

		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	12,577,924	\$ 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

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X	
DEPTNu		Group1	Group2	Group3	Group4	Group5															0
005		OPS	HOA	HOA	Admin	Etryre, Robb															
							Payroll Direct				Payroll Burden				TOTAL						
		AA Rev	OpRevenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSalY	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR	
1	2014 Actual	5,117,855	-	-	-	0.0%	32,936	-	32,936	7,128	22%	50	0%	7,178	22%	40,115	0.0%	444,927	(485,042)	0%	
2	2015 Actual	5,447,600	-	-	-	0.0%	33,671	-	33,671	9,470	28%	-	0%	9,470	28%	43,141	0.0%	600,217	(643,358)	0%	
3	2016 Actual	6,430,800	-	-	-	0.0%	35,774	-	35,774	8,109	23%	-	0%	8,109	23%	43,882	0.0%	594,778	(638,660)	0%	
4	2017 Actual	6,953,045	-	-	-	0.0%	41,162	-	41,162	4,228	10%	-	0%	4,228	10%	45,391	0.0%	734,563	(779,953)	0%	
5	2018 Budget	6,311,000	-	-	-	0.0%	52,800	12,000	64,800	8,000	15%	-	0%	8,000	12%	72,800	0.0%	775,000	(847,800)	0%	
6	2018 Forecast(F)	6,311,000	-	-	-	0.0%	42,740	5,000	47,740	5,612	13%	-	0%	5,612	12%	53,351	0.0%	877,816	(931,167)	0%	
7	2019 Normalization	-	-	-	-	0.0%	10,060	7,000	17,060	1,788	18%	-	0%	1,788	10%	18,849	0.0%	(68,316)	49,467		
8	2019 Baseline(B)	6,311,000	-	-	-	0.0%	52,800	12,000	64,800	7,400	14%	-	0%	7,400	11%	72,200	0.0%	809,500	(881,700)	0%	
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	0%	0%	-8%	-8%	0%	0%	-8%	-8%	-1%	0%	4%	4%	0%	
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	24%	140%	36%	32%	7%	0%	0%	32%	-3%	35%	0%	-8%	-5%	0%	
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	200	14%	-	0%	200	12%	200	0.0%	4,500	(4,700)		
					0.0%	0.0%				2.7%								0.6%			
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	15,000	(15,000)		
11	2019 Merit	-	-	-	-	0.0%	1,000	-	1,000	200	20%	-	0%	200	20%	1,200	0.0%	-	(1,200)		
							1.9%	0.0%													
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	20,000	(20,000)		
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	141,000	(141,000)		
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-		
15	2019 Budget	5,958,000	-	\$0	-	0.0%	53,800	12,000	65,800	7,800	14%	-	0%	7,800	12%	73,600	0.0%	990,000	(1,063,600)	0%	
	% to 2018 Budget	-6%	0.0%	0%	0%	0%	2%	0%	2%	-3%	-4%	0%	0%	-3%	-4%	1%	0%	28%	25%	0%	
	% to 2018 Forecast(F)	-6%	0.0%	0%	0%	0%	26%	140%	38%	39%	10%	0%	0%	39%	1%	38%	0%	13%	14%	0%	

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

0

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

(B) Baseline - includes rounding

Notes:															Top Expense Items:					
		Item	Mix%	Bdg 2018	Bdg	Chg														
005	7 Normalization	Expense: 3yr Avg Basline + 74,000 in costs growth trends													Property Taxes	30%	233,000	250,000	17k/7%	
005	9 Pricing/Costs	Expense: 5% on utilities = \$3k + \$2k est. to cover all other (postage, etc)													Insurance	16%	127,000	238,000	111k/87%	
005	10 Capital Impact	Property Taxes increase (real and business)													Legal	14%	110,000	100,000	-10k/-9%	
005	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.													Utilities	9%	70,000	80,000	10k/14%	
005	12 Ops/Strategic	Increased costs of board meeting video/live feed coverage \$20,000 over what in Baseline.													Board Expense	5%	40,000	70,000	30k/75%	
005	13 Regulatory	Exp: Insurance cost inc ~\$51,000 + incr coverage \$60,000 = \$111,000 Insurance Amenity consultant services \$30k													Annual Meeting	4%	30,000	40,000	10k/33%	
005	14 Other														Consulting	1%	6,000	35,000	29k/483%	
005	G1 GenComment1:	Annual Assessment Revenue EXCLUDED. Salaries are % of GM (consistent with prior years) and PTO Accrual. Wages are PTO Accrual.													Audit/Tax Svcs	3%	27,000	27,000	0k/0%	
005	G2 GenComment2:	* B19, AllOtherItems: \$30k R&M/SR, \$15k BadDebtExp, \$20kContingency, \$40kIncTaxes, \$10kHOA Advert, \$6kDonations, \$9kAssessmtBilling, \$5kClaims, \$6kJanitorial, \$9k misc others* >													All Other *	17%	132,000	150,000	18k/14%	
															TOTAL	100%	775,000	990,000	215k/28%	

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
	DEPTNu	Group1	Group2	Group3	Group4	Group5 Etnyre, Robb		Payroll												TOTAL				
	010	OPS	HOA	HOA	Admin	Payroll Direct			Payroll Burden					PAYROLL	PR%R	Expense	NORBO	CRR						
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%										
1	2014 Actual	-	216,094	-	-	0.0%	507,336	134,945	642,280	104,032	21%	40,660	30%	144,692	23%	786,972	364.2%	87,505	(658,383)	25%				
2	2015 Actual	-	223,676	-	-	0.0%	458,513	140,385	598,898	97,955	21%	31,710	23%	129,665	22%	728,563	325.7%	96,567	(601,454)	27%				
3	2016 Actual	-	315,704	-	-	0.0%	495,579	208,777	704,356	91,481	18%	40,731	20%	132,212	19%	836,568	265.0%	100,557	(621,422)	34%				
4	2017 Actual	-	261,024	-	-	0.0%	417,087	194,987	612,073	87,497	21%	53,938	28%	141,435	23%	753,509	288.7%	106,081	(598,566)	30%				
5	2018 Budget	-	202,000	-	-	0.0%	359,000	151,500	510,500	84,500	24%	44,900	30%	129,400	25%	639,900	316.8%	115,000	(552,900)	27%				
6	2018 Forecast(F)	-	225,898	-	-	0.0%	442,082	168,718	610,801	94,502	21%	44,016	26%	138,518	23%	749,319	331.7%	120,573	(643,994)	26%				
7	2019 Normalization	-	2,102	-	-	0.0%	(79,582)	(11,718)	(91,301)	(2,802)	4%	(16)	0%	(2,818)	3%	(94,119)	-447.1%	(2,473)	98,694					
8	2019 Baseline(B)	-	228,000	-	-	0.0%	362,500	157,000	519,500	91,700	25%	44,000	28%	135,700	26%	655,200	287.4%	118,100	(545,300)	29%				
	% to 2018 Budget	0%	13%	0%	0%	0%	1%	4%	2%	9%	7%	-2%	-5%	5%	3%	2%	-9%	3%	-1%	10%				
	% to 2018 Forecast(F)	0%	1%	0%	0%	0%	-18%	-7%	-15%	-3%	18%	0%	7%	-2%	15%	-13%	-13%	-2%	-15%	14%				
9	2019 Pricing/Costs	-	7,000	-	-	0.0%			-	700	25%	1,900	29%	2,600	27%	2,600	37.1%	1,500	2,900					
					0.0%	0.0%	<= after '8' driver				0.8%		4.3%						1.3%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	7,400	4,700	12,100	1,200	16%	800	17%	2,000	17%	14,100	0.0%	-	(14,100)					
							2.0%	3.0%																
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	(6,000)	0%	(6,000)	0%	(6,000)	0.0%	22,600	(16,600)					
13	2019 Regulatory	-	-	-	-	0.0%	-	2,000	2,000	-	0%	300	15%	300	15%	2,300	0.0%	-	(2,300)					
14	2019 Other	-	(51,000)	-	-	0.0%	7,000	(7,000)	-	1,900	27%	(1,900)	27%	-	0%	-	0.0%	(1,200)	(49,800)					
15	2019 Budget	-	184,000	-	-	0.0%	376,900	156,700	533,600	95,500	25%	39,100	25%	134,600	25%	668,200	363.2%	141,000	(625,200)	23%				
	% to 2018 Budget	0%	-9%	0%	0%	0%	5%	3%	5%	13%	8%	-13%	-16%	4%	0%	4%	15%	23%	13%	-15%				
	% to 2018 Forecast(F)	0%	-19%	0%	0%	0%	-15%	-7%	-13%	1%	19%	-11%	-4%	-3%	11%	-11%	9%	17%	-3%	-12%				

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 0

Notes:

