,419)	-3%
Cost of Goods Sold	1,198,924	1,552,910	1,360,000	1,594,645	1,520,000	(32,910)	-2%	160,000	12%	(74,645)	-5%
<b>Total Operating Costs</b>	<b>14,281,823</b>	<b>17,274,638</b>	<b>17,311,000</b>	<b>18,324,413</b>	<b>18,545,000</b>	<b>1,270,362</b>	<b>7%</b>	<b>1,234,000</b>	<b>7%</b>	<b>220,587</b>	<b>1%</b>
PERCENTAGES											
Payroll Total, incld Burden	65%	66%	67%	66%	67%	0.0121	2%	(0.0006)	0%	0.0159	2%
Operating Expenses	26%	25%	25%	26%	25%	(0.0042)	-2%	(0.0028)	-1%	(0.0109)	-4%
Cost of Goods Sold	8%	9%	8%	9%	8%	(0.0079)	-9%	0.0034	4%	(0.0051)	-6%
<b>Total Operating Costs</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	-	0%	-	0%	-	0%
Per Member Unit											
Payroll Total, incld Burden	\$ 1,443	\$ 1,763	\$ 1,801	\$ 1,859	\$ 1,927	\$ 164	9%	\$ 127	7%	\$ 68	4%
Operating Expenses	\$ 578	\$ 666	\$ 664	\$ 725	\$ 703	\$ 37	6%	\$ 39	6%	\$ -22	-3%
Cost of Goods Sold	\$ 185	\$ 240	\$ 210	\$ 246	\$ 235	\$ -5	-2%	\$ 25	12%	\$ -12	-5%
<b>Total Operating Costs</b>	<b>\$ 2,207</b>	<b>\$ 2,669</b>	<b>\$ 2,674</b>	<b>\$ 2,831</b>	<b>\$ 2,865</b>	<b>\$ 196</b>	<b>7%</b>	<b>\$ 191</b>	<b>7%</b>	<b>\$ 34</b>	<b>1%</b>
Operating Revenues / Operating Costs (Cost Recovery)											
	<b>61%</b>	<b>74%</b>	<b>64%</b>	<b>71%</b>	<b>67%</b>	(0.0674)	-9%	0.0364	6%	(0.0358)	-5%
OpFd portion of Annual Assessment (inverse)											
	<b>39%</b>	<b>26%</b>	<b>36%</b>	<b>29%</b>	<b>33%</b>	0.0674	26%	(0.0364)	-10%	0.0358	12%

### Totals

Operating Revenue	8,681,080	12,771,029	11,000,000	12,968,376	12,460,000	(311,029)	-2%	1,460,000	13%	(508,376)	-4%
Annual Assessment, Operating	5,119,000	5,450,000	6,311,000	6,311,000	6,085,000	635,000	12%	(226,000)	-4%	(226,000)	-4%
Annual Assessment, Capital	4,621,000	4,906,000	5,988,000	5,988,000	6,214,000	1,308,000	27%	226,000	4%	226,000	4%
<b>Total TDA Budget</b>	<b>18,421,080</b>	<b>23,127,029</b>	<b>23,299,000</b>	<b>25,267,376</b>	<b>24,759,000</b>	<b>1,631,971</b>	<b>7%</b>	<b>1,460,000</b>	<b>6%</b>	<b>(508,376)</b>	<b>-2%</b>

### Reserve to Depreciation Ratio

Replacement Reserve Funding	3,405,000	3,534,000	3,852,000	3,852,000	4,013,000	479,000	14%	161,000	4%	161,000	4%
Depreciation Expense	2,722,811	2,971,289	3,050,000	3,050,000	3,100,000	128,711	4%	50,000	2%	50,000	2%
Ratio	125.1%	118.9%	126.3%	126.3%	129.5%	0.105	9%	0.032	2%	0.032	2%

IN 2012: RRF \$2,589,000 / DepEx \$2,156,221 = 120% /// NOTE, the above ratio is for reference purposes. Assets useful life and state of book deprecation varies, certain assets are fully depreciated on books, while still in-service. See Reserve Study.

