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					2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Forecast(F)	2019 Budget	2019 Budget Change - Fav (Unfav) versus 2018 Budget Amount	Pctg	versus 2018 Forecast(F) Amount	Pctg	versus 2017 Actual Amount	Pctg	BDG'19 vs 16A 17A 18F 3yr avg		BDG'19 vs 15A 16A 17A 18F 4yr avg		BDG'19 vs 14A 15A 16A 17A 18F 5yr avg	
				TOTAL:	**7,679,146**	**8,681,085**	**12,771,032**	**13,116,560**	**12,460,000**	**12,504,924**	**14,280,000**	**1,820,000**	**15%**	**1,775,076**	**14%**	**1,163,440**	**9%**	**1,482,495**	**13%**	**2,511,600**	**26%**	**3,329,451**	**32%**
LOOKUP Report (1)			**01 Revenue**																				
Filter based on Shaded Cell Options below.																							
DeptNu	**DeptNa**	**Group1**	**Group2**	**Group3**																			
005	General	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
010	Administration	OPS	HOA	HOA	216,094	223,676	315,704	261,024	202,000	225,898	238,000	36,000	18%	12,102	5%	(23,024)	-9%	(29,542)	-11%	(18,575)	-7%	(10,479)	-4%
015	Marketing.ComD	OPS	HOA	HOA	209,636	197,557	178,278	184,934	213,000	206,722	206,000	(7,000)	-3%	(722)	0%	21,066	11%	16,022	8%	14,127	7%	10,575	5%
020	ASO	OPS	HOA	HOA	105,933	123,951	119,238	176,661	193,000	187,708	305,000	112,000	58%	117,292	62%	128,339	73%	143,798	89%	153,111	101%	162,302	114%
025	MIS	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
030	ACG/Purchasing	OPS	HOA	HOA	1,672	2,175	5,100	5,910	5,000	5,360	6,000	1,000	20%	640	12%	90	2%	544	10%	1,364	29%	1,957	48%
035	Human Resource	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
040	Member Services	OPS	HOA	HOA	31,064	27,445	36,743	33,340	32,000	32,539	34,000	2,000	6%	1,461	4%	660	2%	(207)	-1%	1,483	5%	1,774	6%
050	Forestry	OPS	HOA	HOA	12,100	32,489	57,616	25,639	5,000	21,568	5,000	-	0%	(16,568)	-77%	(20,639)	-80%	(29,941)	-86%	(29,328)	-85%	(24,882)	-83%
051	Trails	OPS	AME	Public	-	103	307	951	1,000	729	1,000	-	0%	271	37%	49	5%	338	51%	477	91%	582	139%
060	Marina	OPS	AME	Private	568,723	591,086	627,652	686,296	686,000	681,982	750,000	64,000	9%	68,018	10%	63,704	9%	84,690	13%	103,246	16%	118,852	19%
080	Equestrian	OPS	AME	Public	12,918	147,932	186,780	195,762	222,000	229,905	255,000	33,000	15%	25,095	11%	59,238	30%	50,851	25%	64,905	34%	100,341	65%
090	Tennis	OPS	AME	Private	250,613	290,157	253,474	225,777	235,000	207,005	213,000	(22,000)	-9%	5,995	3%	(12,777)	-6%	(15,752)	-7%	(31,103)	-13%	(32,405)	-13%
100	Campground	OPS	AME	Public	52,044	52,729	59,042	64,233	61,000	72,508	70,000	9,000	15%	(2,508)	-3%	5,767	9%	4,739	7%	7,872	13%	9,889	16%
110	Cross Country Ce	OPS	AME	Public	438,906	435,764	978,088	1,005,397	925,000	838,243	1,043,000	118,000	13%	204,757	24%	37,603	4%	102,424	11%	228,627	28%	303,720	41%
120	Golf Course Oper	OPS	AME	Public	1,139,086	1,109,002	1,119,109	994,199	1,150,000	1,154,508	1,160,000	10,000	1%	5,492	0%	165,801	17%	70,728	6%	65,795	6%	56,819	5%
125	Golf Course Mair	OPS	AME	Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
128	The Lodge	OPS	AME	Public	2,001,709	1,997,593	2,312,246	2,444,853	2,300,000	2,380,557	2,625,000	325,000	14%	244,443	10%	180,147	7%	245,781	10%	341,188	15%	397,608	18%