010	7	Normalization	Revenue: adj based on detailed review	Saly & Hrly: adj for incentive pool plan from Forecast, note mid2016 and prior exe asst was SalaryExempt position	Adj Wages for FMLA Leave in '17
010	9	Pricing/Costs	Rev: +\$2000 for Transfer Fee for 2019 \$405 proposed, up \$10/3%. SPLIT 2018 \$205ASO \$190Adm	SPLIT 2019 \$210ASO \$60Admin \$135 Forestry	+ \$5,000 Lein Fee up \$80 due to law change Expense: inflation impacts
010	10	Capital Impact			Price/Cost: Burden = ER cost increase est in health ins, payroll taxes, workcomp, & 401k
010	11	Merit	Salary: Gm 1/2 yr impact; Pool no chg, see note (S) above; Wages per guideline max%.		
010	12	Ops/Strategic	Expense: Training		B'18 B'19 < 40% Funded in Budget
010	13	Regulatory	ACA impact on Incentive Plan @ 40%		132,000 143,000 < Saly: Bonus Base Pool amount here (not tl bonus potential, but portion to be budgeted).
010	14	Other	Rev: Transfer Fee to Forestry050 acg chg. Payroll: adj for Ex/NonExempt reclassics impact on Incentive plan		36,000 30,000 < Wage: Bonus Base Pool amount here (not tl bonus potential, but portion to be budgeted).
010	G1	GenComment1:	HrlyP: Loss Prevention (security) (1 FT 2080, 1PT)		168,000 3.0% 173,000 < set Bonus Base Pool amount here (not total bonus potential, but portion to be budgeted).
010	G2	GenComment2:	Revenue: Interest Income (opfund), Lein Fees, Delinquency Fees, Transfer Fees.	Saly:Contingency	Wages: ExecAsst & Security (2 FT 2080, 1PT). Expenses: Utilities and Bldg R&M etal for Northwoods building

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		DEPTNu	Group1	Group2	Group3	Group4	Group5 Schwartz, Christina		Payroll																	
		015	OPS	HOA	HOA	Admin	Payroll Direct			Payroll Burden				TOTAL												
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR						
1	2014 Actual	-	209,636	-	-	0.0%	138,580	143,695	282,276	32,225	23%	33,660	23%	65,885	23%	348,160	166.1%	232,144	(370,668)	36%						
2	2015 Actual	-	197,557	-	-	0.0%	148,014	144,389	292,402	32,698	22%	31,673	22%	64,370	22%	356,773	180.6%	231,336	(390,552)	34%						
3	2016 Actual	-	178,278	-	-	0.0%	151,420	150,795	302,215	34,402	23%	32,242	21%	66,644	22%	368,859	206.9%	235,692	(426,273)	29%						
4	2017 Actual	-	184,934	-	-	0.0%	151,452	153,227	304,680	31,328	21%	31,406	20%	62,734	21%	367,414	198.7%	245,336	(427,816)	30%						
5	2018 Budget	-	213,000	-	-	0.0%	223,300	158,700	382,000	49,500	22%	44,100	28%	93,600	25%	475,600	223.3%	248,000	(510,600)	29%						
6	2018 Forecast(F)	-	206,722	-	-	0.0%	272,356	104,716	377,072	54,286	20%	25,237	24%	79,523	21%	456,596	220.9%	258,605	(508,479)	29%						
7	2019 Normalization	-	(10,722)	-	-	0.0%	3,644	984	4,628	414	11%	2,763	281%	3,177	69%	7,804	-72.8%	(7,505)	(11,021)							
8	2019 Baseline(B)	-	196,000	-	-	0.0%	276,000	105,700	381,700	54,700	20%	28,000	26%	82,700	22%	464,400	236.9%	251,100	(519,500)	27%						
	% to 2018 Budget	0%	-8%	0%	0%	0%	24%	-33%	0%	11%	-11%	-37%	-5%	-12%	-12%	-2%	6%	1%	2%	-7%						
	% to 2018 Forecast(F)	0%	-5%	0%	0%	0%	1%	1%	1%	1%	-1%	11%	10%	4%	3%	2%	7%	-3%	2%	-5%						
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	1,900	21%	1,900	28%	3,800	23%	3,800	0.0%	-	(3,800)							
			0.0%		0.0%	0.0%	<= after '8' driver				3.5%		6.8%						0.0%							
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-							
11	2019 Merit	-	-	-	-	0.0%	8,300	3,200	11,500	1,300	16%	500	16%	1,800	16%	13,300	0.0%	-	(13,300)							
							3.0%	3.0%																		
12	2019 Ops/Strategic	-	14,000	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	10,000	4,000							
13	2019 Regulatory	-	-	-	-	0.0%	-	2,000	2,000	-	0%	600	30%	600	30%	2,600	0.0%	-	(2,600)							
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(1,500)	1,500							
15	2019 Budget	-	210,000	-	-	0.0%	284,300	110,900	395,200	57,900	20%	31,000	28%	88,900	22%	484,100	230.5%	259,600	(533,700)	28%						
	% to 2018 Budget	0%	-1%	0%	0%	0%	27%	-30%	3%	17%	-8%	-30%	1%	-5%	-8%	2%	3%	5%	5%	-4%						
	% to 2018 Forecast(F)	0%	2%	0%	0%	0%	4%	6%	5%	7%	2%	23%	16%	12%	7%	6%	4%	0%	5%	-2%						

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 0

Notes:

015	7	Normalization	Rev: 3yrAvg + 3%; low growth due to digital world shift. Saly: adj for vacancies Wages: Exp- 3yrAvg
015	9	Pricing/Costs	Rev: no planned TDNews advertising price increase, at this time, due to continued digital pressures on print media advertising.
015	10	Capital Impact	
015	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
015	12	Ops/Strategic	Rev: \$20,000 advertising revenue growth initiative - new tdnews customers, digital advertising, sponsorship advertising Expense: \$10,000 for member engagement related services expense costs.
015	13	Regulatory	Saly: Wage: Competitive Wage, Compression
015	14	Other	Exp: co-wide target % savings
015	G1	GenComment1:	Mktg/comdep and IT are the 2 highest turnover depts for past 5+ years.
015	G2	GenComment2:	Revenue: Advertising Revenues; TDNews, Weekly eNews, Summer Fun Guide Target 40%-45% Advertising ratio in TDNews...max 50%.

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X		
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Walker, Sheryl		Payroll											TOTAL		
		020	OPS	HOA	HOA	Admin	Payroll Direct			Payroll Burden				PAYROLL			PR%R	Expense	NORBO	CRR		
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%							
1	2014 Actual	-	105,933	-	-	0.0%	51,435	96,785	148,219	14,018	27%	30,327	31%	44,345	30%	192,564	181.8%	14,237	(100,869)	51%		
2	2015 Actual	-	123,951	-	-	0.0%	56,237	118,446	174,683	14,799	26%	30,510	26%	45,309	26%	219,992	177.5%	16,577	(112,618)	52%		
3	2016 Actual	-	119,238	-	-	0.0%	56,542	137,226	193,768	15,329	27%	49,684	36%	65,013	34%	258,781	217.0%	17,647	(157,190)	43%		
4	2017 Actual	-	176,661	-	-	0.0%	63,722	152,746	216,468	14,745	23%	49,172	32%	63,917	30%	280,385	158.7%	27,169	(130,893)	57%		
5	2018 Budget	-	193,000	-	-	0.0%	61,300	224,800	286,100	20,300	33%	88,200	39%	108,500	38%	394,600	204.5%	26,000	(227,600)	46%		
6	2018 Forecast(F)	-	187,708	-	-	0.0%	65,308	202,508	267,816	18,089	28%	73,446	36%	91,535	34%	359,351	191.4%	26,117	(197,761)	49%		
7	2019 Normalization	-	(7,708)	-	-	0.0%	2,492	19,992	22,484	11	0%	(46)	0%	(35)	0%	22,449	-291.3%	(317)	(29,839)			
8	2019 Baseline(B)	-	180,000	-	-	0.0%	67,800	222,500	290,300	18,100	27%	73,400	33%	91,500	32%	381,800	212.1%	25,800	(227,600)	44%		
	% to 2018 Budget	0%	-7%	0%	0%	0%	11%	-1%	1%	-11%	-19%	-17%	-16%	-16%	-17%	-3%	4%	-1%	0%	-4%		
	% to 2018 Forecast(F)	0%	-4%	0%	0%	0%	4%	10%	8%	0%	-4%	0%	-9%	0%	-8%	6%	11%	-1%	15%	-9%		
9	2019 Pricing/Costs		16,000	-	-	0.0%				1,000	28%	3,800	35%	4,800	33%	4,800	30.0%	300	10,900			
			9%		0.0%	0.0%	<= after '8' driver				5.5%	5.2%						1.2%				
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-			
11	2019 Merit					0.0%	2,000	6,700	8,700	300	15%	1,100	16%	1,400	16%	10,100	0.0%	-	(10,100)			
							2.9%	3.0%														
12	2019 Ops/Strategic		105,000		-	0.0%	54,000	54,000		0%	18,700	35%	18,700	35%	72,700	69.2%	15,000	17,300				
13	2019 Regulatory				-	0.0%	-			0%	-	0%	-	0%	-	0.0%						
14	2019 Other	-	-		-	0.0%	-			100	0%	-	0%	100	0%	100	0.0%	(300)	200			
15	2019 Budget	-	301,000		-	0.0%	69,800	283,200	353,000	19,500	28%	97,000	34%	116,500	33%	469,500	156.0%	40,800	(209,300)	59%		
	% to 2018 Budget	0%	56%	0%	0%	0%	14%	26%	23%	-4%	-16%	10%	-13%	7%	-13%	19%	-24%	57%	-8%	29%		
	% to 2018 Forecast(F)	0%	60%	0%	0%	0%	7%	40%	32%	8%	1%	32%	-6%	27%	-3%	31%	-19%	56%	6%	21%		