# Tahoe Donner Association

## Budget 2018

### Revenues

Draft 10/28/2017

	Actual 2015	Actual 2016	Budget 2017	Forecast 2017	Budget 2018	Budget 2018 Draft 10/28/2017 versus					
						Actual 2016		Budget 2017		Forecast 2017	
						Inc (Decr)	%	Inc (Decr)	%	Inc (Decr)	%
<b>Operating Revenues</b>											
Amenities	8,073,792	12,058,354	10,399,000	12,315,959	11,810,000	(248,354)	-2%	1,411,000	14%	(505,959)	-4%
HOA	607,293	712,678	601,000	652,417	650,000	(62,678)	-9%	49,000	8%	(2,417)	0%
Total Operating Revenues	8,681,085	12,771,032	11,000,000	12,968,376	12,460,000	(311,032)	-2%	1,460,000	13%	(508,376)	-4%

**Notable Flux Items, B2B: Revenues....Increase (Decrease)**

**Amenities**

1	360,000	DHSki, 3yr averages 1 drought year, 2 record years	831,000
2	54,000	DHSki, plus ~15% for prior price increases/other	TL 1st 5 items
3	140,000	XCSki, 3yr averages 1 drought year, 2 record years, + 10% for past price chgs	
4	75,000	Snowplay, 3yr averages drought impacts, + 10% for past yrs price chgs	
5	202,000	All other ops, 3yr averages normalizations impact	
6	164,000	Pricing increases, DHSki \$164,000/6% avg	
7	55,000	Pricing increases, XCSki \$55,000/6% avg	
8	92,000	Price changes, Guest Fee on Guest Card \$8 to \$12, + \$4	
9	77,000	Price changes, specific to F&B, addressing minimum wage impact	
10	80,000	Downhill Ski, capital impacts snowmaking	
11	25,000	Equestrian. 10k price incr 5% avg, \$5k capital impact/growth + \$10k BRP	
12	48,000	Golf. \$11,000 price incr 1% avg, \$7k group biz off peak growth + \$30k more in pricing	
13	10,000	Day Camps, price incre avg 4.5%	
14	29,000	all other, net	
<b>1,411,000</b>		<b>Total Variance, Budget 2018 versus Budget 2017</b>	

< increase in baseline volume expectations is primary driver here

\$0 Recreation Fee impact on 2018....\$270 to \$270, no change

**HOA**

1	25,000	ASO 20% avg price increases \$20k, and \$2k for Transfer Fee increase of \$10 to \$395, aso \$5 of incr
2	20,000	Marketing. digital advertising revenue growth driver
3	2,000	Administration. Transfer Fee increase of \$10, portion adin \$5
4	2,000	all other, net
<b>49,000</b>		<b>Total Variance, Budget 2018 versus Budget 2017</b>

Refer to Section G08/G09/G10 for summary and by Dept schedules further details.

# Tahoe Donner Association Budget 2018 Payroll Direct Draft 10/28/2017

	Actual 2015	Actual 2016	Budget 2017	Forecast 2017	Budget 2018	Draft 10/28/2017 versus					
						Actual 2016 Inc (Decr)		Budget 2017 Inc (Decr)		Forecast 2017 Inc (Decr)	
<b>Payroll Direct</b>											
TL Salaries & Wages, Direct	7,304,614	8,930,137	8,756,000	9,282,989	9,676,000	745,863	8%	<b>920,000</b>	<b>11%</b>	393,011	4%

**Notable Flux Items, B2B: Payroll Direct...Increase (Decrease)**

- 1 351,000 All - Baseline growth - revenue baseline up \$831,000
- 2 251,000 All - Merit 3.0% overall
- 3 178,000 All - CA Minimum wage increase from \$10.50 to \$11.00, law effective 1/1/2018 impact
- 4 40,000 ASO - +1 FTYR position to handle service level epectations
- 5 20,000 ASO - +1 seasonal position to handle HOIP service needs
- 6 50,000 Forestry - shift from expense vendor to in-house payroll
- 7 38,000 DHSki captial impacts
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15 (8,000) all other changes net (each <=\$5k) (numereous +/-)

**920,000** Total Variance, Budget 2018 versus Budget 2017

Refer to Section G08/G09/G10 for summary and by Dept schedules further details.

# Tahoe Donner Association Budget 2018 Payroll Burden Draft 10/28/2017

Payroll Burden - Employer costs directly associated with direct payroll compensation and related core benefits.

