

**TAHOE DONNER ASSOCIATION
2019 Budget - Annual**

8/20/18 Draft

Budget Summary	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Payroll	Operating Costs Expense	Operating Costs Total (OCT)	2019 Budget	Operating Fund 2019			NOR Budget 2018	Fav (Unfav) NOR Change	
							NET OPERATING RESULTS (NOR)	2019 Budget per Property				B 2 B	B 2 B %
								# Properties>					
Private Amenities								6.473					
Trout Creek Recreation Center	\$ 1,094,000	\$ (30,000)	\$ 1,064,000	\$ (679,500)	\$ (300,500)	\$ (980,000)	\$ 84,000	\$ 164	\$ (151)	\$ 13	\$ 45,700	\$ 38,300	84%
Beach Club Marina	750,000	(53,000)	697,000	(346,400)	(72,800)	(419,200)	277,800	108	(65)	43	234,700	43,100	18%
Tennis Center	213,000	(32,900)	180,100	(140,100)	(44,000)	(184,100)	(4,000)	28	(28)	(1)	22,200	(26,200)	-118%
Aquatics	241,000	0	241,000	(106,400)	(146,400)	(252,800)	(11,800)	37	(39)	(2)	(61,400)	49,600	81%
Recreation Programms	180,000	(4,000)	176,000	(104,800)	(123,500)	(228,300)	(52,300)	27	(35)	(8)	(55,000)	2,700	5%
Day Camps	258,000	0	258,000	(177,000)	(51,100)	(228,100)	29,900	40	(35)	5	29,800	100	0%
Total Private Amenities	2,736,000	(119,900)	2,616,100	(1,554,200)	(738,300)	(2,292,500)	323,600	404	(354)	50	216,000	107,600	50%
Public Amenities													
Downhill Ski Area	3,878,000	(201,900)	3,676,100	(2,048,200)	(886,600)	(2,934,800)	741,300	568	(453)	115	471,000	270,300	57%
Cross Country Ski Area	1,043,000	(59,000)	984,000	(491,100)	(309,700)	(800,800)	183,200	152	(124)	28	127,000	56,200	44%
Snowplay	282,000	(3,900)	278,100	(119,400)	(43,900)	(163,300)	114,800	43	(25)	18	104,200	10,600	10%
Equestrian	255,000	(6,500)	248,500	(223,100)	(94,200)	(317,300)	(68,800)	38	(49)	(11)	(87,000)	18,200	21%
Campground	70,000	0	70,000	(43,000)	(32,800)	(75,800)	(5,800)	11	(12)	(1)	(9,900)	4,100	41%
Trails	1,000	0	1,000	(157,900)	(17,000)	(174,900)	(173,900)	0	(27)	(27)	(147,600)	(26,300)	-18%
Bikeworks	120,000	(40,000)	80,000	(59,200)	(15,500)	(74,700)	5,300	12	(12)	1	1,200	4,100	342%
Golf	1,160,000	(61,000)	1,099,000	(891,900)	(319,900)	(1,211,800)	(112,800)	170	(187)	(17)	(98,000)	(14,800)	-15%
Summer Food and Beverage	270,000	(70,000)	200,000	(208,600)	(90,600)	(299,200)	(99,200)	31	(46)	(15)	(143,800)	44,600	31%
Alder Creek Café	450,000	(144,000)	306,000	(319,200)	(74,300)	(393,500)	(87,500)	47	(61)	(14)	(116,300)	28,800	25%
The Lodge	2,625,000	(735,000)	1,890,000	(1,399,100)	(431,500)	(1,830,600)	59,400	292	(283)	9	(154,000)	213,400	139%
Pizza on the Hill	596,000	(163,500)	432,500	(401,300)	(80,900)	(482,200)	(49,700)	67	(74)	(8)	(57,800)	8,100	14%
Total Public Amenities	10,750,000	(1,484,800)	9,265,200	(6,362,000)	(2,396,900)	(8,758,900)	506,300	1,431	(1,353)	78	(111,000)	617,300	556%
Total Amenities	13,486,000	(1,604,700)	11,881,300	(7,916,200)	(3,135,200)	(11,051,400)	829,900	1,836	(1,707)	128	105,000	724,900	690%
Homeowners Association													
General	0	0	0	(73,900)	(840,700)	(914,600)	(914,600)	-	(141)	(141)	(847,800)	(66,800)	-8%
Communications	206,000	0	206,000	(490,400)	(269,800)	(760,200)	(554,200)	32	(117)	(86)	(510,600)	(43,600)	-9%
Facility Administration	0	0	0	(647,500)	300,000	(347,500)	(347,500)	-	(54)	(54)	(330,300)	(17,200)	-5%
Administration	238,000	0	238,000	(674,700)	(140,500)	(815,200)	(577,200)	37	(126)	(89)	(552,900)	(24,300)	-4%
MIS	0	0	0	(508,400)	(176,500)	(684,900)	(684,900)	-	(106)	(106)	(655,000)	(29,900)	-5%
Accounting	6,000	0	6,000	(755,300)	(78,400)	(833,700)	(827,700)	1	(129)	(128)	(792,400)	(35,300)	-4%
Human Resources	0	0	0	(290,600)	(122,700)	(413,300)	(413,300)	-	(64)	(64)	(382,200)	(31,100)	-8%
ASO	305,000	0	305,000	(461,600)	(76,000)	(537,600)	(232,600)	47	(83)	(36)	(227,600)	(5,000)	-2%
Member Services	34,000	0	34,000	(247,000)	(42,100)	(289,100)	(255,100)	5	(45)	(39)	(234,000)	(21,100)	-9%
Forestry	5,000	0	5,000	(737,600)	(373,300)	(1,110,900)	(1,105,900)	1	(172)	(171)	(865,200)	(240,700)	-28%
Maintenance	0	0	0	(803,700)	(36,200)	(839,900)	(839,900)	-	(130)	(130)	(792,000)	(47,900)	-6%
Total Homeowners Association	794,000	0	794,000	(5,690,700)	(1,856,200)	(7,546,900)	(6,752,900)	123	(1,166)	(1,043)	(6,190,000)	(562,900)	-9%
TOTAL OPERATING FUND	\$14,280,000	\$ (1,604,700)	\$ 12,675,300	\$ (13,606,900)	\$ (4,991,400)	\$ (18,598,300)	\$ (5,923,000)	\$ 1,958	\$ (2,873)	\$ (915)	\$ (6,085,000)	\$ 162,000	3%
							\$ 162,000	change from \$940	\$ 25	2.7%			