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 0

Notes:

020	7	Normalization	Rev: Detail calc, see yellow box to right.	Salary: adj out PTO net incr	Wages: adj for vacancy in F'18	Exp: 3yr Avg + \$2500 for current trends (excluded vehicle R&M \$4000 charge in '17)
020	9	Pricing/Costs	Transfer Fee Increase, see 010 Note...impact \$5per or \$2,000 in ASO. Plus \$14,000 for increase in major project fee \$850 to \$1020			
020	10	Capital Impact				
020	11	Merit				
020	12	Ops/Strategic	Revenue - STR Reg Fee (\$150 x 700) (est. ~980 in TDA reg with Town).	Payroll Direct- \$54k Compliance Supv FTYR	Expense: \$10,000 for Call Service (5pm-8am, 365) + \$3000 Ccfees on Rev, + 2000 other covnants compl related	
020	13	Regulatory				
020	14	Other				
020	G1	GenComment1:	ACG note - Fines not fully recognized in Revenue			
020	G2	GenComment2:	Revenue- \$75k TransferFees, \$80k Permit Fees, \$30k Inspection fees, \$5k Fines, \$105k STR Fee, \$6k other			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X		
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Cottrell, Miah															
		025	OPS	HOA	HOA	Admin	Payroll						TOTAL									
		Payroll Direct					Payroll Burden						TOTAL									
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR				
1	2014 Actual	-	-	-	-	0.0%	183,196	96,407	279,603	38,582	21%	27,495	29%	66,077	24%	345,680	0.0%	172,325	(518,005)	0%		
2	2015 Actual	-	-	-	-	0.0%	189,722	105,837	295,559	39,739	21%	28,042	26%	67,781	23%	363,340	0.0%	193,274	(556,614)	0%		
3	2016 Actual	-	-	-	-	0.0%	205,905	116,346	322,252	41,362	20%	29,365	25%	70,727	22%	392,978	0.0%	186,516	(579,495)	0%		
4	2017 Actual	-	-	-	-	0.0%	215,975	123,650	339,624	40,359	19%	27,999	23%	68,358	20%	407,982	0.0%	211,126	(619,108)	0%		
5	2018 Budget	-	-	-	-	0.0%	226,200	156,600	382,800	50,400	22%	52,500	34%	102,900	27%	485,700	0.0%	169,300	(655,000)	0%		
6	2018 Forecast(F)	-	-	-	-	0.0%	226,594	157,695	384,288	47,019	21%	46,880	30%	93,900	24%	478,188	0.0%	174,204	(652,392)	0%		
7	2019 Normalization	-	-	-	-	0.0%	(194)	5	(188)	(19)	10%	20	362%	0	0%	(188)	0.0%	1,496	(1,308)			
8	2019 Baseline(B)	-	-	-	-	0.0%	226,400	157,700	384,100	47,000	21%	46,900	30%	93,900	24%	478,000	0.0%	175,700	(653,700)	0%		
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	1%	0%	-7%	-7%	-11%	-11%	-9%	-9%	-2%	0%	4%	0%	0%		
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%		
9	2019 Pricing/Costs	-	-	-	-	0.0%				1,900	22%	2,900	32%	4,800	26%	4,800	0.0%	2,700	(7,500)			
					0.0%	0.0%	<= after '8' driver				4.0%		6.2%						1.5%			
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-			
11	2019 Merit	-	-	-	-	0.0%	6,800	4,700	11,500	1,100	16%	800	17%	1,900	17%	13,400	0.0%	-	(13,400)			
							3.0%	3.0%														
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-			
13	2019 Regulatory	-	-	-	-	0.0%	-	4,000	4,000	-	0%	600	15%	600	15%	4,600	0.0%	-	(4,600)			
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(1,800)	1,800			
15	2019 Budget	-	-	-	-	0.0%	233,200	166,400	399,600	50,000	21%	51,200	31%	101,200	25%	500,800	0.0%	176,600	(677,400)	0%		
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	6%	4%	-1%	-4%	-2%	-8%	-2%	-6%	3%	0%	4%	3%	0%		
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	3%	6%	4%	6%	3%	9%	4%	8%	4%	5%	0%	1%	4%	0%		

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

0

Notes:

025	7	Normalization	Salaries - adj for current rop/pto impacts	Wages - adj for vacancy most of summer	EXP: 3yr avg, normalize for ATT over-charges in 2016, adj for trends...+8000 over 3yr avg, added back \$5000, find \$3k savings
025	9	Pricing/Costs			
025	10	Capital Impact			
025	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%. Wage Merit adj for proration RandyP.		
025	12	Ops/Strategic	wages:		
025	13	Regulatory	wages to address CA min wage increase and compression, market rop issues beyond Merit - change to FTYR, which probable anyway with ACA regs		
025	14	Other			
025	G1	GenComment1:			
025	G2	GenComment2:	2013 and 2014 and 2015 and 2016 and 2017 actual payroll had turnover throughout the year (vacancies).		

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
	DEPTNu	Group1	Group2	Group3	Group4	Group5	Stahlhofer, Lilian	Payroll											TOTAL				
	030	OPS	HOA	HOA	Admin	Payroll Direct			Payroll Burden					PAYROLL	PR%R	Expense	NORBO	CRR					
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%									
1	2014 Actual	-	1,672	-	-	0.0%	228,716	220,534	449,249	60,524	26%	68,754	31%	129,279	29%	578,528	#####	59,599	(636,455)	0%			
2	2015 Actual	-	2,175	-	-	0.0%	241,902	227,786	469,688	74,671	31%	66,341	29%	141,012	30%	610,700	#####	58,332	(666,856)	0%			
3	2016 Actual	-	5,100	-	-	0.0%	251,491	259,396	510,887	67,873	27%	72,261	28%	140,134	27%	651,021	#####	77,192	(723,113)	1%			
4	2017 Actual	-	5,910	-	-	0.0%	263,872	243,210	507,082	69,379	26%	72,523	30%	141,902	28%	648,984	#####	62,217	(705,291)	1%			
5	2018 Budget	-	5,000	-	-	0.0%	274,300	278,000	552,300	79,600	29%	90,100	32%	169,700	31%	722,000	#####	75,400	(792,400)	1%			
6	2018 Forecast(F)	-	5,360	-	-	0.0%	281,818	277,008	558,827	76,112	27%	81,947	30%	158,059	28%	716,886	#####	77,473	(788,999)	1%			
7	2019 Normalization	-	640	-	-	0.0%	(7,518)	(8)	(7,527)	(1,512)	20%	(47)	552%	(1,559)	21%	(9,086)	-1419.5%	1,327	8,399				
8	2019 Baseline(B)	-	6,000	-	-	0.0%	274,300	277,000	551,300	74,600	27%	81,900	30%	156,500	28%	707,800	#####	78,800	(780,600)	1%			
	% to 2018 Budget	0%	20%	0%	0%	0%	0%	0%	0%	-6%	-6%	-9%	-9%	-8%	-8%	-2%	-18%	5%	-1%	22%			
	% to 2018 Forecast(F)	0%	12%	0%	0%	0%	-3%	0%	-1%	-2%	1%	0%	0%	-1%	0%	-1%	-12%	2%	-1%	13%			
9	2019 Pricing/Costs	-	-	-	0.0%				1,900	28%	4,800	31%	6,700	30%	6,700	0.0%	200	(6,900)					
				0.0%	0.0%	<= after '8' driver				2.5%	5.9%						0.3%						
10	2019 Capital Impact	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	0.0%	8,200	8,300	16,500	1,300	16%	1,300	16%	2,600	16%	19,100	0.0%	-	(19,100)					
						3.0%	3.0%																
12	2019 Ops/Strategic	-	-	-	0.0%	70,000	-	70,000	19,500	28%	-	0%	19,500	28%	89,500	0.0%	2,000	(91,500)					
13	2019 Regulatory	-	-	-	0.0%	4,000	4,000	8,000	1,100	28%	1,300	33%	2,400	30%	10,400	0.0%	-	(10,400)					
14	2019 Other	-	-	-	0.0%	-	1,000	1,000	(200)	0%	200	20%	-	0%	1,000	0.0%	-	(1,000)					
15	2019 Budget	-	6,000	-	-	0.0%	356,500	290,300	646,800	98,200	28%	89,500	31%	187,700	29%	834,500	#####	81,000	(909,500)	1%			
	% to 2018 Budget	0%	20%	0%	0%	0%	30%	4%	17%	23%	-5%	-1%	-5%	11%	-6%	16%	-4%	7%	15%	5%			
	% to 2018 Forecast(F)	0%	12%	0%	0%	0%	26%	5%	16%	29%	2%	9%	4%	19%	3%	16%	4%	5%	15%	-3%			

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

0

Notes:

030	7	Normalization	Rev: Salaries: adj for PTO timing/other	Wages:	Expense: adj to 3yr avg + ACA Services cost impact new beg. in 2018
030	9	Pricing/Costs			
030	10	Capital Impact			Digitize Project - NME for 201x - ACG part of Phase2 (post ASO)....no dollar impacts, expect to gain office space and increase efficiencies.
030	11	Merit			Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
030	12	Ops/Strategic	Saly- Financial Analyst position	Expense: Training, supplies, other for new position	
030	13	Regulatory	Saly- Compression impact	Wage - compression impact of CA Min Wage increases	Expense: FED ACA Compliance Monitoring and Reporting Services by Paychex
030	14	Other	roundings for co-wide by component and PB - adj for 1 less FTR due to ACA impact		
030	G1	GenComment1:	Revenue= ATM machines and BreakRoom machine.		
030	G2	GenComment2:	Sales Audit/CashRoom (was Seasonal) ACA impact		