130	Aquatics	OPS	AME	Private	209,747	195,379	213,363	205,321	218,000	229,846	241,000	23,000	11%	11,154	5%	35,679	17%	24,824	11%	30,023	14%	30,269	14%
132	Trout Creek Rec	OPS	AME	Private	887,724	885,774	937,774	1,000,613	994,000	1,055,674	1,094,000	100,000	10%	38,326	4%	93,387	9%	95,979	10%	124,041	13%	140,488	15%
140	Recreation	OPS	AME	Private	142,560	109,876	185,697	183,184	175,000	170,775	180,000	5,000	3%	9,225	5%	(3,184)	-2%	114	0%	17,617	11%	21,581	14%
141	Bikeworks	OPS	AME	Public	-	65,424	86,888	110,155	109,000	113,697	120,000	11,000	10%	6,303	6%	9,845	9%	16,420	16%	25,959	28%	44,767	60%
145	Day Camp	OPS	AME	Private	183,423	198,237	205,851	224,715	234,000	240,659	258,000	24,000	10%	17,341	7%	33,285	15%	34,258	15%	40,634	19%	47,423	23%
150	Pizza On The Hil	OPS	AME	Public	347,020	473,254	518,060	518,002	524,000	569,949	596,000	72,000	14%	26,051	5%	77,998	15%	60,663	11%	76,184	15%	110,743	23%
155	Alder Cr Café	OPS	AME	Public	-	66,626	353,697	399,681	313,000	296,615	450,000	137,000	44%	153,385	52%	50,319	13%	100,002	29%	170,845	61%	226,676	102%
160	Maintenance	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
165	Facility Admin/R	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
170	Summer F&B	OPS	AME	Public	183,846	200,699	227,992	238,767	242,000	253,286	270,000	28,000	12%	16,714	7%	31,233	13%	29,985	12%	39,814	17%	49,082	22%
180	DHSki F&B	OPS	AME	Public	81,406	155,344	463,249	456,172	395,000	362,352	481,000	86,000	22%	118,648	33%	24,828	5%	53,742	13%	121,721	34%	177,295	58%
190	Vehicle Maintena	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	-	-	-	-	-	703	-	-	-	(703)	-100%	-	-	(234)	-100%	(176)	-100%	(141)	-100%
210	DHSki Mtn Oper	OPS	AME	Public	-	-	13,082	67,863	50,000	87,347	50,000	-	0%	(37,347)	-43%	(17,863)	-26%	(6,097)	-11%	7,927	19%	16,342	49%
211	DHSki Mtn Main	OPS	AME	Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
212	DHSki Snowmak	OPS	AME	Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
214	DHSki Retail	OPS	AME	Public	30,289	47,940	144,689	164,857	128,000	125,996	147,000	19,000	15%	21,004	17%	(17,857)	-11%	1,819	1%	26,129	22%	44,246	43%
215	DHSki Rental	OPS	AME	Public	122,730	236,008	758,129	719,275	643,000	619,783	800,000	157,000	24%	180,217	29%	80,725	11%	100,938	14%	216,701	37%	308,815	63%
216	Snowplay	OPS	AME	Public	69,890	126,246	290,166	263,541	269,000	213,944	282,000	13,000	5%	68,056	32%	18,459	7%	26,117	10%	58,526	26%	89,243	46%
220	DHSki School	OPS	AME	Public	111,675	227,364	799,206	885,472	702,000	835,233	952,000	250,000	36%	116,767	14%	66,528	8%	112,029	13%	265,181	39%	380,210	66%
230	DHSki Snowflak	OPS	AME	Public	63,964	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(12,793)	-100%
240	DHSki Tickets	OPS	AME	Public	204,376	461,252	1,323,812	1,373,967	1,234,000	1,083,835	1,448,000	214,000	17%	364,165	34%	74,033	5%	187,462	15%	387,283	37%	558,552	63%
subtotal	**Downhill Ski Consolidat**	OPS			**614,440**	**1,127,909**	**3,502,168**	**3,667,605**	**3,152,000**	**3,115,249**	**3,878,000**	**726,000**	**23%**	**762,751**	**24%**	**210,395**	**6%**	**449,659**	**13%**	**1,024,767**	**36%**	**1,472,526**	**61%**

