

**TAHOE DONNER ASSOCIATION  
2019 Budget - Annual**

Budget Summary	2019 Budget			B'19 vs B'18			2019 Budget			B'19 vs B'18			2019 Budget			10/11/18 Draft			2019 Budget			2019 Budget			NOR					
	Operating Revenue			REVENUE Change			Total Operating Costs (TOC)			Fav (Unfav) TOC Change			NET OPERATING RESULTS (NOR)			Fav (Unfav) NOR Change			Allocated Overhead (AO)			NOR Less (AO)			Capital Charge (CC)			NOR Less AO and CC		
	B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		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	\$ 1,094,000	\$ 100,000	10%	\$ (1,000,900)	\$ (52,600)	6%	\$ 93,100	\$ 47,400	104%	\$ (280,659)	(187,559)	\$ (226,127)	(413,686)																	
Beach Club Marina	750,000	64,000	9%	(468,900)	(17,600)	4%	281,100	46,400	20%	(133,772)	147,328	(89,137)	58,191																	
Tennis Center	213,000	(22,000)	-9%	(216,200)	(3,400)	2%	(3,200)	(25,400)	-114%	(90,147)	(93,347)	(144,181)	(237,528)																	
Aquatics	241,000	23,000	11%	(252,400)	27,000	-10%	(11,400)	50,000	81%	(197,773)	(209,173)	(136,597)	(345,770)																	
Recreation Programs	180,000	5,000	3%	(230,800)	(800)	0%	(50,800)	4,200	8%	(133,254)	(184,054)	(41,422)	(225,476)																	
Day Camps	275,000	41,000	18%	(238,900)	(34,700)	17%	36,100	6,300	21%	(66,956)	(30,856)	(30,856)	(30,856)																	
<b>Total Private Amenities</b>	<b>2,753,000</b>	<b>211,000</b>	<b>8%</b>	<b>(2,408,100)</b>	<b>(82,100)</b>	<b>4%</b>	<b>344,900</b>	<b>128,900</b>	<b>60%</b>	<b>(902,560)</b>	<b>(557,660)</b>	<b>(637,464)</b>	<b>(1,195,124)</b>																	
<b>Public Amenities</b>																														
Downhill Ski Area	3,895,000	743,000	24%	(3,118,000)	(437,000)	16%	777,000	306,000	65%	(482,851)	294,149	(1,001,563)	(707,415)																	
Cross Country Ski Area	1,043,000	118,000	13%	(845,300)	(47,300)	6%	197,700	70,700	56%	(220,317)	(22,617)	(320,064)	(342,681)																	
Snowplay	282,000	13,000	5%	(165,900)	(1,100)	1%	116,100	11,900	11%	(56,748)	59,352	(14,601)	44,751																	
Equestrian	255,000	33,000	15%	(320,000)	(11,000)	4%	(65,000)	22,000	25%	(75,488)	(140,488)	(90,998)	(231,485)																	
Campground	70,000	9,000	15%	(75,500)	(4,600)	6%	(5,500)	4,400	44%	(36,089)	(41,589)	(58,763)	(100,351)																	
Trails	1,000	0	0%	(173,100)	(24,500)	16%	(172,100)	(24,500)	-17%	(61,619)	(233,719)	(143,525)	(377,244)																	
Bikeworks	117,000	8,000	7%	(112,700)	(4,900)	5%	4,300	3,100	258%	(33,794)	(29,494)	(1,741)	(31,235)																	
Golf	1,160,000	10,000	1%	(1,264,400)	(16,400)	1%	(104,400)	(6,400)	-7%	(222,909)	(327,309)	(887,106)	(1,214,414)																	
Summer Food and Beverage	270,000	28,000	12%	(358,000)	27,800	-7%	(88,000)	55,800	39%	(51,225)	(139,225)	(12,802)	(152,027)																	
Alder Creek Café	450,000	137,000	44%	(533,600)	(104,300)	24%	(83,600)	32,700	28%	(88,066)	(171,666)	(12,752)	(184,417)																	