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Rosenfeld, Annie		Payroll															
		035	OPS	HOA	HOA	Admin	Payroll Direct						Payroll Burden						TOTAL					
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR				
1	2014 Actual	39,497	-	-	-	0.0%	86,401	44,758	131,159	18,314	21%	13,531	30%	31,844	24%	163,003	0.0%	70,788	(233,791)	0%				
2	2015 Actual	-	-	-	-	0.0%	103,090	40,102	143,192	20,540	20%	12,572	31%	33,112	23%	176,305	0.0%	97,404	(273,708)	0%				
3	2016 Actual	-	-	-	-	0.0%	143,412	18,886	162,298	34,291	24%	4,568	24%	38,859	24%	201,157	0.0%	106,649	(307,806)	0%				
4	2017 Actual	-	-	-	-	0.0%	120,084	38,195	158,280	30,750	26%	7,716	20%	38,466	24%	196,746	0.0%	175,758	(372,504)	0%				
5	2018 Budget	-	-	-	-	0.0%	172,700	34,300	207,000	47,100	27%	16,100	47%	63,200	31%	270,200	0.0%	112,000	(382,200)	0%				
6	2018 Forecast(F)	-	-	-	-	0.0%	173,386	37,520	210,907	39,297	23%	14,358	38%	53,654	25%	264,561	0.0%	124,772	(389,333)	0%				
7	2019 Normalization	-	-	-	-	0.0%	2,314	(20)	2,293	503	22%	42	-207%	546	24%	2,839	0.0%	(2,372)	(467)					
8	2019 Baseline(B)	-	-	-	-	0.0%	175,700	37,500	213,200	39,800	23%	14,400	38%	54,200	25%	267,400	0.0%	122,400	(389,800)	0%				
	% to 2018 Budget	0%	0%	0%	0%	0%	2%	9%	3%	-15%	-17%	-11%	-18%	-14%	-17%	-1%	0%	9%	2%	0%				
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	1%	0%	1%	1%	0%	0%	0%	1%	0%	1%	0%	-2%	0%	0%				
9	2019 Pricing/Costs	-	-	-	-	0.0%				1,900	24%	1,000	41%	2,900	27%	2,900	0.0%	1,200	(4,100)					
					0.0%	0.0%	<= after '8' driver				4.8%		6.9%						1.0%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	5,300	1,100	6,400	800	15%	200	18%	1,000	16%	7,400	0.0%	-	(7,400)					
							3.0%	2.9%																
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	4,000	(4,000)					
13	2019 Regulatory	-	-	-	-	0.0%	-	2,000	2,000	-	0%	800	40%	800	40%	2,800	0.0%		(2,800)					
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	5,500	0%	5,500	0%	5,500	0.0%	(1,200)	(4,300)					
15	2019 Budget	-	-	-	-	0.0%	181,000	40,600	221,600	42,500	23%	21,900	54%	64,400	29%	286,000	0.0%	126,400	(412,400)	0%				
	% to 2018 Budget	0%	0%	0%	0%	0%	5%	18%	7%	-10%	-14%	36%	15%	2%	-5%	6%	0%	13%	8%	0%				
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	4%	8%	5%	8%	4%	53%	41%	20%	14%	8%	0%	1%	6%	0%				

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

0

Notes:

035	7	Normalization	Salaries: ADJ for extended vacancy (Dir) and new RoP for New Dir Wage: no adj for overage to b'17 (req labor) Expense: adj to B'17, cost cuts in 2014, and 2015 and 2017 temp labor	Top 5 Expense Items:				
035	9	Pricing/Costs		Item	Mix%	Bdg 2018	Bdg 2019	Chg
035	10	Capital Impact		EE Rel/Recru	22%	25,000	30,000	5k/20%
035	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	EE Training	13%	15,000	20,000	5k/33%
035	12	Ops/Strategic	Expense: Safety Shoes, expanding to F&B non-slip	PreEmpl Tests	18%	20,000	25,000	5k/25%
035	13	Regulatory	ca min wage/compression	BeniAdminHRB	14%	16,000	16,000	0k/0%
035	14	Other		EAP Services	9%	10,000	5,000	-5k/-50%
035	G1	GenComment1:	Wages 1 FT clerical asst incld for enrollement/office coverage	All Other	23%	26,000	30,400	4.4k/17%
035	G2	GenComment2:		TOTAL	100%	112,000	126,400	14.4k/13%

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040 Member Services

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Sonder, Chelle													
		040	OPS	HOA	HOA	Admin	Payroll						TOTAL							
							Payroll Direct			Payroll Burden				TOTAL						
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR
1	2014 Actual	-	31,064	-	-	0.0%	46,440	112,664	159,104	13,480	29%	29,855	26%	43,335	27%	202,439	651.7%	32,335	(203,709)	13%
2	2015 Actual	-	27,445	-	-	0.0%	48,539	105,841	154,380	13,160	27%	29,125	28%	42,285	27%	196,665	716.6%	36,412	(205,632)	12%
3	2016 Actual	-	36,743	-	-	0.0%	55,049	86,737	141,786	14,790	27%	24,863	29%	39,653	28%	181,439	493.8%	39,201	(183,897)	17%
4	2017 Actual	-	33,340	-	-	0.0%	59,181	94,217	153,397	14,020	24%	26,975	29%	40,995	27%	194,392	583.1%	43,167	(204,219)	14%
5	2018 Budget	-	32,000	-	-	0.0%	58,100	110,400	168,500	18,100	31%	36,400	33%	54,500	32%	223,000	696.9%	43,000	(234,000)	12%
6	2018 Forecast(F)	-	32,539	-	-	0.0%	58,195	107,075	165,270	16,708	29%	33,772	32%	50,480	31%	215,750	663.1%	40,590	(223,801)	13%
7	2019 Normalization	-	1,461	-	-	0.0%	5	25	30	(8)	-174%	28	109%	20	65%	50	3.4%	1,810	(399)	
8	2019 Baseline(B)	-	34,000	-	-	0.0%	58,200	107,100	165,300	16,700	29%	33,800	32%	50,500	31%	215,800	634.7%	42,400	(224,200)	13%
	% to 2018 Budget	0%	6%	0%	0%	0%	0%	-3%	-2%	-8%	-8%	-7%	-4%	-7%	-6%	-3%	-9%	-1%	-4%	9%
	% to 2018 Forecast(F)	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	-4%	4%	0%	4%
9	2019 Pricing/Costs	-	-	-	-	0.0%				1,000	30%	1,900	33%	2,900	32%	2,900	0.0%	-	(2,900)	
					0.0%	0.0%	<= after '8' driver			6.0%		5.6%						0.0%		
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
11	2019 Merit	-	-	-	-	0.0%	1,700	3,200	4,900	300	18%	500	16%	800	16%	5,700	0.0%	-	(5,700)	
							2.9%	3.0%												
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	11,000	0%	11,000	0%	11,000	0.0%	-	(11,000)	
13	2019 Regulatory	-	-	-	-	0.0%	3,400	2,000	5,400	1,000	29%	700	35%	1,700	31%	7,100	0.0%	-	(7,100)	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(400)	400	
15	2019 Budget	-	34,000	-	-	0.0%	63,300	112,300	175,600	19,000	30%	47,900	43%	66,900	38%	242,500	713.2%	42,000	(250,500)	12%
	% to 2018 Budget	0%	6%	0%	0%	0%	9%	2%	4%	5%	-4%	32%	29%	23%	18%	9%	2%	-2%	7%	-1%
	% to 2018 Forecast(F)	0%	4%	0%	0%	0%	9%	5%	6%	14%	5%	42%	35%	33%	25%	12%	8%	3%	12%	-6%

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

0

Notes:

040	7	Normalization	Rev: 3yr Avg	Salaries:	Wages: adjust for vacancies	?ADD BACK MORE FOR 2017B added payroll	Exp: 3yr avg plus \$3400 for current trends
040	9	Pricing/Costs					
040	10	Capital Impact					
040	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.				
040	12	Ops/Strategic	Wages:	Burden: add benefits to currently seasonally filled position	Exp:		
040	13	Regulatory	Saly - competitive wage/compression adjustment	Wages: ca min wage impact ripple			
040	14	Other					
040	G1	GenComment1:					
040	G2	GenComment2:	Revenue: \$12,000 Retail Merchandise \$13,000 RV/Boat Storage \$7,000 Misc Other				