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				TOTALS:	**6,736,201**	**7,304,614**	**8,930,137**	**9,571,886**	**9,676,000**	**9,849,724**	**10,556,200**	**(880,200)**	**-9%**	**(706,476)**	**-7%**	**(984,314)**	**-10%**	**1,105,618**	**13%**

LOOKUP Report (2)			**05 S&W TL**									**2019 Budget Change - Fav (Unfav)**						BDG'19 vs	
Filter based on Shaded Cell Options below.					**2014**	**2015**	**2016**	**2017**	**2018**	**2018**	**2019**	versus 2018 Budget		versus 2018 Forecast(F)		versus 2017 Actual		16A 17A 18F	15
DeptNu	**DeptNa**	**Group1**	**Group2**	**Group3**	**Actual**	**Actual**	**Actual**	**Actual**	**Budget**	**Forecast(F)**	**Budget**	**Amount**	**Pctg**	**Amount**	**Pctg**	**Amount**	**Pctg**	3yr avg	
005	General	OPS	HOA	HOA	32,936	33,671	35,774	41,162	64,800	47,740	65,800	(1,000)	-2%	(18,060)	-38%	(24,638)	-60%	24,241	58%
010	Administration	OPS	HOA	HOA	642,280	598,898	704,356	612,073	510,500	610,801	533,600	(23,100)	-5%	77,201	13%	78,473	13%	(108,810)	-17%
015	Marketing.ComD	OPS	HOA	HOA	282,276	292,402	302,215	304,680	382,000	377,072	395,200	(13,200)	-3%	(18,128)	-5%	(90,520)	-30%	67,211	20%
020	ASO	OPS	HOA	HOA	148,219	174,683	193,768	216,468	286,100	267,816	340,600	(54,500)	-19%	(72,784)	-27%	(124,132)	-57%	114,582	51%
025	MIS	OPS	HOA	HOA	279,603	295,559	322,252	339,624	382,800	384,288	399,600	(16,800)	-4%	(15,312)	-4%	(59,976)	-18%	50,879	15%
030	ACG/Purchasing	OPS	HOA	HOA	449,249	469,688	510,887	507,082	552,300	558,827	575,700	(23,400)	-4%	(16,873)	-3%	(68,618)	-14%	50,101	10%
035	Human Resource	OPS	HOA	HOA	131,159	143,192	162,298	158,280	207,000	210,907	221,600	(14,600)	-7%	(10,693)	-5%	(63,320)	-40%	44,439	25%
040	Member Services	OPS	HOA	HOA	159,104	154,380	141,786	153,397	168,500	165,270	175,600	(7,100)	-4%	(10,330)	-6%	(22,203)	-14%	22,116	14%
050	Forestry	OPS	HOA	HOA	324,718	346,596	421,786	501,405	459,500	493,527	591,400	(131,900)	-29%	(97,873)	-20%	(89,995)	-18%	119,161	25%
051	Trails	OPS	AME	Public	47,506	49,397	75,744	115,850	104,000	115,689	122,300	(18,300)	-18%	(6,611)	-6%	(6,450)	-6%	19,872	19%
060	Marina	OPS	AME	Private	154,120	161,564	187,149	214,485	252,400	249,627	268,200	(15,800)	-6%	(18,573)	-7%	(53,715)	-25%	51,113	24%
080	Equestrian	OPS	AME	Public	68,378	118,628	133,560	153,373	159,600	161,609	168,500	(8,900)	-6%	(6,891)	-4%	(15,127)	-10%	18,986	13%
090	Tennis	OPS	AME	Private	100,365	116,183	109,732	121,351	110,700	119,166	117,400	(6,700)	-6%	1,766	1%	3,951	3%	650	1%
100	Campground	OPS	AME	Public	25,836	26,967	29,138	33,429	32,300	33,532	35,100	(2,800)	-9%	(1,568)	-5%	(1,671)	-5%	3,067	10%
110	Cross Country Ce	OPS	AME	Public	191,283	232,493	376,558	415,510	372,400	337,997	395,400	(23,000)	-6%	(57,403)	-17%	20,110	5%	18,712	5%
120	Golf Course Oper	OPS	AME	Public	171,883	190,293	163,619	163,132	184,600	176,881	193,100	(8,500)	-5%	(16,219)	-9%	(29,968)	-18%	25,223	15%
125	Golf Course Mair	OPS	AME	Public	466,328	470,240	508,456	516,649	520,400	496,552	518,100	2,300	0%	(21,548)	-4%	(1,451)	0%	10,881	2%
128	The Lodge	OPS	AME	Public	781,566	824,652	959,933	1,044,169	994,000	1,016,793	1,047,100	(53,100)	-5%	(30,307)	-3%	(2,931)	0%	40,135	4%