The Lodge	2,630,000	330,000	14%	(2,550,000)	(96,000)	4%	80,000	234,000	152%	(417,008)	(337,008)	(379,932)	(716,939)																	
Pizza on the Hill	603,000	79,000	15%	(636,200)	(54,400)	9%	(33,200)	24,600	43%	(118,505)	(151,705)	(36,931)	(188,636)																	
<b>Total Public Amenities</b>	<b>10,776,000</b>	<b>1,508,000</b>	<b>16%</b>	<b>(10,152,700)</b>	<b>(773,700)</b>	<b>8%</b>	<b>623,300</b>	<b>734,300</b>	<b>662%</b>	<b>(1,864,619)</b>	<b>(1,241,319)</b>	<b>(2,960,776)</b>	<b>(4,202,095)</b>																	
<b>Total Amenities</b>	<b>13,529,000</b>	<b>1,719,000</b>	<b>15%</b>	<b>(12,560,800)</b>	<b>(855,800)</b>	<b>7%</b>	<b>968,200</b>	<b>863,200</b>	<b>822%</b>	<b>(2,767,179)</b>	<b>(1,798,979)</b>	<b>(3,598,241)</b>	<b>(5,397,220)</b>																	
<b>Homeowners Association</b>																														
General	0	0	#DIV/0!	(1,063,600)	(215,800)	25%	(1,063,600)	(215,800)	-25%	(1,305,537)	(2,369,137)	(2,369,137)	(2,369,137)																	
Communications	210,000	(3,000)	-1%	(743,700)	(20,100)	3%	(533,700)	(23,100)	-5%	533,700	-	-	-																	
Facility Administration	0	0	#DIV/0!	(339,900)	(9,600)	3%	(339,900)	(9,600)	-3%	339,900	-	-	-																	
Administration	184,000	(18,000)	-9%	(809,200)	(54,300)	7%	(625,200)	(72,300)	-13%	625,200	-	(499,278)	(499,278)																	
IT	0	0	#DIV/0!	(677,400)	(22,400)	3%	(677,400)	(22,400)	-3%	677,400	-	(105,407)	(105,407)																	
Accounting	6,000	1,000	20%	(915,500)	(118,100)	15%	(909,500)	(117,100)	-15%	909,500	-	-	-																	
Human Resources	0	0	#DIV/0!	(412,400)	(30,200)	8%	(412,400)	(30,200)	-8%	412,400	-	-	-																	
ASO & Community Services	301,000	108,000	56%	(510,300)	(89,700)	21%	(209,300)	18,300	8%	(124,147)	(333,447)	(333,447)	(333,447)																	
Member Services	34,000	2,000	6%	(284,500)	(18,500)	7%	(250,500)	(16,500)	-7%	250,500	-	-	-																	
Forestry	56,000	51,000	1020%	(1,135,100)	(264,900)	30%	(1,079,100)	(213,900)	-25%	(184,338)	(1,263,438)	(122,131)	(1,385,569)																	
Maintenance	0	0	#DIV/0!	(825,600)	(33,600)	4%	(825,600)	(33,600)	-4%	825,600	-	(335,944)	(335,944)																	
<b>Total Homeowners Association</b>	<b>791,000</b>	<b>141,000</b>	<b>22%</b>	<b>(7,717,200)</b>	<b>(877,200)</b>	<b>13%</b>	<b>(6,926,200)</b>	<b>(736,200)</b>	<b>-12%</b>	<b>2,960,179</b>	<b>(3,966,021)</b>	<b>(1,062,759)</b>	<b>(5,028,781)</b>																	
<b>TOTAL OPERATING FUND</b>	<b>\$14,320,000</b>	<b>\$ 1,860,000</b>	<b>15%</b>	<b>\$ (20,278,000)</b>	<b>\$ (1,733,000)</b>	<b>9%</b>	<b>\$ (5,958,000)</b>	<b>\$ 127,000</b>	<b>2%</b>	<b>\$ 193,000</b>	<b>(5,765,000)</b>	<b>\$ (4,661,000)</b>	<b>(10,426,000)</b>																	
	incl fac admin for \$325,000 in B, consistent with prior years			AO to CapEx \$518,000, (which is \$200k greater than current)			(193,000)																							