Payroll Burden	Actual 2015	Actual 2016	Budget 2017	Forecast 2017	Budget 2018			Budget 2018 versus					
					Amount	% of TL	per 6473	Actual 2016 Inc (Decr)		Budget 2017 Inc (Decr)		Forecast 2017 Inc (Decr)	
A Group Insurance	533,972	589,506	1,050,000	900,000	940,000	34%	\$ 145	350,494	59%	(110,000)	-10%	40,000	4%
B Payroll Taxes	751,228	936,449	950,000	1,007,000	1,060,000	38%	\$ 164	123,551	13%	110,000	12%	53,000	5%
C Retirement Plan	149,544	144,395	150,000	145,000	205,000	7%	\$ 32	60,605	42%	55,000	37%	60,000	41%
D Workers Compensation	601,048	811,101	750,000	700,000	595,000	21%	\$ 92	(216,101)	-27%	(155,000)	-21%	(105,000)	-15%
<b>Total Payroll Burden</b>	<b>\$ 2,035,792</b>	<b>\$ 2,481,451</b>	<b>\$ 2,900,000</b>	<b>\$ 2,752,000</b>	<b>\$ 2,800,000</b>	<b>100%</b>	<b>\$ 433</b>	<b>\$ 318,549</b>	<b>13%</b>	<b>\$(100,000)</b>	<b>-3%</b>	<b>\$ 48,000</b>	<b>2%</b>
<b>as a % of Salaries and Wages</b>	(0)	(0)	-	359	-								
Group Insurance	7.3%	6.6%	12.0%	9.7%	9.7%			0.031	47%	(0.023)	-19%	0.000	0%
Payroll Taxes	10.3%	10.5%	10.8%	10.8%	11.0%			0.005	4%	0.001	1%	0.001	1%
Retirement Plan	2.0%	1.6%	1.7%	1.6%	2.1%			0.005	31%	0.004	24%	0.006	36%
Workers Compensation Ins.	8.2%	9.1%	8.6%	7.5%	6.1%			(0.029)	-32%	(0.024)	-28%	(0.014)	-18%
<b>Total Payroll Burden</b>	<b>27.9%</b>	<b>27.8%</b>	<b>33.1%</b>	<b>29.6%</b>	<b>28.9%</b>			<b>0.012</b>	<b>4%</b>	<b>(0.042)</b>	<b>-13%</b>	<b>(0.007)</b>	<b>-2%</b>
<i>TL Salaries &amp; Wages, Direct</i>	<i>7,304,614</i>	<i>8,930,137</i>	<i>8,756,000</i>	<i>9,282,989</i>	<i>9,676,000</i>			<i>745,863</i>	<i>8%</i>	<i>920,000</i>	<i>11%</i>	<i>393,011</i>	<i>4%</i>

## A Group Insurance

Key Assumptions: 7% premiums cost increase in October 2017 (renewal date) Premium split NoChange in 75% ER / 25% EE split.  
 Budget 2018: 86 full time employees, 77p/90% election rate  
 Budget 2017: 91 full time employees, 82p/90% election rate

90% ER / 10% EE - 2008 and prior
85% ER / 15% EE - 2009
80% ER / 10% EE - 2010 to 2014 (5yrs)
75% ER / 25% EE - 2015 to 2017 (3yrs)

## B Payroll Taxes

Key Assumptions: No increase in Social Security (6.2%) or Medicare (1.45%) employer match. Changes '17 to '18 no material impact. No increase in FUTA/SUI unemployment rates.  
 6.2 SocSec + 1.5 Medicare + 3.3 UI/FUTA = 11.0% CA UI adds ~ 2% in overall.

## C Retirement Plan

Key Assumptions: Currently there are ~65 active participants. Add Safe Harbor provisions. No change to Employer match %s/Caps.

## D Workers Compensation Insurance

Key Assumptions: ~25% DEcrease in overall rate, due to market conditions and improvement in claims experience factor. Followed by renewal increase ~5% in Oct-Dec.

Tahoe Donner Association  
 Budget 2018  
 Burden Table - Health Insurance - Cost Distribution Table  
 Updated 10/23/2017

NOTE:  
 ALLOCATED positions - listed in Home dept only.  
 SPLIT positions - listed proportionately, as applicable (and as indicated)