130	Aquatics	OPS	AME	Private	102,279	90,171	95,089	59,965	98,700	74,944	88,400	10,300	10%	(13,456)	-18%	(28,435)	-47%	11,734	15%
132	Trout Creek Rec	OPS	AME	Private	387,674	405,799	419,863	448,848	493,300	466,846	522,300	(29,000)	-6%	(55,454)	-12%	(73,452)	-16%	77,114	17%
140	Recreation	OPS	AME	Private	106,063	68,852	81,617	70,274	80,900	74,205	80,600	300	0%	(6,395)	-9%	(10,326)	-15%	5,235	7%
141	Bikeworks	OPS	AME	Public	-	31,755	37,808	38,800	40,000	44,208	46,500	(6,500)	-16%	(2,292)	-5%	(7,700)	-20%	6,228	15%
145	Day Camp	OPS	AME	Private	74,078	87,851	103,049	120,305	125,100	132,133	143,200	(18,100)	-14%	(11,067)	-8%	(22,895)	-19%	24,705	21%
150	Pizza On The Hil	OPS	AME	Public	168,149	240,469	240,173	266,031	264,200	291,396	306,500	(42,300)	-16%	(15,104)	-5%	(40,469)	-15%	40,633	15%
155	Alder Cr Café	OPS	AME	Public	-	34,261	177,324	226,437	210,900	212,006	247,500	(36,600)	-17%	(35,494)	-17%	(21,063)	-9%	42,244	21%
160	Maintenance	OPS	HOA	HOA	400,626	466,798	492,997	550,759	545,400	569,513	592,600	(47,200)	-9%	(23,087)	-4%	(41,841)	-8%	54,843	10%
165	Facility Admin/R	OPS	HOA	HOA	324,484	348,529	409,315	459,194	492,500	504,337	520,800	(28,300)	-6%	(16,463)	-3%	(61,606)	-13%	63,185	14%
170	Summer F&B	OPS	AME	Public	137,685	147,879	153,583	170,150	177,800	155,206	164,800	13,000	7%	(9,594)	-6%	5,350	3%	5,154	3%
180	DHSki F&B	OPS	AME	Public	55,156	69,479	117,220	138,554	129,300	137,098	151,400	(22,100)	-17%	(14,302)	-10%	(12,846)	-9%	20,443	16%
190	Vehicle Maintena	OPS	HOA	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	195,172	223,573	499,723	526,748	471,200	480,005	559,400	(88,200)	-19%	(79,395)	-17%	(32,652)	-6%	57,241	11%
211	DHSki Mtn Main	OPS	AME	Public	104,641	108,748	184,949	162,042	149,900	155,661	168,600	(18,700)	-12%	(12,939)	-8%	(6,558)	-4%	1,049	1%
212	DHSki Snowmak	OPS	AME	Public	-	937	3,720	13,597	20,600	23,134	24,700	(4,100)	-20%	(1,566)	-7%	(11,103)	-82%	11,216	83%
214	DHSki Retail	OPS	AME	Public	25,197	21,315	31,886	30,792	30,500	28,036	32,700	(2,200)	-7%	(4,664)	-17%	(1,908)	-6%	2,462	8%
215	DHSki Rental	OPS	AME	Public	32,822	51,065	103,641	97,166	96,200	104,854	117,600	(21,400)	-22%	(12,746)	-12%	(20,434)	-21%	15,713	15%
216	Snowplay	OPS	AME	Public	10,935	17,484	44,325	70,956	89,200	78,278	93,700	(4,500)	-5%	(15,422)	-20%	(22,744)	-32%	29,180	45%
220	DHSki School	OPS	AME	Public	82,994	143,287	309,990	414,508	323,900	398,796	432,600	(108,700)	-34%	(33,804)	-8%	(18,092)	-4%	58,169	16%
230	DHSki Snowflak	OPS	AME	Public	33,153	-	-	-	-	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	38,284	46,876	84,856	94,637	92,500	94,974	98,000	(5,500)	-6%	(3,026)	-3%	(3,363)	-4%	6,511	7%
subtotal	**Downhill Ski Consolidat**	OPS			**567,420**	**665,279**	**1,335,985**	**1,478,043**	**1,314,100**	**1,422,558**	**1,585,000**	**(270,900)**	**-21%**	**(162,442)**	**-11%**	**(106,957)**	**-7%**	**172,805**	**12%**

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						TOTALS:	**3,060,044**	**3,742,500**	**4,310,082**	**4,431,468**	**4,549,000**	**4,696,003**	**4,991,400**	**(442,400)**	**-10%**	**(295,397)**	**-6%**	**(559,932)**	**-13%**

LOOKUP Report (3) | **09 Expense** | **< pick an element here**

Filter based on Shaded Cell Options below.