**TAHOE DONNER ASSOCIATION  
2019 Budget - Annual**

10/11/18 Draft

**Budget Summary**

	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Total (OCT)	2019 Budget	Operating Fund 2019			NOR Forecast 2018	Fav (Unfav) NOR Change	
					NET OPERATING RESULTS (NOR)	2019 Budget per Property				B 2 F	B 2 F %
						# Properties>					
						6,473					
<b>Private Amenities</b>											
Trout Creek Recreation Center	\$ 1,094,000	\$ (30,000)	\$ 1,064,000	\$ (970,900)	\$ 93,100	\$ 164	\$ (150)	\$ 14	\$ 129,178	\$ (36,078)	-28%
Beach Club Marina	750,000	(53,000)	697,000	(415,900)	281,100	108	(64)	43	240,789	40,311	17%
Tennis Center	213,000	(32,900)	180,100	(183,300)	(3,200)	28	(28)	(0)	(18,527)	15,327	83%
Aquatics	241,000	0	241,000	(252,400)	(11,400)	37	(39)	(2)	(7,980)	(3,420)	-43%
Recreation Programs	180,000	(4,000)	176,000	(226,800)	(50,800)	27	(35)	(8)	(56,972)	6,172	11%
Day Camps	275,000	0	275,000	(238,900)	36,100	42	(37)	6	30,871	5,229	17%
<b>Total Private Amenities</b>	<b>2,753,000</b>	<b>(119,900)</b>	<b>2,633,100</b>	<b>(2,288,200)</b>	<b>344,900</b>	<b>407</b>	<b>(353)</b>	<b>53</b>	<b>317,358</b>	<b>27,542</b>	<b>9%</b>
<b>Public Amenities</b>											
Downhill Ski Area	3,895,000	(203,000)	3,692,000	(2,915,000)	777,000	570	(450)	120	334,001	442,999	133%
Cross Country Ski Area	1,043,000	(59,000)	984,000	(786,300)	197,700	152	(121)	31	123,748	73,952	60%
Snowplay	282,000	(4,000)	278,000	(161,900)	116,100	43	(25)	18	71,242	44,858	63%
Equestrian	255,000	(6,500)	248,500	(313,500)	(65,000)	38	(48)	(10)	(78,943)	13,943	18%
Campground	70,000	0	70,000	(75,500)	(5,500)	11	(12)	(1)	(2,682)	(2,818)	-105%
Trails	1,000	0	1,000	(173,100)	(172,100)	0	(27)	(27)	(160,969)	(11,131)	-7%
Bikeworks	117,000	(39,000)	78,000	(73,700)	4,300	12	(11)	1	2,677	1,623	61%
Golf	1,160,000	(61,000)	1,099,000	(1,203,400)	(104,400)	170	(186)	(16)	(70,612)	(33,788)	-48%
Summer Food and Beverage	270,000	(70,000)	200,000	(288,000)	(88,000)	31	(44)	(14)	(83,396)	(4,604)	-6%
Alder Creek Café	450,000	(144,000)	306,000	(389,600)	(83,600)	47	(60)	(13)	(144,684)	61,084	42%
The Lodge	2,630,000	(740,000)	1,890,000	(1,810,000)	80,000	292	(280)	12	(59,664)	139,664	234%
Pizza on the Hill	603,000	(166,600)	436,400	(469,600)	(33,200)	67	(73)	(5)	(55,839)	22,639	41%
<b>Total Public Amenities</b>	<b>10,776,000</b>	<b>(1,493,100)</b>	<b>9,282,900</b>	<b>(8,659,600)</b>	<b>623,300</b>	<b>1,434</b>	<b>(1,338)</b>	<b>96</b>	<b>(125,123)</b>	<b>748,423</b>	<b>598%</b>
<b>Total Amenities</b>	<b>13,529,000</b>	<b>(1,613,000)</b>	<b>11,916,000</b>	<b>(10,947,800)</b>	<b>968,200</b>	<b>1,841</b>	<b>(1,691)</b>	<b>150</b>	<b>192,235</b>	<b>775,965</b>	<b>404%</b>
<b>Homeowners Association</b>											
General	0	0	0	(1,063,600)	(1,063,600)	-	(164)	(164)	(931,167)	(132,433)	-14%
Communications	210,000	0	210,000	(743,700)	(533,700)	32	(115)	(82)	(508,479)	(25,221)	-5%
Facility Administration	0	0	0	(339,900)	(339,900)	-	(53)	(53)	(332,350)	(7,550)	-2%
Administration	184,000	0	184,000	(809,200)	(625,200)	28	(125)	(97)	(643,994)	18,794	3%
MIS	0	0	0	(677,400)	(677,400)	-	(105)	(105)	(652,392)	(25,008)	-4%
Accounting	6,000	0	6,000	(915,500)	(909,500)	1	(141)	(141)	(788,999)	(120,501)	-15%
Human Resources	0	0	0	(412,400)	(412,400)	-	(64)	(64)	(389,333)	(23,067)	-6%
ASO & Community Services	301,000	0	301,000	(510,300)	(209,300)	47	(79)	(32)	(197,761)	(11,539)	-6%
Member Services	34,000	0	34,000	(284,500)	(250,500)	5	(44)	(39)	(223,801)	(26,699)	-12%
Forestry	56,000	0	56,000	(1,135,100)	(1,079,100)	9	(175)	(167)	(899,691)	(179,409)	-20%
Building Maintenance	0	0	0	(825,600)	(825,600)	-	(128)	(128)	(765,056)	(60,544)	-8%
<b>Total Homeowners Association</b>	<b>791,000</b>	<b>0</b>	<b>791,000</b>	<b>(7,717,200)</b>	<b>(6,926,200)</b>	<b>122</b>	<b>(1,192)</b>	<b>(1,070)</b>	<b>(6,333,023)</b>	<b>(593,177)</b>	<b>-9%</b>
<b>TOTAL OPERATING FUND</b>	<b>\$ 14,320,000</b>	<b>\$ (1,613,000)</b>	<b>\$ 12,707,000</b>	<b>\$ (18,665,000)</b>	<b>\$ (5,958,000)</b>	<b>\$1,963</b>	<b>\$ (2,884)</b>	<b>\$ (920)</b>	<b>\$ (6,140,788)</b>	<b>\$ 182,788</b>	<b>3%</b>