		F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	Z	AA	
		PICK ONLY ONE (1) of the six available Filters ABOVE. List Drop Down is available for each Filter option field.					Payroll															Per
LOOKUP Report (1)							Payroll Direct			Payroll Burden				TOTAL							TL Units	
Filter Selected:	Ops	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR	6473	
Operating Fund																						
1	2014 Actual	6,472	7,679,146	\$ 1,187	1,053,005	13.7%	3,161,961	3,574,240	6,736,201	885,654	28%	1,044,019	29%	1,929,673	28.6%	8,665,874	112.8%	3,060,044	(5,099,776)	60%	\$ (787.85)	
2	2015 Actual	6,472	8,681,116	\$ 1,341	1,199,080	13.8%	3,303,169	4,001,445	7,304,614	908,342	27%	1,127,450	28%	2,035,792	27.9%	9,340,406	107.6%	3,742,333	(5,600,703)	61%	\$ (865.24)	
3	2016 Actual	6,473	12,771,030	\$ 1,973	1,552,809	12.2%	3,498,098	5,432,040	8,930,137	949,189	27%	1,532,262	28%	2,481,451	27.8%	11,411,588	89.4%	4,310,244	(4,503,611)	74%	\$ (695.75)	
4	2017 Actual	6,473	13,116,557	\$ 2,026	1,634,550	12.5%	3,593,792	5,978,095	9,571,886	940,423	26%	1,661,025	28%	2,601,447	27.2%	12,173,334	92.8%	4,431,526	(5,122,854)	72%	\$ (791.42)	
5	2018 Budget	6,473	12,460,000	\$ 1,925	1,520,000	12.2%	3,868,000	5,808,000	9,676,000	1,106,400	29%	1,693,600	29%	2,800,000	28.9%	12,476,000	100.1%	4,549,000	(6,085,000)	67%	\$ (940.06)	
6	2018 Forecast(F)	6,473	12,504,924	\$ 1,932	1,509,480	12.1%	3,988,412	5,861,311	9,849,724	1,058,379	27%	1,566,626	27%	2,625,005	26.7%	12,474,729	99.8%	4,696,003	(6,175,288)	67%	\$ (954.01)	
7	2019 Normalization	-	732,076	-	68,320	9.3%	(90,312)	179,789	89,476	(6,279)	7%	37,074	21%	30,795	34%	120,271	16.4%	(45,103)	588,588	510%	\$ 90.93	
8	2019 Baseline(B)	6,473	13,237,000	\$ 2,045	1,577,800	11.9%	3,898,100	6,041,100	9,939,200	1,052,100	27%	1,603,700	27%	2,655,800	26.7%	12,595,000	95.1%	4,650,900	(5,586,700)	70%	\$ (863.08)	
	% to 2018 Budget	0%	6%	6%	4%	-2%	1%	4%	3%	-5%	-6%	-5%	-9%	-5%	-8%	1%	-5%	2%	-8%	5%	-8%	
	% to 2018 Forecast(F)	0%	6%	6%	5%	-1%	-2%	3%	1%	-1%	2%	2%	-1%	1%	0%	1%	-5%	-1%	-10%	5%	-10%	
9	2019 Pricing/Costs	-	676,000	-	3,400	0.5%	-	-	-	108,500	0%	131,800	0%	240,300	0%	240,300	35.5%	85,500	346,800	205%	\$ 53.58	
					0.2%	11.4%	<% after '8' driver			10.3%		8.2%						1.8%				
10	2019 Capital Impact	-	84,000	-	3,500	4.2%	-	70,500	70,500	-	0%	14,300	20%	14,300	20%	84,800	101.0%	33,700	(38,000)	69%	\$ (5.87)	
11	2019 Merit	-	-	-	-	0.0%	112,900	166,400	279,300	18,000	16%	26,600	16%	44,600	16%	323,900	0.0%	(10,000)	(313,900)	0%	\$ (48.49)	
							2.9%	2.8%	2.8%													
12	2019 Ops/Strategic	-	266,000	-	20,000	7.5%	-	77,800	77,800	(1,500)	0%	31,500	40%	30,000	39%	107,800	40.5%	195,100	(56,900)	82%	\$ (8.79)	
13	2019 Regulatory	-	17,000	-	-	0.0%	10,400	179,500	189,900	8,000	77%	52,300	29%	60,300	32%	250,200	1471.8%	51,000	(284,200)	6%	\$ (43.91)	
14	2019 Other	-	-	-	-	0.0%	62,600	(63,100)	(500)	15,900	25%	(10,500)	17%	5,400	-1080%	4,900	0.0%	(14,800)	9,900	0%	\$ 1.53	
15	2019 Budget	6,473	14,280,000	\$ 2,206	1,604,700	11.2%	4,084,000	6,472,200	10,556,200	1,201,000	29.4%	1,849,700	28.6%	3,050,700	28.9%	13,606,900	95.3%	4,991,400	(5,923,000)	71%	\$ (915.03)	
	% to 2018 Budget	0%	15%	15%	6%	-8%	6%	3%	9%	9%	3%	9%	-2%	9%	0%	9%	-5%	10%	-3%	5%	-3%	
	% to 2018 Forecast(F)	0%	14%	14%	6%	-7%	2%	10%	7%	13%	11%	18%	7%	16%	8%	9%	-4%	6%	-4%	6%	-4%	