DeptNu	DeptNa	Group1	Group2	Group3	Group4	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Forecast(F)	2019 Budget	2019 Budget Change - Fav (Unfav) versus 2018 Budget Amount	Pctg	versus 2018 Forecast(F) Amount	Pctg	versus 2017 Actual Amount	Pctg
005	General	OPS	HOA	HOA	Admin	444,927	600,217	594,778	734,563	775,000	877,816	840,700	(65,700)	-8%	37,116	4%	(106,137)	-14%
010	Administration	OPS	HOA	HOA	Admin	87,505	96,567	100,557	106,081	115,000	120,573	140,500	(25,500)	-22%	(19,927)	-17%	(34,419)	-32%
015	Marketing.ComD	OPS	HOA	HOA	Admin	232,144	231,336	235,692	245,336	248,000	258,605	269,800	(21,800)	-9%	(11,195)	-4%	(24,464)	-10%
020	ASO	OPS	HOA	HOA	Admin	14,237	16,577	17,647	27,169	26,000	26,117	76,000	(50,000)	-192%	(49,883)	-191%	(48,831)	-180%
025	MIS	OPS	HOA	HOA	Admin	172,325	193,274	186,516	211,126	169,300	174,204	176,500	(7,200)	-4%	(2,296)	-1%	34,626	16%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	59,599	58,332	77,192	62,217	75,400	77,473	78,400	(3,000)	-4%	(927)	-1%	(16,183)	-26%
035	Human Resources	OPS	HOA	HOA	Admin	70,788	97,404	106,649	175,758	112,000	124,772	122,700	(10,700)	-10%	2,072	2%	53,058	30%
040	Member Services	OPS	HOA	HOA	Admin	32,335	36,412	39,201	43,167	43,000	40,590	42,100	900	2%	(1,510)	-4%	1,067	2%
050	Forestry	OPS	HOA	HOA	MiscOps	176,644	410,617	376,727	217,730	301,400	315,398	373,300	(71,900)	-24%	(57,902)	-18%	(155,570)	-71%
051	Trails	OPS	AME	Public	Public	(4,993)	2,013	10,584	(38,935)	17,000	17,688	17,000	-	0%	688	4%	(55,935)	144%
060	Marina	OPS	AME	Private	Private	56,890	68,329	71,171	71,618	71,800	75,895	72,800	(1,000)	-1%	3,095	4%	(1,182)	-2%
080	Equestrian	OPS	AME	Public	Public	50,869	74,017	91,905	93,387	93,200	90,876	94,200	(1,000)	-1%	(3,324)	-4%	(813)	-1%
090	Tennis	OPS	AME	Private	Private	45,127	43,782	40,796	46,373	42,900	51,104	44,000	(1,100)	-3%	7,104	14%	2,373	5%
100	Campground	OPS	AME	Public	MiscOps	29,751	31,250	31,073	32,189	31,600	34,380	32,800	(1,200)	-4%	1,580	5%	(611)	-2%
110	Cross Country Ce	OPS	AME	Public	Public	95,216	130,758	238,207	269,018	283,100	240,091	309,700	(26,600)	-9%	(69,609)	-29%	(40,682)	-15%
120	Golf Course Oper	OPS	AME	Public	Golf	79,517	87,232	87,390	92,811	86,800	103,346	89,000	(2,200)	-3%	14,346	14%	3,811	4%
125	Golf Course Main	OPS	AME	Public	Golf	264,951	224,673	226,406	236,878	228,900	221,537	230,900	(2,000)	-1%	(9,363)	-4%	5,978	3%
128	The Lodge	OPS	AME	Public	FAB	362,813	366,022	429,480	428,589	407,000	420,315	431,500	(24,500)	-6%	(11,185)	-3%	(2,911)	-1%
130	Aquatics	OPS	AME	Private	RecPool	102,873	126,463	135,729	144,577	162,100	148,121	146,400	15,700	10%	1,721	1%	(1,823)	-1%
132	Trout Creek Rec (	OPS	AME	Private	RecPool	245,307	292,585	317,482	268,096	284,700	298,779	300,500	(15,800)	-6%	(1,721)	-1%	(32,404)	-12%
140	Recreation	OPS	AME	Private	RecPool	75,472	76,912	114,467	111,969	121,700	129,378	123,500	(1,800)	-1%	5,878	5%	(11,531)	-10%
141	Bikeworks	OPS	AME	Public	Public	-	5,498	17,340	19,986	17,500	14,605	15,500	2,000	11%	(895)	-6%	4,486	22%
145	Day Camp	OPS	AME	Private	RecPool	39,634	36,633	46,470	41,591	48,900	50,122	51,100	(2,200)	-4%	(978)	-2%	(9,509)	-23%