		F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	Z	AA	
LOOKUP Report (1)		PICK ONLY ONE (1) of the six available Filters ABOVE. List Drop Down is available for each Filter option field.					Payroll															Per
Filter Selected:	Ops	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	TOTAL 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	12,577,924	\$ 1,943	1,526,480	12.1%	3,988,412	5,883,311	9,871,724	1,058,379	27%	1,564,126	27%	2,622,505	26.6%	12,494,229	99.3%	4,698,003	(6,140,788)	67%	\$ (948.68)	
7	2019 Normalization	-	698,076	-	58,520	8.4%	(90,712)	167,089	76,376	(6,379)	7%	34,574	21%	28,195	37%	104,571	15.0%	23,097	511,888	375%	\$ 79.08	
8	2019 Baseline(B)	6,473	13,276,000	\$ 2,051	1,585,000	11.9%	3,897,700	6,050,400	9,948,100	1,052,000	27%	1,598,700	26%	2,650,700	26.6%	12,598,800	94.9%	4,721,100	(5,628,900)	70%	\$ (869.60)	
	% to 2018 Budget	0%	7%	7%	4%	-2%	1%	4%	3%	-5%	-6%	-6%	-9%	-5%	-8%	1%	-5%	4%	-7%	5%	-7%	
	% to 2018 Forecast(F)	0%	6%	6%	4%	-2%	-2%	3%	1%	-1%	2%	2%	-1%	1%	0%	1%	-4%	0%	-8%	5%	-8%	
9	2019 Pricing/Costs	-	688,000	-	4,400	0.6%	-	-	-	39,300	0%	37,300	0%	76,600	0%	76,600	11.1%	80,700	526,300	425%	\$ 81.31	
					0.3%	11.4%	<% after '8' driver				3.7%		2.3%					1.7%				
10	2019 Capital Impact	-	84,000	-	3,600	4.3%	-	54,500	54,500	-	0%	10,800	20%	10,800	20%	65,300	77.7%	41,700	(26,600)	76%	\$ (4.11)	
11	2019 Merit	-	-	-	-	0.0%	112,900	166,400	279,300	18,000	16%	26,500	16%	44,500	16%	323,800	0.0%	-	(323,800)	0%	\$ (50.02)	
							2.9%	2.8%	2.8%													
12	2019 Ops/Strategic	-	255,000	-	20,000	7.8%	70,000	99,200	169,200	17,900	26%	35,800	36%	53,700	32%	222,900	87.4%	159,100	(147,000)	63%	\$ (22.71)	
13	2019 Regulatory	-	17,000	-	-	0.0%	10,400	177,500	187,900	7,800	75%	49,500	28%	57,300	30%	245,200	1442.4%	157,000	(385,200)	4%	\$ (59.51)	
14	2019 Other	-	-	-	-	0.0%	63,000	(62,000)	1,000	15,000	24%	(8,600)	14%	6,400	640%	7,400	0.0%	(34,600)	27,200	0%	\$ 4.20	
15	2019 Budget	6,473	14,320,000	\$ 2,212	1,613,000	11.3%	4,154,000	6,486,000	10,640,000	1,150,000	27.7%	1,750,000	27.0%	2,900,000	27.3%	13,540,000	94.6%	5,125,000	(5,958,000)	71%	\$ (920.44)	
	% to 2018 Budget	0%	15%	15%	6%	-8%	7%	3%	10%	4%	-3%	3%	-7%	4%	-6%	9%	-6%	13%	-2%	5%	-2%	
	% to 2018 Forecast(F)	0%	14%	14%	6%	-7%	4%	10%	8%	9%	4%	12%	1%	11%	3%	8%	-5%	9%	-3%	5%	-3%	