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
	DEPTNu	Group1	Group2	Group3	Group4	Group5	Houdyschell, Bill	Payroll												TOTAL				
	050	OPS	HOA	HOA	MiscOp	Payroll Direct			Payroll Burden					PAYROLL	PR%R	Expense	NORBO	CRR						
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%										
1	2014 Actual	-	12,100	-	-	0.0%	129,544	195,175	324,718	41,945	32%	40,302	21%	82,247	25%	406,965	3363.3%	176,644	(571,509)	2%				
2	2015 Actual	-	32,489	-	-	0.0%	136,949	209,647	346,596	42,638	31%	43,317	21%	85,956	25%	432,552	1331.4%	410,617	(810,681)	4%				
3	2016 Actual	-	57,616	-	-	0.0%	149,377	272,409	421,786	45,517	30%	57,624	21%	103,141	24%	524,927	911.1%	376,727	(844,037)	6%				
4	2017 Actual	-	25,639	-	-	0.0%	159,529	341,876	501,405	44,485	28%	71,749	21%	116,233	23%	617,638	2409.0%	217,730	(809,730)	3%				
5	2018 Budget	-	5,000	-	-	0.0%	165,200	294,300	459,500	55,300	33%	54,000	18%	109,300	24%	568,800	#####	301,400	(865,200)	1%				
6	2018 Forecast(F)	-	21,568	-	-	0.0%	168,786	324,741	493,527	51,028	30%	61,305	19%	112,334	23%	605,861	2809.1%	315,398	(899,691)	2%				
7	2019 Normalization	-	(16,568)	-	-	0.0%	(2,886)	(26,041)	(28,927)	(628)	22%	(5,205)	20%	(5,834)	20%	(34,761)	209.8%	(12,298)	30,491					
8	2019 Baseline(B)	-	5,000	-	-	0.0%	165,900	298,700	464,600	50,400	30%	56,100	19%	106,500	23%	571,100	#####	303,100	(869,200)	1%				
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	1%	1%	-9%	-9%	4%	2%	-3%	-4%	0%	0%	1%	0%	0%				
	% to 2018 Forecast(F)	0%	-77%	0%	0%	0%	-2%	-8%	-6%	-1%	0%	-8%	-1%	-5%	1%	-6%	307%	-4%	-3%	-76%				
9	2019 Pricing/Costs	-	-	-	0.0%				1,900	32%	(200)	19%	1,700	23%	1,700	0.0%	15,000	(16,700)						
				0.0%	0.0%	<= after '8' driver				3.8%		-0.4%						4.9%						
10	2019 Capital Impact	-	-	-	0.0%	-	44,000	44,000	-	0%	8,200	19%	8,200	19%	52,200	0.0%	5,000	(57,200)						
11	2019 Merit	-	-	-	0.0%	5,000	9,000	14,000	800	16%	1,400	16%	2,200	16%	16,200	0.0%	-	(16,200)						
						3.0%	3.0%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	69,800	69,800	-	0%	22,100	32%	22,100	32%	91,900	0.0%	73,000	(164,900)						
13	2019 Regulatory	-	-	-	0.0%	-	5,000	5,000	-	0%	900	18%	900	18%	5,900	0.0%	-	(5,900)						
14	2019 Other	-	51,000	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	51,000						
15	2019 Budget	-	56,000	-	0.0%	170,900	426,500	597,400	53,100	31%	88,500	21%	141,600	24%	739,000	1319.6%	396,100	(1,079,100)	5%					
	% to 2018 Budget	0%	1020%	0%	0%	3%	45%	30%	-4%	-7%	64%	13%	30%	0%	30%	-88%	31%	25%	759%					
	% to 2018 Forecast(F)	0%	160%	0%	0%	1%	31%	21%	4%	3%	44%	10%	26%	4%	22%	-53%	26%	20%	111%					

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 0

Notes:

050	7	Normalization	Rev: ...only Firewood rev\$, Grants infl priors and are TBD	Salaries-adj for BenG change in alloc,	Wages-offest for BenG change	Expense: adj for cost cutting in prior years and accrual in '17F, ie back to budget for Baseline
050	9	Pricing/Costs	Exp: economic continued impacts on contractor pricing			
050	10	Capital Impact	Wages: add 3p chipper crew -----+ capital impacts of ~\$70,000 for box truck and + \$50,000 for chipper	Exp: crew supplies, fuel costs, etc.		
050	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.			
050	12	Ops/Strategic	Wage: add Defensible Space Coordination position FTYR & Seasonal Forestry Aid/Lead	Burden: Impact	Expense: shift from 8yr to 6yr cycle, +33 acres/year=+\$70k	
050	13	Regulatory	Wage: ca min wage/economy impacts on RoP	Expense:		
050	14	Other	ACG Change - Transfer Fee Revenue to Forestry based on time estimate (redcution offset is in 010 ADMIN)			
050	G1	GenComment1:				
050	G2	GenComment2:	Plantation- 8 year cycle of mastication			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Thayer, Christina																	
		051	OPS	AME	Public	Public	Payroll Direct						Payroll Burden						TOTAL					
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR				
1	2014 Actual	-	-	-	-	0.0%	35,802	11,704	47,506	15,531	43%	6,203	53%	21,734	46%	69,240	0.0%	(4,993)	(64,248)	0%				
2	2015 Actual	-	103	-	-	0.0%	36,166	13,231	49,397	16,012	44%	2,755	21%	18,767	38%	68,164	#####	2,013	(70,074)	0%				
3	2016 Actual	-	307	-	-	0.0%	45,129	30,615	75,744	16,705	37%	6,435	21%	23,140	31%	98,884	#####	10,584	(109,161)	0%				
4	2017 Actual	-	951	-	-	0.0%	51,798	64,053	115,850	18,584	36%	6,919	11%	25,502	22%	141,353	#####	(38,935)	(101,467)	1%				
5	2018 Budget	-	1,000	-	-	0.0%	52,700	51,300	104,000	22,200	42%	5,400	11%	27,600	27%	131,600	#####	17,000	(147,600)	1%				
6	2018 Forecast(F)	-	729	-	-	0.0%	54,441	61,248	115,689	18,901	35%	9,421	15%	28,322	24%	144,011	#####	17,688	(160,969)	0%				
7	2019 Normalization	-	271	-	-	0.0%	(41)	(6,048)	(6,089)	(1)	3%	(821)	14%	(822)	14%	(6,911)	-2550.1%	(688)	7,869					
8	2019 Baseline(B)	-	1,000	-	-	0.0%	54,400	55,200	109,600	18,900	35%	8,600	16%	27,500	25%	137,100	#####	17,000	(153,100)	1%				
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	8%	5%	-15%	-18%	59%	48%	0%	-5%	4%	4%	0%	4%	-4%				
	% to 2018 Forecast(F)	0%	37%	0%	0%	0%	0%	-10%	-5%	0%	0%	-9%	1%	-3%	2%	-5%	-31%	-4%	-5%	44%				
9	2019 Pricing/Costs	-	-	-	-	0.0%				800	36%	-	16%	800	26%	800	0.0%	-	(800)					
					0.0%	0.0%	<= after '8' driver				4.2%	0.0%						0.0%						
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	1,600	1,700	3,300	300	19%	300	18%	600	18%	3,900	0.0%	-	(3,900)					
							2.9%	3.1%																
12	2019 Ops/Strategic	-	-	-	-	0.0%	9,400	-	9,400	3,400	36%	1,500	0%	4,900	52%	14,300	0.0%	-	(14,300)					
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
15	2019 Budget	-	1,000	-	-	0.0%	65,400	56,900	122,300	23,400	36%	10,400	18%	33,800	28%	156,100	#####	17,000	(172,100)	1%				
	% to 2018 Budget	0%	0%	0%	0%	0%	24%	11%	18%	5%	-15%	93%	74%	22%	4%	19%	19%	0%	17%	-14%				
	% to 2018 Forecast(F)	0%	37%	0%	0%	0%	20%	-7%	6%	24%	3%	10%	19%	19%	13%	8%	-21%	-4%	7%	28%				

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

0

Notes:

- 051 7 Normalization saly, exp: adj for cost recovery in prior years...ie back to bdg
- 051 9 Pricing/Costs Trail fee discussion
- 051 10 Capital Impact
- 051 11 Merit
- 051 12 Ops/Strategic Change Manager position from 8 months to 12 months, requested to achieve Trails Master Plan/Trails Initiatives
- 051 13 Regulatory
- 051 14 Other
- 051 G1 GenComment1: Major trail improvements to be Replacement Reserve Capital each yr. Trail Rangers removed from Budget 2016, back in for Budget 2017, and to continue in 2018 Budget.
- 051 G2 GenComment2: Manager: Jan-Mar and Dec...split 50% to XC and 50% to Trails