150	Pizza On The Hill	OPS	AME	Public	FAB	48,998	78,344	75,717	77,032	77,300	84,863	80,900	(3,600)	-5%	3,963	5%	(3,868)	-5%
155	Alder Cr Café	OPS	AME	Public	FAB	-	6,922	58,022	76,547	50,500	64,124	74,300	(23,800)	-47%	(10,176)	-16%	2,247	3%
160	Maintenance	OPS	HOA	HOA	MiscOps	39,802	7,978	4,127	10,958	54,500	13,619	36,200	18,300	34%	(22,581)	-166%	(25,242)	-230%
165	Facility Admin/R	OPS	HOA	HOA	MiscOps	(191,643)	(203,967)	(273,996)	(278,342)	(290,000)	(289,783)	(300,000)	10,000	-3%	10,217	-4%	21,658	-8%
170	Summer F&B	OPS	AME	Public	FAB	50,552	56,874	54,612	88,074	93,000	86,670	90,600	2,400	3%	(3,930)	-5%	(2,526)	-3%
180	DHSki F&B	OPS	AME	Public	DSL	14,235	21,460	44,473	44,917	38,100	38,158	43,600	(5,500)	-14%	(5,442)	-14%	1,317	3%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	88,331	131,480	116,044	67,209	69,000	68,429	86,000	(17,000)	-25%	(17,571)	-26%	(18,791)	-28%
210	DHSki Mtn Oper	OPS	AME	Public	DSL	225,558	269,333	442,872	555,017	521,900	542,608	588,000	(66,100)	-13%	(45,392)	-8%	(32,983)	-6%
211	DHSki Mtn Main	OPS	AME	Public	DSL	9,745	5,174	20,662	865	1,200	(5,209)	3,400	(2,200)	-183%	(8,609)	165%	(2,535)	-293%
212	DHSki Snowmak	OPS	AME	Public	DSL	-	7,972	29,772	19,439	33,200	56,007	53,200	(20,000)	-60%	2,807	5%	(33,761)	-174%
214	DHSki Retail	OPS	AME	Public	DSL	1,552	2,737	8,979	5,729	6,400	4,092	6,300	100	2%	(2,208)	-54%	(571)	-10%
215	DHSki Rental	OPS	AME	Public	DSL	2,813	7,698	20,794	19,267	21,700	16,456	24,100	(2,400)	-11%	(7,645)	-46%	(4,833)	-25%
216	Snowplay	OPS	AME	Public	MiscOps	14,308	23,086	46,635	36,460	43,200	38,883	43,900	(700)	-2%	(5,017)	-13%	(7,440)	-20%
220	DHSki School	OPS	AME	Public	DSL	4,725	4,353	18,085	12,922	19,000	16,811	22,200	(3,200)	-17%	(5,389)	-32%	(9,278)	-72%
230	DHSki Snowflake	OPS	AME	Public	DSL	55	-	-	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	17,082	16,153	49,822	54,082	47,700	48,492	59,800	(12,100)	-25%	(11,308)	-23%	(5,718)	-11%
subtotal	**Downhill Ski Consolidate**	OPS			**DSL**	**364,095**	**466,359**	**751,504**	**779,446**	**758,200**	**785,842**	**886,600**	**(128,400)**	**-17%**	**(100,758)**	**-13%**	**(107,154)**	**-14%**

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual

			2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Forecast(F)	2019 Budget	2019 Budget Change - Fav (Unfav) versus 2018 Budget Amount	Pctg	versus 2018 Forecast(F) Amount	Pctg	versus 2017 Actual Amount	Pctg	BDG'19 vs 16A 17A 18F 3yr avg		BDG'19 vs 15A 16A 17A 18F 4yr avg		BDG'19 vs 14A 15A 16A 17A 18F 5yr avg	
		TOTAL:	(5,099,776)	(5,600,743)	(4,503,610)	(5,122,855)	(6,085,000)	(6,175,288)	(5,923,000)	(162,000)	3%	(252,288)	4%	800,145	-16%	(655,749)	12%	(572,376)	11%	(622,546)	12%
		N O R																			
LOOKUP Report (4)		0 NORB																			
r based on Shaded Cell Options b																					
DeptNu	DeptNa	Group2																			
005	General	HOA	(485,042)	(643,358)	(638,660)	(779,953)	(847,800)	(931,167)	(914,600)	66,800	-8%	(16,567)	2%	134,647	-17%	(131,340)	17%	(166,315)	22%	(218,964)	31%