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

- var to Burden Recom

(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	1,860,000	93,000	286,000	678,000	964,000	43,600	56,400	100,000	1,064,000	576,000	127,000	20
	15%	6%	7%	12%	10%	4%	3%	4%	9%	13%	-2%	-2%

	2019Budget	2018Budget
Operating Revenue	14,320,000 71%	12,460,000 67%
Assessment Revenue	5,958,000 29%	6,085,000 33%
Total Operating Costs (Revenue Requirement)	20,278,000 100%	18,545,000 100%

Salary Budget Model	Other *	Salary Total
3,970,000	184,000	4,154,000

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.

10/11/2018 Draft Ops Operating Fund

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X	Y	
		DeptNu	Group1	Group2	Group3	Group4	Group5															
							<a href="#">back to Index</a>															
		PICK ONLY ONE (1) of the six available Filters ABOVE. A					Payroll															Per
		List Drop Down is available for each Filter option field.					Payrol Direct			Payroll Burden						TOTAL						TL Units
Filter Selected:	DSL	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	
Downhill Ski																						
1	2014 Actual	16,317	614,440	\$ 38	40,872	6.7%	278,801	288,618	567,420	129,370	46%	138,325	48%	267,694	47%	835,114	135.9%	364,095	(625,640)	50%	\$ (96.65)	
2	2015 Actual	51,418	1,127,909	\$ 21.9	66,063	5.9%	255,158	410,121	665,279	111,415	44%	184,571	45%	295,986	44%	961,265	85.2%	466,359	(365,778)	76%	\$ (56.51)	
3	2016 Actual	48,152	3,502,168	\$ 72.7	205,359	5.9%	329,308	1,006,677	1,335,985	135,599	41%	405,928	40%	541,527	41%	1,877,512	53.6%	751,504	667,793	124%	\$ 103.17	
4	2017 Actual	45,803	3,667,605	\$ 80.1	205,947	5.6%	327,544	1,150,499	1,478,043	122,639	37%	403,313	35%	525,952	36%	2,003,995	54.6%	779,446	678,217	123%	\$ 104.78	
5	2018 Budget	40,000	3,152,000	\$ 78.8	178,800	5.7%	363,700	950,400	1,314,100	119,700	33%	310,200	33%	429,900	33%	1,744,000	55.3%	758,200	471,000	118%	\$ 72.76	
6	2018 Forecast(F)	37,794	3,115,249	\$ 82.4	168,144	5.4%	365,470	1,057,088	1,422,558	120,904	33%	283,801	27%	404,705	28%	1,827,263	58.7%	785,842	334,001	112%	\$ 51.60	
7	2019 Normalization	6,206	470,751	\$ 76	27,856	5.9%	(4,370)	77,512	73,142	(1,104)	25%	16,499	21%	15,395	21%	88,537	18.8%	42,258	312,099	297%	\$ 48.22	
8	2019 Baseline(B)	44,000	3,586,000	\$ 82	196,000	5.5%	361,100	1,134,600	1,495,700	119,800	33%	300,300	26%	420,100	28%	1,915,800	53.4%	828,100	646,100	122%	\$ 99.81	
	% to 2018 Budget	10%	14%	3%	10%	-4%	-1%	19%	14%	0%	1%	-3%	-19%	-2%	-14%	10%	-3%	9%	37%	4%	37%	
	% to 2018 Forecast(F)	16%	15%	-1%	17%	1%	-1%	7%	5%	-1%	0%	6%	-1%	4%	-1%	5%	-9%	5%	93%	9%	93%	
9	2019 Pricing/Costs	-	234,000	-	4,400	1.9%	-	-	-	4,200	0%	2,100	0%	6,300	0%	6,300	2.7%	20,900	202,400	741%	\$ 31.27	
			6.5%		2.2%	5.2%	<% after '8' driver				3.5%		0.7%						2.5%			
10	2019 Capital Impact	1,000	75,000	\$ 75	2,600	3.5%	-	10,500	10,500	-	0%	2,600	25%	2,600	25%	13,100	17.5%	20,700	38,600	206%	\$ 5.96	
11	2019 Merit	-	-	-	-	0.0%	10,800	34,000	44,800	1,600	15%	5,500	16%	7,100	16%	51,900	0.0%	-	(51,900)	0%	\$ (8.02)	
							3.0%	3.0%														
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	(15,000)	(15,000)	-	0%	(3,600)	24%	(3,600)	24%	(18,600)	0.0%	15,000	3,600	0%	\$ 0.56	
13	2019 Regulatory	-	-	-	-	0.0%	3,000	41,000	44,000	700	23%	8,900	22%	9,600	22%	53,600	0.0%	15,000	(68,600)	0%	\$ (10.60)	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(6,800)	6,800	0%	\$ 1.05	
15	2019 Budget	45,000	3,895,000	\$ 86.6	203,000	5.2%	374,900	1,205,100	1,580,000	126,300	34%	315,800	26%	442,100	28.0%	2,022,100	51.9%	892,900	777,000	125%	\$ 120.04	
	% to 2018 Budget	13%	24%	10%	14%	-8%	3%	27%	20%	6%	2%	2%	-20%	3%	-14%	16%	-6%	18%	65%	6%	65%	
	% to 2018 Forecast(F)	19%	25%	5%	21%	-3%	3%	14%	11%	4%	2%	11%	-2%	9%	-2%	11%	-11%	14%	133%	12%	133%	