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5 RecFee													
		060	OPS	AME	Private	Private	Payroll													
		Payroll Direct						Payroll Burden						TOTAL						
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR
1	2014 Actual	44,058	568,723	12.91	45,323	8.0%	62,052	92,068	154,120	14,594	24%	20,750	23%	35,343	23%	189,464	33.3%	56,890	277,046	195%
2	2015 Actual	40,454	591,086	14.61	50,995	8.6%	61,972	99,592	161,564	15,343	25%	24,158	24%	39,501	24%	201,065	34.0%	68,329	270,696	184%
3	2016 Actual	40,504	627,652	15.50	48,733	7.8%	68,058	119,091	187,149	17,527	26%	29,431	25%	46,958	25%	234,107	37.3%	71,171	273,641	177%
4	2017 Actual	44,059	686,296	15.58	58,614	8.5%	74,167	140,318	214,485	20,247	27%	32,507	23%	52,754	25%	267,240	38.9%	71,618	288,824	173%
5	2018 Budget	41,600	686,000	16.49	57,100	8.3%	98,500	153,900	252,400	27,200	28%	42,800	28%	70,000	28%	322,400	47.0%	71,800	234,700	152%
6	2018 Forecast(F)	41,500	681,982	16.43	53,027	7.8%	97,881	151,746	249,627	25,131	26%	37,513	25%	62,644	25%	312,271	45.8%	75,895	240,789	155%
7	2019 Normalization	500	17,018	34.04	(27)	-0.2%	2,019	(46)	1,973	369	18%	(13)	28%	356	18%	2,329	13.7%	(2,895)	17,611	
8	2019 Baseline(B)	42,000	699,000	16.64	53,000	7.6%	99,900	151,700	251,600	25,500	26%	37,500	25%	63,000	25%	314,600	45.0%	73,000	258,400	159%
	% to 2018 Budget	1%	2%	1%	-7%	-9%	1%	-1%	0%	-6%	-8%	-12%	-11%	-10%	-10%	-2%	-4%	2%	10%	4%
	% to 2018 Forecast(F)	1%	2%	1%	0%	-2%	2%	0%	1%	1%	-1%	0%	0%	1%	0%	1%	-2%	-4%	7%	3%
9	2019 Pricing/Costs		50,000	-	-	0.0%			-	800	26%	400	25%	1,200	26%	1,200	2.4%	500	48,300	
			7.2%		0.0%	7.1%	<= after '8' driver				3.1%	1.1%						0.7%		
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
11	2019 Merit					0.0%	3,000	4,600	7,600	500	17%	700	15%	1,200	16%	8,800	0.0%	-	(8,800)	
							3.0%	3.0%												
12	2019 Ops/Strategic		1,000		-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	1,000	
13	2019 Regulatory		-		-	0.0%	-	9,000	9,000	-	0%	7,700	86%	7,700	86%	16,700	0.0%	-	(16,700)	
14	2019 Other		-		-	0.0%	-	-	-	1,600	0%	200	0%	1,800	0%	1,800	0.0%	(700)	(1,100)	
15	2019 Budget	42,000	750,000	\$ 18	53,000	7.1%	102,900	165,300	268,200	28,400	28%	46,500	28%	74,900	28%	343,100	45.7%	72,800	281,100	160%
	% to 2018 Budget	1%	9%	8%	-7%	-15%	4%	7%	6%	4%	0%	9%	1%	7%	1%	6%	-3%	1%	20%	5%
	% to 2018 Forecast(F)	1%	10%	9%	0%	-9%	5%	9%	7%	13%	7%	24%	14%	20%	11%	10%	0%	-4%	17%	3%

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

0

Notes:

060	7	Normalization	visits: 3yr avg less	Rev: 3yr Avg + 5%	Saly/Wage-adj fo note to right >	17F - asst mgr exempt position was vacant, backfilled somewhat with nonexempt
060	9	Pricing/Costs	Rev: see fee schedule ... estimate +\$25,000 MGU chgs, \$13,000 RecFee, \$8000/5% food prices, \$4,000 all other			136 # of operating days
060	10	Capital Impact				Operating Schedule/Notes
060	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.			
060	12	Ops/Strategic	Rev placeholder - Boat Launch Fee, Rentals of Cabanas & Chairs			
060	13	Regulatory	CA Min Wage impact ~ \$5,000 + \$2k wage issues, esp in Kitchen, compression. Brdn_ 1/2yr ACA KitchnSupv			
060	14	Other				
060	G1	GenComment1:				
060	G2	GenComment2:	Salary includes AmnDir alloc.			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X						
		DEPTNu	Group1	Group2	Group3	Group4	Group5 tbd		Payroll																	
		080	OPS	AME	Public	Public	Payroll Direct			Payroll Burden						TOTAL										
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR						
1	2014 Actual	1,074	12,918	12.03	-	0.0%	38,907	29,471	68,378	12,208	31%	7,951	27%	20,159	29%	88,537	685.4%	50,869	(126,488)	9%						
2	2015 Actual	3,546	147,932	41.72	3,393	2.3%	58,098	60,530	118,628	14,434	25%	17,937	30%	32,371	27%	150,999	102.1%	74,017	(80,477)	65%						
3	2016 Actual	4,555	186,780	41.01	4,694	2.5%	65,803	67,757	133,560	16,931	26%	23,139	34%	40,070	30%	173,630	93.0%	91,905	(83,449)	69%						
4	2017 Actual	4,524	195,762	43.27	6,111	3.1%	72,623	80,751	153,373	21,843	30%	24,196	30%	46,039	30%	199,412	101.9%	93,387	(103,149)	65%						
5	2018 Budget	5,000	222,000	44.40	5,000	2.3%	75,400	84,200	159,600	28,300	38%	22,900	27%	51,200	32%	210,800	95.0%	93,200	(87,000)	72%						
6	2018 Forecast(F)	5,000	229,905	45.98	6,852	3.0%	76,635	84,974	161,609	27,102	35%	22,409	26%	49,511	31%	211,120	91.8%	90,876	(78,943)	74%						
7	2019 Normalization	-	95	-	(352)	-371.7%	(1,035)	26	(1,009)	(202)	19%	(9)	-36%	(211)	21%	(1,220)	-1286.4%	24	1,643							
8	2019 Baseline(B)	5,000	230,000	46.00	6,500	2.8%	75,600	85,000	160,600	26,900	36%	22,400	26%	49,300	31%	209,900	91.3%	90,900	(77,300)	75%						
	% to 2018 Budget	0%	4%	4%	30%	25%	0%	1%	1%	-5%	-5%	-2%	-3%	-4%	-4%	0%	-4%	-2%	-11%	4%						
	% to 2018 Forecast(F)	0%	0%	0%	-5%	-5%	-1%	0%	-1%	-1%	1%	0%	0%	0%	0%	-1%	-1%	0%	-2%	1%						
9	2019 Pricing/Costs		10,000	-	-	0.0%				1,100	37%	(1,100)	25%		31%		0.0%	2,600	7,400							
			4.3%		0.0%	2.7%	<= after '8' driver			4.1%		-4.9%						2.9%								
10	2019 Capital Impact	100	5,000	\$ 50	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	500	4,500							
11	2019 Merit					0.0%	2,300	2,600	4,900	400	17%	400	15%	800	16%	5,700	0.0%	-	(5,700)							
							3.0%	3.1%																		
12	2019 Ops/Strategic	200	10,000	\$ 50	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	1,000	9,000							
13	2019 Regulatory				-	0.0%	-	3,000	3,000	-	0%	800	27%	800	27%	3,800	0.0%	-	(3,800)							
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(900)	900							
15	2019 Budget	5,300	255,000	\$ 48	6,500	2.5%	77,900	90,600	168,500	28,400	36%	22,500	25%	50,900	30%	219,400	86.0%	94,100	(65,000)	80%						
	% to 2018 Budget	6%	15%	8%	30%	13%	3%	8%	6%	0%	-3%	-2%	-9%	-1%	-6%	4%	-9%	1%	-25%	11%						
	% to 2018 Forecast(F)	6%	11%	5%	-5%	-14%	2%	7%	4%	5%	3%	0%	-6%	3%	-1%	4%	-6%	4%	-18%	7%						

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

0

Notes:

- 080 7 Normalization Rev= used 2017 as new normal, base line Payroll: use 2017F as minwage impacts/compression impacts Expense: use 2017, as trend of winter season storage, hay costs, disposal costs not a 3yr avg
- 080 9 Pricing/Costs Rev: trail rides, camps and boarding increases; see fee schedule draft Exp: hay costs volatile, disposal fees likely increase
- 080 10 Capital Impact add \$5000 revenue growth due to campus improvements
- 080 11 Merit Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
- 080 12 Ops/Strategic Revenue: BRP conservative favorable outcome
- 080 13 Regulatory CA Min Wage impact
- 080 14 Other
- 080 G1 GenComment1: competitor pricing analytic done
- 080 G2 GenComment2: Salary includes AmnDir alloc. Closed on Tues/Wed for trail rides. Horse fleet/herd size; 23 currently working horses, B' 18 Target is 25 horses, 25 working.