010	Administration	HOA	(658,383)	(601,454)	(621,422)	(598,566)	(552,900)	(643,994)	(577,200)	24,300	-4%	(66,794)	10%	(21,366)	4%	44,127	-7%	39,159	-6%	47,564	-8%
015	Marketing.ComD	HOA	(370,668)	(390,552)	(426,273)	(427,816)	(510,600)	(508,479)	(554,200)	43,600	-9%	45,721	-9%	126,384	-30%	(100,011)	22%	(115,920)	26%	(129,443)	30%
020	ASO	HOA	(100,869)	(112,618)	(157,190)	(130,893)	(227,600)	(197,761)	(232,600)	5,000	-2%	34,839	-18%	101,707	-78%	(70,652)	44%	(82,984)	55%	(92,734)	66%
025	MIS	HOA	(518,005)	(556,614)	(579,495)	(619,108)	(655,000)	(652,392)	(684,900)	29,900	-5%	32,508	-5%	65,792	-11%	(67,902)	11%	(82,998)	14%	(99,777)	17%
030	ACG/Purchasing	HOA	(636,455)	(666,856)	(723,113)	(705,291)	(792,400)	(788,999)	(827,700)	35,300	-4%	38,701	-5%	122,409	-17%	(88,566)	12%	(106,635)	15%	(123,557)	18%
035	Human Resource	HOA	(233,791)	(273,708)	(307,806)	(372,504)	(382,200)	(389,333)	(413,300)	31,100	-8%	23,967	-6%	40,796	-11%	(56,752)	16%	(77,462)	23%	(97,872)	31%
040	Member Services	HOA	(203,709)	(205,632)	(183,897)	(204,219)	(234,000)	(223,801)	(255,100)	21,100	-9%	31,299	-14%	50,881	-25%	(51,127)	25%	(50,713)	25%	(50,848)	25%
050	Forestry	HOA	(571,509)	(810,681)	(844,037)	(809,730)	(865,200)	(899,691)	(1,105,900)	240,700	-28%	206,209	-23%	296,170	-37%	(254,747)	30%	(264,865)	31%	(318,770)	40%
051	Trails	AME	(64,248)	(70,074)	(109,161)	(101,467)	(147,600)	(160,969)	(173,900)	26,300	-18%	12,931	-8%	72,433	-71%	(50,034)	40%	(63,482)	57%	(72,716)	72%
060	Marina	AME	277,046	270,696	273,641	288,824	234,700	240,789	277,800	(43,100)	-18%	(37,011)	-15%	11,024	4%	10,048	4%	9,312	3%	7,601	3%
080	Equestrian	AME	(126,488)	(80,477)	(83,449)	(103,149)	(87,000)	(78,943)	(68,800)	(18,200)	21%	(10,143)	13%	(34,349)	33%	19,714	-22%	17,705	-20%	25,701	-27%
090	Tennis	AME	49,255	65,234	51,830	(623)	22,200	(18,527)	(4,000)	26,200	118%	(14,527)	78%	3,377	-542%	(14,893)	-137%	(28,478)	-116%	(33,434)	-114%
100	Campground	AME	(8,962)	(11,651)	(6,728)	(7,690)	(9,900)	(2,682)	(5,800)	(4,100)	41%	3,118	-116%	(1,890)	25%	(100)	2%	1,388	-19%	1,743	-23%
110	Cross Country Ce	AME	80,600	(25,646)	204,248	173,025	127,000	123,748	183,200	(56,200)	-44%	(59,452)	-48%	(10,175)	-6%	16,193	10%	64,357	54%	72,005	65%
120	Golf Course Oper	AME	773,097	725,206	766,921	635,784	770,200	764,222	765,700	4,500	1%	(1,478)	0%	(129,916)	-20%	43,391	6%	42,667	6%	32,654	4%
125	Golf Course Mai	AME	(849,649)	(815,249)	(865,466)	(889,805)	(868,200)	(834,835)	(878,500)	10,300	-1%	43,665	-5%	(11,305)	1%	(15,132)	2%	(27,161)	3%	(27,499)	3%
128	The Lodge	AME	2,987	(79,790)	(63,905)	(91,890)	(154,000)	(84,664)	59,400	(213,400)	139%	(144,064)	170%	(151,290)	165%	139,553	-174%	139,462	-174%	122,852	-194%
130	Aquatics	AME	(26,489)	(42,211)	(38,703)	(11,293)	(61,400)	(7,980)	(11,800)	(49,600)	81%	3,820	-48%	507	-4%	7,525	-39%	13,247	-53%	13,535	-53%
132	Trout Creek Rec	AME	100,458	46,078	61,065	126,585	45,700	129,178	84,000	(38,300)	-84%	45,178	35%	42,585	34%	(21,609)	-20%	(6,726)	-7%	(8,673)	-9%
140	Recreation	AME	(73,448)	(58,166)	(36,339)	(20,427)	(55,000)	(56,972)	(52,300)	(2,700)	5%	(4,672)	8%	31,873	-156%	(14,387)	38%	(9,324)	22%	(3,230)	7%