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

125%

(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

Notes: If Filter equals a Department, notes are below. For all other Filter selections, refer to Notes Filter page.

- DSL 6 Normalization: see NotesFilter page
- DSL 8 Price/Cost: see NotesFilter page
- DSL 9 Capital: see NotesFilter page
- DSL 10 Merit: see NotesFilter page
- DSL 11 Organizational: see NotesFilter page
- DSL 12 Operational: see NotesFilter page
- DSL 13 Other: see NotesFilter page
- DSL G1 GenComment1: see NotesFilter page
- DSL G2 GenComment2: see NotesFilter page

S&W % of Revenue	
2016Actual	38.1%
2017Actual	40.3%
2018Budget	41.7%
2018Forecast(F)	45.7%
2019Budget	40.6%

2019 Budget -- 45,000 TSV	
View 1	43,902 - 3yr avg (F'17, A'16, A'15)
	98 rounding/misc
	1,000 addtl snowmaking impact
<b>45,000 Budget 2018</b>	
View 2	39,882 - 5yr avg (F'18,A'17,A'16,A'15,A'14)
	5,000 snowmkg impact, not in all 5yrs
	118 rounding
<b>45,000 Budget 2018</b>	

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DSL Downhill Ski

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X	Y	
		DeptNu	Group1	Group2	Group3	Group4	Group5															
						Golf																
		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)								Payrol Direct				Payroll Burden				TOTAL						TL Units
Filter Selected:	Golf	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	
Golf Course																						
1	2014 Actual	20,526	1,139,086	\$ 55	69,377	6.1%	182,385	455,826	638,211	62,164	34%	101,418	22%	163,582	26%	801,794	70.4%	344,467	(76,553)	94%	\$ (11.83)	
2	2015 Actual	19,944	1,109,002	\$ 56	64,383	5.8%	208,632	451,901	660,533	57,208	27%	105,017	23%	162,225	25%	822,758	74.2%	311,904	(90,043)	92%	\$ (13.91)	
3	2016 Actual	19,494	1,119,109	\$ 57	58,706	5.2%	177,090	494,984	672,075	54,261	31%	118,816	24%	173,077	26%	845,151	75.5%	313,796	(98,545)	92%	\$ (15.22)	
4	2017 Actual	19,200	994,199	\$ 52	59,577	6.0%	172,132	507,650	679,781	53,850	31%	125,323	25%	179,173	26%	858,954	86.4%	329,689	(254,021)	80%	\$ (39.24)	
5	2018 Budget	19,200	1,150,000	\$ 60	61,000	5.3%	197,400	507,600	705,000	59,200	30%	107,100	21%	166,300	24%	871,300	75.8%	315,700	(98,000)	92%	\$ (15.14)	