		'Budget Plan and Authorized' Full-Time Regular Positions (benefited)												
		Budget 2017			Budget 2018			B2B Change			Budget 2018 - w/Allocations			
Dept#	Dept Name	Exempt	Non-Exp	Total	Exempt	Non-Exp	Total	Exempt	NonE	Total	Allocs	Exempt	Non-Exp	Total
005	General	-	-	-	-	-	-	-	-	-	0.15	0.15	-	0.2
010	Administration	1.00	3.00	4.00	1.00	2.00	3.00	-	(1.0)	(1.0)	(0.15)	0.85	2.00	2.9
015	Marketing/ComDep	2.00	2.00	4.00	2.00	2.00	4.00	-	-	-	-	2.00	2.00	4.0
020	ASO	1.00	3.50	4.50	1.00	4.00	5.00	-	0.5	0.5	-	1.00	4.00	5.0
025	MIS	2.00	2.00	4.00	2.00	3.00	5.00	-	1.0	1.0	-	2.00	3.00	5.0
030	Accounting	2.00	6.00	8.00	2.00	5.00	7.00	-	(1.0)	(1.0)	-	2.00	5.00	7.0
035	Human Resources	2.00	0.50	2.50	2.00	1.00	3.00	-	0.5	0.5	-	2.00	1.00	3.0
040	Member Services	1.00	2.00	3.00	1.00	2.00	3.00	-	-	-	-	1.00	2.00	3.0
050	Forestry	1.75	1.00	2.75	2.00	-	2.00	0.3	(1.0)	(0.8)	-	2.00	-	2.0
051	Trails	0.83	-	0.83	0.83	-	0.83	-	-	-	-	0.83	-	0.8
060	Marina	0.50	-	0.50	0.50	0.50	1.00	-	0.5	0.5	0.40	0.90	0.50	1.4
080	Equestrian	0.50	-	0.50	1.00	-	1.00	0.5	-	0.5	0.20	1.20	-	1.2
090	Tennis	-	-	-	-	-	-	-	-	-	0.10	0.10	-	0.1
100	Campground	-	-	-	-	-	-	-	-	-	0.10	0.10	-	0.1
110	Cross Country Center	1.17	-	1.17	1.17	0.50	1.67	-	0.5	0.5	0.30	1.47	0.50	2.0
120	Golf Course Operations	0.65	-	0.65	0.65	-	0.65	-	-	-	0.10	0.75	-	0.8
125	Golf Course Maintenance	2.00	3.00	5.00	2.00	1.00	3.00	-	(2.0)	(2.0)	-	2.00	1.00	3.0
128	The Lodge	5.50	8.00	13.50	5.50	5.00	10.50	-	(3.0)	(3.0)	(0.70)	4.80	5.00	9.8
130	Aquatics	-	-	-	-	-	-	-	-	-	-	-	-	-
132	Trout Creek Recreation Center	2.00	4.00	6.00	2.00	3.00	5.00	-	(1.0)	(1.0)	0.40	2.40	3.00	5.4
140	Recreation	-	0.67	0.67	-	0.67	0.67	-	-	-	0.10	0.10	0.67	0.8
141	Bikeworks	0.33	-	0.33	0.33	-	0.33	-	-	-	-	0.33	-	0.3
145	Day Camp	-	0.50	0.50	0.50	-	0.50	0.5	(0.5)	-	-	0.50	-	0.5
150	Pizza on the Hill	2.00	1.00	3.00	2.00	1.00	3.00	-	-	-	0.15	2.15	1.00	3.2
155	Alder Creek Café	1.00	1.00	2.00	1.00	1.00	2.00	-	-	-	0.15	1.15	1.00	2.2
160	Maintenance	1.25	8.00	9.25	1.00	8.00	9.00	(0.3)	-	(0.3)	-	1.00	8.00	9.0
165	Facility Administration	3.00	2.00	5.00	3.00	2.00	5.00	-	-	-	-	3.00	2.00	5.0
170	Summer Food and Beverage	0.50	-	0.50	0.50	-	0.50	-	-	-	0.10	0.60	-	0.6
180	Winter Food and Beverage	0.50	-	0.50	0.50	0.50	1.00	-	0.5	0.5	0.20	0.70	0.50	1.2
200	DHSki Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-
210	Mountain Operations	4.00	-	4.00	4.00	-	4.00	-	-	-	(2.40)	1.60	-	1.6
211	Mtn Lift & Vehicle Maintenance	-	2.00	2.00	-	2.00	2.00	-	-	-	0.10	0.10	2.00	2.1
212	Snowmaking	-	-	-	-	-	-	-	-	-	-	-	-	-
214	Ski Retail	-	0.50	0.50	-	0.50	0.50	-	-	-	0.10	0.10	0.50	0.6
215	Ski Rental	-	-	-	-	-	-	-	-	-	0.10	0.10	-	0.1
216	Snowplay	-	0.33	0.33	-	0.33	0.33	-	-	-	0.20	0.20	0.33	0.5
220	Ski School	1.02	0.50	1.52	1.52	-	1.52	0.5	(0.5)	-	0.20	1.72	-	1.7
230	Snowflakes	-	-	-	-	-	-	-	-	-	-	-	-	-
240	Ticket Office Administration	-	-	-	-	-	-	-	-	-	0.10	0.10	-	0.1
<b>Total</b>		<b>39.5</b>	<b>51.5</b>	<b>91.0</b>	<b>41.0</b>	<b>45.0</b>	<b>86.0</b>	<b>1.5</b>	<b>(6.5)</b>	<b>(5.0)</b>	<b>0.00</b>	<b>41.0</b>	<b>45.0</b>	<b>86.0</b>

<b>2017 Budget</b>	
<b>Board Authz TL</b>	<b>91</b>

<b>ACA Potential impact</b>	<b>5</b>
<b>2018 Budget</b>	
<b>Board Authz FTR TL</b>	<b>91</b>

DRAFT 10/28/2017

Due to turnover and election selections, the Budget 2018 Burden Dollars can cover up to 77 ee's or 90% of the 86 ft ee. Exact mix varies due to employee turnover and management reorganization. Beginning 10/2016, Fed/Affordable Care Act will dictates full time emplo and mandatory health care offering.