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

(N) Normalization - adjust Forecast for known non-recurring Actuals/Forecast

(F) Forecast - Actual (Jan-Jul) + Budget (Aug-Dec) + - ADJ

(B) Baseline - includes rounding

(S) Salaries reviewed/input via Senior Mgmt master plan. Grid Ref 14I will mirror.

B 2 B Change	1,820,000	84,700	216,000	664,200	880,200	94,600	156,100	250,700	1,130,900	442,400	162,000	25
	15%	6%	6%	11%	9%	9%	9%	9%	9%	10%	-3%	-3%

	2019Budget	2018Budget
Operating Revenue	14,280,000 71%	12,460,000 67%
Assessment Revenue	5,923,000 29%	6,085,000 33%
Total Operating Costs (Revenue Requirement)	20,203,000 100%	18,545,000 100%

Salary Budget Model	Other *	Salary Total
3,900,000	184,000	4,084,000

Other* Salary
 - 0
 143,000 FTR Base Bonus (010 Admin) (18k is 010Wage)
 18,000 FTR Salary PTO Accrual (005 Gen)
 23,000 Tennis Pro Commissions (090 Tennis)
 - Rounding (030Acg)
 184,000 Total Other Salary Direct

1% is approx 5% of non-fixed expenses (fixed-utilities, insurance, ccfees)

-1.0% All depts, other, expense cost savings Target Challenge.

1-2% for past 3 year's Budgets, and Loss Recovery cost containments pasts 2 yrs.

a 1% blanket %savings for B'18 has been applied to all depts.

8/20/2018 Draft Ops Operating Fund