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090 Tennis

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 RecFee																
		090	OPS	AME	Private	Private	Payroll Direct				Payroll Burden				TOTAL PAYROLL		PR%R	Expense	NORBO	CRR			
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	20,124	250,613	12.45	35,867	14.3%	63,245	37,120	100,365	11,178	18%	8,820	24%	19,998	20%	120,363	48.0%	45,127	49,255	124%			
2	2015 Actual	18,667	290,157	15.54	42,061	14.5%	67,854	48,329	116,183	11,698	17%	11,199	23%	22,897	20%	139,080	47.9%	43,782	65,234	129%			
3	2016 Actual	19,530	253,474	12.98	30,657	12.1%	68,052	41,680	109,732	11,342	17%	9,116	22%	20,458	19%	130,191	51.4%	40,796	51,830	126%			
4	2017 Actual	18,675	225,777	12.09	35,789	15.9%	68,923	52,428	121,351	11,271	16%	11,615	22%	22,886	19%	144,237	63.9%	46,373	(623)	100%			
5	2018 Budget	17,500	235,000	13.43	38,200	16.3%	65,900	44,800	110,700	11,100	17%	9,900	22%	21,000	19%	131,700	56.0%	42,900	22,200	110%			
6	2018 Forecast(F)	18,500	207,005	11.19	32,906	15.9%	69,518	49,648	119,166	11,729	17%	10,627	21%	22,356	19%	141,522	68.4%	51,104	(18,527)	92%			
7	2019 Normalization	300	(1,005)	(3.35)	(6)	0.6%	(5,018)	(3,048)	(8,066)	(1,029)	20%	(627)	21%	(1,656)	21%	(9,722)	967.7%	(7,004)	15,727				
8	2019 Baseline(B)	18,800	206,000	10.96	32,900	16.0%	64,500	46,600	111,100	10,700	17%	10,000	21%	20,700	19%	131,800	64.0%	44,100	(2,800)	99%			
	% to 2018 Budget	7%	-12%	-18%	-14%	-2%	-2%	4%	0%	-4%	-2%	1%	-3%	-1%	-2%	0%	14%	3%	-113%	-11%			
	% to 2018 Forecast(F)	2%	0%	-2%	0%	0%	-7%	-6%	-7%	-9%	-2%	-6%	0%	-7%	-1%	-7%	-6%	-14%	-85%	7%			
9	2019 Pricing/Costs		7,000	-	-	0.0%				100	17%	-	21%	100	19%	100	1.4%	300	6,600				
			3.4%		0.0%	15.4%	<= after '8' driver			0.9%			0.0%					0.7%					
10	2019 Capital Impact		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit					0.0%	1,900	1,400	3,300	300	16%	200	14%	500	15%	3,800	0.0%	-	(3,800)				
							2.9%	3.0%															
12	2019 Ops/Strategic		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory		-	-	-	0.0%	-	3,000	3,000	-	0%	600	20%	600	20%	3,600	0.0%		(3,600)				
14	2019 Other		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(400)	400				
15	2019 Budget	18,800	213,000	\$ 11	32,900	15.4%	66,400	51,000	117,400	11,100	17%	10,800	21%	21,900	19%	139,300	65.4%	44,000	(3,200)	99%			
	% to 2018 Budget	7%	-9%	-16%	-14%	-5%	1%	14%	6%	0%	-1%	9%	-4%	4%	-2%	6%	17%	3%	-114%	-11%			
	% to 2018 Forecast(F)	2%	3%	1%	0%	-3%	-4%	3%	-1%	-5%	-1%	2%	-1%	-2%	-1%	-2%	-4%	-14%	-83%	7%			

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

0

Notes:

090	7	Normalization	Rev: 3yr avg + 3% for prior years price increases less 30k for rec fee net loss in Rev in '18	Payroll: 3yr avg + 5% for minwage/competiv wage past pressurs	Expense: 3yr Average
090	9	Pricing/Costs	Rev: MGU \$3000, recfee \$4000		
090	10	Capital Impact			
090	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.		
090	12	Ops/Strategic	Hourly Commissions TL = \$0 in Wages. (asst pros are not EE's and their comms not in this #, as AP Chcks charged against Rev.)		
090	13	Regulatory	CA MinWage impact		
090	14	Other			
090	G1	GenComment1:	Salary includes AmnDir alloc. 10% 12mths.	ProCommissions (non-director) are net against revenue, as not employees.	
090	G2	GenComment2:	Salary includes Pro's Commission Budget ----->>>	23,000	ProEE (saly) Commission Budget (\$23,000 B'18)held flat for 2019B, increased in B'18 based on both A'16 and F'17 closer to 23k

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 Johnson, Carol		Payroll											TOTAL			
		100	OPS	AME	Public	MiscOp	Payroll Direct				Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR			
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	1,423	52,044	36.57	-	0.0%	17,143	8,693	25,836	3,500	20%	1,919	22%	5,419	21%	31,255	60.1%	29,751	(8,962)	85%			
2	2015 Actual	1,537	52,729	34.31	-	0.0%	18,139	8,829	26,967	3,970	22%	2,193	25%	6,163	23%	33,130	62.8%	31,250	(11,651)	82%			
3	2016 Actual	1,559	59,042	37.87	-	0.0%	19,865	9,273	29,138	3,654	18%	1,905	21%	5,560	19%	34,697	58.8%	31,073	(6,728)	90%			
4	2017 Actual	1,737	64,233	36.98	-	0.0%	24,227	9,202	33,429	4,429	18%	1,876	20%	6,305	19%	39,734	61.9%	32,189	(7,690)	89%			
5	2018 Budget	1,500	61,000	40.67	-	0.0%	23,200	9,100	32,300	5,100	22%	1,900	21%	7,000	22%	39,300	64.4%	31,600	(9,900)	86%			
6	2018 Forecast(F)	1,800	72,508	40.28	-	0.0%	24,206	9,327	33,532	5,298	22%	1,980	21%	7,277	22%	40,810	56.3%	34,380	(2,682)	96%			
7	2019 Normalization	(100)	(5,508)	55.08	-	0.0%	(406)	(27)	(432)	(98)	24%	20	-77%	(77)	18%	(510)	9.3%	(1,880)	(3,118)				
8	2019 Baseline(B)	1,700	67,000	39.41	-	0.0%	23,800	9,300	33,100	5,200	22%	2,000	22%	7,200	22%	40,300	60.1%	32,500	(5,800)	92%			
	% to 2018 Budget	13%	10%	-3%	0%	0%	3%	2%	2%	2%	-1%	5%	3%	3%	0%	3%	-7%	3%	-41%	7%			
	% to 2018 Forecast(F)	-6%	-8%	-2%	0%	0%	-2%	0%	-1%	-2%	0%	1%	1%	-1%	0%	-1%	7%	-5%	116%	-5%			
9	2019 Pricing/Costs		3,000	-	-	0.0%				100	22%	-	22%	100	22%	100	3.3%	600	2,300				
			4.5%		0.0%	0.0%	<= after '8' driver				1.9%	0.0%						1.8%					
10	2019 Capital Impact		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit					0.0%	700	300	1,000	100	14%	-	0%	100	10%	1,100	0.0%	-	(1,100)				
							2.9%	3.2%															
12	2019 Ops/Strategic		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory		-	-	-	0.0%	-	1,000	1,000	-	0%	200	20%	200	20%	1,200	0.0%	-	(1,200)				
14	2019 Other		-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(300)	300				
15	2019 Budget	1,700	70,000	\$ 41	-	0.0%	24,500	10,600	35,100	5,400	22%	2,200	21%	7,600	22%	42,700	61.0%	32,800	(5,500)	93%			
	% to 2018 Budget	13%	15%	1%	0%	0%	6%	16%	9%	6%	0%	16%	-1%	9%	0%	9%	-5%	4%	-44%	8%			
	% to 2018 Forecast(F)	-6%	-3%	2%	0%	0%	1%	14%	5%	2%	1%	11%	-2%	4%	0%	5%	8%	-5%	105%	-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 0

Notes:		
100	7 Normalization	Rev-normz to 3yr Avg + 3% for past price increases. Exp-normz for non-recurring to 3yr Avg
100	9 Pricing/Costs	specific price changes, see fee schedule
100	10 Capital Impact	...[.]consistent with 2016 Budget and Actual operating plan 2019 Budget - Annual Operating Schedule/Notes
100	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
100	12 Ops/Strategic	6/1 payroll start, CJ and DJ
100	13 Regulatory	6/9 FRI campground opens
100	14 Other	9/4 MON labor day
100	G1 GenComment1:	9/12 MON campground last day (checkouts)
100	G2 GenComment2:	9/15 payroll end for CJ and DJ
		Reserve America software new for 2018 (increased REV), to pass service fees on to consumer.. Likely changing again for 2019.
		Salary includes AmnDir alloc. Mktg: oppty with coupons to campers for...pizza, lodge, bike rental

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 Jones, Sally		Payroll											TOTAL			
		110	OPS	AME	Public	Public	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	8,489	438,906	51.70	19,290	4.4%	115,514	75,769	191,283	34,536	30%	17,981	24%	52,517	27%	243,799	55.5%	95,216	80,600	122%			
2	2015 Actual	10,171	435,764	42.84	37,527	8.6%	119,315	113,177	232,493	33,977	28%	26,655	24%	60,632	26%	293,125	67.3%	130,758	(25,646)	94%			
3	2016 Actual	28,228	978,088	34.65	65,781	6.7%	102,789	273,770	376,558	31,851	31%	61,443	22%	93,294	25%	469,852	48.0%	238,207	204,248	126%			
4	2017 Actual	21,943	1,005,397	45.82	52,080	5.2%	121,493	294,017	415,510	35,367	29%	60,397	21%	95,765	23%	511,275	50.9%	269,018	173,025	121%			
5	2018 Budget	22,300	925,000	41.48	54,000	5.8%	130,200	242,200	372,400	34,900	27%	53,600	22%	88,500	24%	460,900	49.8%	283,100	127,000	116%			
6	2018 Forecast(F)	19,166	838,243	43.74	56,377	6.7%	134,597	203,400	337,997	35,022	26%	45,009	22%	80,031	24%	418,027	49.9%	240,091	123,748	117%			
7	2019 Normalization	3,834	149,757	39.06	2,623	1.8%	(5,597)	46,600	41,003	(1,122)	20%	9,291	20%	8,169	20%	49,173	32.8%	54,009	43,952				
8	2019 Baseline(B)	23,000	988,000	42.96	59,000	6.0%	129,000	250,000	379,000	33,900	26%	54,300	22%	88,200	23%	467,200	47.3%	294,100	167,700	120%			
	% to 2018 Budget	3%	7%	4%	9%	2%	-1%	3%	2%	-3%	-2%	1%	-2%	0%	-2%	1%	-5%	4%	32%	4%			
	% to 2018 Forecast(F)	20%	18%	-2%	5%	-11%	-4%	23%	12%	-3%	1%	21%	-2%	10%	-2%	12%	-5%	22%	36%	3%			
9	2019 Pricing/Costs		55,000	-	-	0.0%				1,400	27%	300	22%	1,700	24%	1,700	3.1%	8,800	44,500				
			5.6%		0.0%	5.7%	<= after '8' driver			4.1%		0.6%						3.0%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit					0.0%	3,900	7,500	11,400	600	15%	1,200	16%	1,800	16%	13,200	0.0%	-	(13,200)				
							3.0%	3.0%															
12	2019 Ops/Strategic					0.0%	(9,400)	9,400	-	(5,000)	53%	(1,900)	-20%	(6,900)	0%	(6,900)	0.0%	-	6,900				
13	2019 Regulatory					0.0%	-	5,000	5,000	-	0%	1,100	22%	1,100	22%	6,100	0.0%	-	(6,100)				
14	2019 Other					0.0%	-		-	-	0%	5,500	0%	5,500	0%	5,500	0.0%	(3,400)	(2,100)				
15	2019 Budget	23,000	1,043,000	45.35	59,000	5.7%	123,500	271,900	395,400	30,900	25%	60,500	22%	91,400	23%	486,800	46.7%	299,500	197,700	123%			
	% to 2018 Budget	3%	13%	9%	9%	-3%	-5%	12%	6%	-11%	-7%	13%	1%	3%	-3%	6%	-6%	6%	56%	6%			
	% to 2018 Forecast(F)	20%	24%	4%	5%	-16%	-8%	34%	17%	-12%	-4%	34%	1%	14%	-2%	16%	-6%	25%	60%	5%			