# Tahoe Donner Association

## Budget 2018

### Operating Fund - Top 15 Expenses

Draft 10/28/2017

Below provides an overview of the Association's largest 15 expense categories (non-labor), which account for 87% of Expense (non-labor) total.

Rank®	Expense	Actual 2016	Budget 2017	Forecast 2017	Budget 2018			Budget 2018 versus					
					Amount	% of TL	per 6473	Actual 2016		Budget 2017		Forecast 2017	
								Inc (Decr)		Inc (Decr)		Inc (Decr)	
1	Utilities	914,593	950,230	945,000	995,000	22%	\$ 154	80,407	9%	44,770	5%	50,000	5%
2	R&M Bldg/Grnds/Equip(a)	515,406	478,000	637,406	530,000	12%	\$ 82	14,594	3%	52,000	11%	(107,406)	-17%
3	Insurance (GL/PropCas)	401,718	411,000	415,000	450,000	10%	\$ 70	48,282	12%	39,000	9%	35,000	8%
4	Forestry Contract Work	285,932	236,000	245,000	255,000	6%	\$ 39	(30,932)	-11%	19,000	8%	10,000	4%
5	Taxes, Property/Income	214,869	242,000	245,000	250,000	5%	\$ 39	35,131	16%	8,000	3%	5,000	2%
6	Staff Expenses	297,205	284,000	269,000	285,000	6%	\$ 44	(12,205)	-4%	1,000	0%	16,000	6%
7	Credit Card Fees	259,149	207,000	267,000	250,000	5%	\$ 39	(9,149)	-4%	43,000	21%	(17,000)	-6%
8	Advertising	119,863	127,000	127,000	135,000	3%	\$ 21	15,137	13%	8,000	6%	8,000	6%
9	Janitorial Svcs/Supplies	174,792	101,000	101,000	104,000	2%	\$ 16	(70,792)	-41%	3,000	3%	3,000	3%
10	Printing, TDNews/Brochures (t)	142,235	147,000	162,000	165,000	4%	\$ 25	22,765	16%	18,000	12%	3,000	2%
11	License Fees Permits	117,076	102,000	107,000	110,000	2%	\$ 17	(7,076)	-6%	8,000	8%	3,000	3%
12	Fuel & Oil	120,451	139,000	165,000	145,000	3%	\$ 22	24,549	20%	6,000	4%	(20,000)	-12%
13	Linen Service	111,005	103,000	123,005	105,000	2%	\$ 16	(6,005)	-5%	2,000	2%	(18,005)	-15%
14	R&M Golf Course(w)	52,462	59,000	59,000	60,000	1%	\$ 9	7,538	14%	1,000	2%	1,000	2%
15	Employee Housing(n)	-	136,000	130,000	130,000	3%	\$ 20	130,000	#####	(6,000)	-4%	-	0%
16	<b>All Other Expenses</b>	<b>583,244</b>	<b>572,770</b>	<b>696,589</b>	<b>580,000</b>	<b>13%</b>	<b>\$ 90</b>	<b>(3,244)</b>	<b>-1%</b>	<b>7,230</b>	<b>1%</b>	<b>(116,589)</b>	<b>-17%</b>
<b>Total Operating Expense</b>		<b>4,310,000</b>	<b>4,295,000</b>	<b>4,694,000</b>	<b>4,549,000</b>	<b>100%</b>	<b>\$ 703</b>	<b>239,000</b>	<b>6%</b>	<b>254,000</b>	<b>6%</b>	<b>(145,000)</b>	<b>-3%</b>

® Rank - Based on Budget 2018 amounts.

(a) R&M for this Expense analytic excludes inter-dept labor costs charged out.

(t) TDNews is ~70% of this line item.

(w) Golf course specific R&M costs (seed/sod, fertilizers, top dressings, sand rock gravel, pesticides, irrigation repairs) < non-capital portion

(n) Employee housing new for 2017. Rent revenue budget of \$90,000, nets to ~\$40,000 net cost.