141	Bikeworks	AME	-	(2,008)	(6,001)	(2,733)	1,200	5,677	5,300	(4,100)	-342%	377	7%	(8,033)	294%	6,319	-620%	6,566	-519%	6,313	-623%
145	Day Camp	AME	52,815	53,471	34,064	33,688	29,800	28,371	29,900	(100)	0%	(1,529)	-5%	3,788	11%	(2,141)	-7%	(7,498)	-20%	(10,582)	-26%
150	Pizza On The Hil	AME	(25,357)	(52,629)	(27,743)	(71,261)	(57,800)	(55,839)	(49,700)	(8,100)	14%	(6,139)	11%	(21,561)	30%	1,915	-4%	2,168	-4%	(3,134)	7%
155	Alder Cr Café	AME	-	(11,459)	(42,353)	(104,902)	(116,300)	(144,684)	(87,500)	(28,800)	25%	(57,184)	40%	(17,402)	17%	9,813	-10%	(11,651)	15%	(26,820)	44%
160	Maintenance	HOA	(590,726)	(626,958)	(655,442)	(725,045)	(792,000)	(765,056)	(839,900)	47,900	-6%	74,844	-10%	114,855	-16%	(124,719)	17%	(146,775)	21%	(167,255)	25%
165	Facility Admin/R	HOA	(216,397)	(229,217)	(234,784)	(279,845)	(330,300)	(332,350)	(347,500)	17,200	-5%	15,150	-5%	67,655	-24%	(65,173)	23%	(78,451)	29%	(88,981)	34%
170	Summer F&B	AME	(89,249)	(103,585)	(86,145)	(130,475)	(143,800)	(93,396)	(99,200)	(44,600)	31%	5,804	-6%	(31,275)	24%	4,139	-4%	4,200	-4%	1,370	-1%
180	DHSki F&B	AME	(39,444)	(12,201)	109,376	92,548	59,600	32,314	100,300	(40,700)	-68%	(67,986)	-210%	(7,752)	-8%	22,221	28%	44,791	81%	63,781	175%
190	Vehicle Maintena	HOA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	AME	(88,331)	(131,480)	(116,044)	(67,209)	(69,000)	(67,726)	(86,000)	17,000	-25%	18,274	-27%	18,791	-28%	(2,341)	3%	9,615	-10%	8,158	-9%
210	DHSki Mtn Oper	AME	(506,606)	(589,175)	(1,122,846)	(1,197,140)	(1,087,100)	(1,064,037)	(1,247,200)	160,100	-15%	183,163	-17%	50,060	-4%	(119,192)	11%	(253,901)	26%	(351,239)	39%
211	DHSki Mtn Main	AME	(170,450)	(170,016)	(286,625)	(229,484)	(205,400)	(204,214)	(234,100)	28,700	-14%	29,886	-15%	4,616	-2%	6,008	-3%	(11,515)	5%	(21,942)	10%
212	DHSki Snowmak	AME	-	(9,044)	(34,825)	(37,561)	(60,300)	(86,380)	(86,800)	26,500	-44%	420	0%	49,239	-131%	(33,878)	64%	(44,848)	107%	(53,238)	159%
214	DHSki Retail	AME	(29,484)	(6,903)	27,131	39,976	18,400	25,585	27,700	(9,300)	-51%	(2,115)	-8%	12,276	31%	(3,197)	-10%	6,253	29%	16,439	146%
215	DHSki Rental	AME	72,823	155,883	591,997	570,130	499,900	472,414	628,600	(128,700)	-26%	(156,186)	-33%	(58,470)	-10%	83,753	15%	180,994	40%	255,951	69%
216	Snowplay	AME	39,051	74,943	174,941	129,708	104,200	71,242	114,800	(10,600)	-10%	(43,558)	-61%	14,908	11%	(10,497)	-8%	2,091	2%	16,823	17%
220	DHSki School	AME	(13,355)	17,911	344,125	314,824	250,000	310,438	374,900	(124,900)	-50%	(64,462)	-21%	(60,076)	-19%	51,771	16%	128,076	52%	180,111	92%
230	DHSki Snowflak	AME	16,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3,249)	-100%
240	DHSki Tickets	AME	132,963	379,246	1,155,505	1,192,132	1,064,900	915,606	1,263,900	(199,000)	-19%	(348,294)	-38%	(71,768)	-6%	176,153	16%	353,278	39%	508,810	67%
subtotal	**Downhill Ski Consolidated**		**(625,640)**	**(365,778)**	**667,793**	**678,217**	**471,000**	**334,001**	**741,300**	**(270,300)**	**-57%**	**(407,299)**	**-122%**	**(63,083)**	**-9%**	**181,297**	**32%**	**412,742**	**126%**	**603,582**	**438%**