6	2018 Forecast(F)	17,500	1,154,508	\$ 66	64,613	5.6%	147,578	525,855	673,434	51,562	35%	110,630	21%	162,191	24%	835,625	72.4%	324,882	(70,612)	94%	\$ (10.91)	
7	2019 Normalization	200	(43,508)	\$ -218	(3,613)	8.3%	(878)	8,145	7,266	(262)	30%	1,670	21%	1,409	19%	8,675	-19.9%	(5,582)	(42,988)	8362%	\$ (6.64)	
8	2019 Baseline(B)	17,700	1,111,000	\$ 63	61,000	5.5%	146,700	534,000	680,700	51,300	35%	112,300	21%	163,600	24%	844,300	76.0%	319,300	(113,600)	91%	\$ (17.55)	
	% to 2018 Budget	-8%	-3%	5%	0%	4%	-26%	5%	-3%	-13%	17%	5%	0%	-2%	2%	-3%	0%	1%	16%	-2%	16%	
	% to 2018 Forecast(F)	1%	-4%	-5%	-6%	-2%	-1%	2%	1%	-1%	0%	2%	0%	1%	0%	1%	5%	-2%	61%	-4%	61%	
9	2019 Pricing/Costs	-	42,000	-	-	0.0%	-	-	-	2,700	0%	700	0%	3,400	0%	3,400	8.1%	4,800	33,800	512%	\$ 5.22	
			3.8%		0.0%	5.3%	<% after '8' driver			5.3%		0.6%						1.5%				
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!	\$ -	
11	2019 Merit	-	-	-	-	0.0%	4,400	16,100	20,500	700	16%	2,500	16%	3,200	16%	23,700	0.0%	-	(23,700)	0%	\$ (3.66)	
							3.0%	3.0%														
12	2019 Ops/Strategic	100	7,000	\$ 70	-	0.0%	-	1,000	1,000	-	0%	200	20%	200	20%	1,200	17.1%	-	5,800	583%	\$ 0.90	
13	2019 Regulatory	-	-	-	-	0.0%	-	9,000	9,000	-	0%	1,900	21%	1,900	21%	10,900	0.0%	-	(10,900)	0%	\$ (1.68)	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(4,200)	4,200	0%	\$ 0.65	
15	2019 Budget	17,800	1,160,000	\$ 65	61,000	5.3%	151,100	560,100	711,200	54,700	36%	117,600	21%	172,300	24.2%	883,500	76.2%	319,900	(104,400)	92%	\$ (16.13)	
	% to 2018 Budget	-7%	1%	9%	0%	-1%	-23%	10%	1%	-8%	21%	10%	0%	4%	3%	1%	1%	1%	7%	0%	7%	
	% to 2018 Forecast(F)	2%	0%	-1%	-6%	-6%	2%	7%	6%	6%	4%	6%	0%	6%	1%	6%	5%	-2%	48%	-3%	48%	
		10,000 B2B Rev Chg				(N) Normalization - adjust Forecast for known non-recurring Actuals/Forecast														92%		
		(B) Baseline - includes rounding																				

Golf Conisd. NOR METRICS

		/ Round	/ 18 Holes	/6472 PO units
Golf	2014Actual	\$ (3.7)	\$ (4,253)	\$ (12)
Golf	2015Actual	\$ (4.5)	\$ (5,002)	\$ (14)
Golf	2016Actual	\$ (5.1)	\$ (5,475)	\$ (15)
Golf	2018Budget	\$ (5.1)	\$ (5,444)	\$ (15)
Golf	2018Forecast(F)	\$ (4.0)	\$ (3,923)	\$ (11)
Golf	2019Budget	\$ (5.9)	\$ (5,800)	\$ (16)
Golf	G1 GenComment1:	(33,788)	-48%	NOR - B'15 versus F'14
Golf	G2 GenComment2:	(6,400)	-7%	NOR - B'15 versus B'14

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Golf Golf Course