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

123%

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

(B) Baseline - includes rounding

0

Notes:	Baseline vs 3YrAvg	237,302	0			63,318	20%									91,081	0				
110	7 Normalization	nrmz rev to 3yr avg+5% for prior 2yrs price incrs		Wages: 3yrAvg + 10,000 for prior years CAMinWage increases		Exp: 3yr avg plus 32k for snwml/ccfees/othr													EASTER: 3/31/13 4/20/14 4/5/15 3/27/16 4/16/17 4/1/18		
110	9 Pricing/Costs	Rev: avg ~5% overall price increase, Public Focus		Expense: est.3% cost increase over Baseline															4/8/2018 Sun, last day budgeted for 2017/2018 season		
110	10 Capital Impact																			12/1/2017 Sat, opening day budgeted for 2018/2019 season	
110	11 Merit																			Thanksgiving is as early as it gets in 2018, on 11/22/2018.	
110	12 Ops/Strategic	PD: efficiency gains	Exp: net impact, advertising changes/digital content, overall co, net change 0.																	utilities incr s/b nominal	
110	13 Regulatory	Saly: CompWage adj	Wage: CA MWImpact...chg \$10.50 to 11.00 eff 1/1/2018		Exp: Ins 10% cost inc																
110	14 Other	PB- Hrly - aca impact KRM - winter months (summer in Equest)																			
110	G1 GenComment1:																			? Status of: Sponsoring JR NATIONALS	
110	G2 GenComment2:	Salary includes AmnDir/asstDoO/4mths50%TrailsMgr alloc.		40.3% 2018Bdg		2019Budget 37.9%													Rev Mix: 29% Pass, 38% DailyTix, 8% Retail (merchd), 20% Rental, 5% Lessons, 0% Other		

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X						
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Murtagh, James		Payroll																	
		120	OPS	AME	Public	Golf	Payroll Direct			Payroll Burden						TOTAL										
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR						
1	2014 Actual	20,526	1,139,086	55.49	69,377	6.1%	66,664	105,219	171,883	20,347	31%	24,865	24%	45,211	26%	217,095	19.1%	79,517	773,097	311%						
2	2015 Actual	19,944	1,109,002	55.61	64,383	5.8%	74,429	115,865	190,293	13,570	18%	28,319	24%	41,889	22%	232,182	20.9%	87,232	725,206	289%						
3	2016 Actual	19,494	1,119,109	57.41	58,706	5.2%	33,094	130,525	163,619	8,363	25%	34,109	26%	42,472	26%	206,091	18.4%	87,390	766,921	318%						
4	2017 Actual	17,010	994,199	58.45	59,577	6.0%	46,832	116,300	163,132	14,616	31%	28,279	24%	42,895	26%	206,028	20.7%	92,811	635,784	277%						
5	2018 Budget	19,200	1,150,000	59.90	61,000	5.3%	48,700	135,900	184,600	17,100	35%	30,300	22%	47,400	26%	232,000	20.2%	86,800	770,200	303%						
6	2018 Forecast(F)	17,500	1,154,508	65.97	64,613	5.6%	49,684	127,197	176,881	16,547	33%	28,898	23%	45,446	26%	222,327	19.3%	103,346	764,222	296%						
7	2019 Normalization	200	(43,508)	(217.54)	(3,613)	8.3%	(1,084)	6,803	5,719	(247)	23%	1,402	21%	1,154	20%	6,873	-15.8%	(14,246)	(32,522)							
8	2019 Baseline(B)	17,700	1,111,000	62.77	61,000	5.5%	48,600	134,000	182,600	16,300	34%	30,300	23%	46,600	26%	229,200	20.6%	89,100	731,700	293%						
	% to 2018 Budget	-8%	-3%	5%	0%	4%	0%	-1%	-1%	-5%	-4%	0%	1%	-2%	-1%	-1%	2%	3%	-5%	-3%						
	% to 2018 Forecast(F)	1%	-4%	-5%	-6%	-2%	-2%	5%	3%	-1%	1%	5%	0%	3%	-1%	3%	7%	-14%	-4%	-1%						
9	2019 Pricing/Costs	42,000	-	-	0.0%	5.3%	<% after '8' driver	-	800	35%	(100)	23%	700	26%	700	1.7%	1,800	39,500								
		3.8%			0.0%					4.9%	-0.3%						2.0%									
10	2019 Capital Impact	-	-	-	0.0%					0%		0%		0%		0.0%	-	-								
11	2019 Merit	-	-	-	0.0%		1,500	4,000	5,500	200	13%	600	15%	800	15%	6,300	0.0%	-	(6,300)							
							3.1%	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							
13	2019 Regulatory	-	-	-	-	0.0%	-	4,000	4,000	-	0%	900	23%	900	23%	4,900	0.0%		(4,900)							
14	2019 Other	-	-	-	-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	(1,900)	1,900							
15	2019 Budget	17,800	1,160,000	\$ 65.17	61,000	5.3%	50,100	143,000	193,100	17,300	35%	31,900	22%	49,200	25%	242,300	20.9%	89,000	767,700	296%						
	% to 2018 Budget	-7%	1%	9%	0%	-1%	3%	5%	5%	1%	-2%	5%	0%	4%	-1%	4%	4%	3%	0%	-2%						
	% to 2018 Forecast(F)	2%	0%	-1%	-6%	-6%	1%	12%	9%	5%	4%	10%	-2%	8%	-1%	9%	8%	-14%	0%	0%						

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

0

Notes:

120	7	Normalization	Rnds: 3yr Avg, Rev: 3yr avg + 2% growth Wages - 3yr avg + 5% for pys min wage increases Exp: 3yr avg
120	9	Pricing/Costs	price/volume specifics TBD, also see row13 'Other' price increases of 1%..... TL via Price Increases. The 3.8% overall equates to ~ 5% average on Greens Fee Revenue components (pass/pack/daily fees).
120	10	Capital Impact	RRF PROJECT IMPACT??
120	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
120	12	Ops/Strategic	Group golf growth, June & Sept
120	13	Regulatory	CA Min Wage impact...chg \$10.50 to 11.00 effective 1/1/2018, ~ \$3000
120	14	Other	Range: May 18 Fri - Oct 14 Sun, daily Memorial day is 5/28 in 2018
120	G1	GenComment1:	Course Open: May 18 Fri for season. Closing Date Sunday 10/14/2018. 10/15 Mon - EE Tourny (comp rounds)
120	G2	GenComment2:	beg. With B'15, dropped DoG 10%alloc to 125

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5		Kuehne, Kevin											
		125	OPS	AME	Public	Golf	Payroll Direct						Payroll Burden						TOTAL	
		Unit	Revenue	NOR / Round	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	/ 18 h
1	2014 Actual	20,526	-	(41.39)	-	0.0%	115,721	350,607	466,328	41,817	36%	76,554	22%	118,371	25%	584,699	0.0%	264,951	(849,649)	(47,203)
2	2015 Actual	19,944	-	(40.88)	-	0.0%	134,203	336,037	470,240	43,638	33%	76,698	23%	120,336	26%	590,576	0.0%	224,673	(815,249)	(45,292)
3	2016 Actual	19,494	-	(44.40)	-	0.0%	143,996	364,459	508,456	45,898	32%	84,707	23%	130,604	26%	639,060	0.0%	226,406	(865,466)	(48,081)
4	2017 Actual	17,010	-	(52.31)	-	0.0%	125,300	391,349	516,649	39,234	31%	97,044	25%	136,277	26%	652,927	0.0%	236,878	(889,805)	(49,434)
5	2018 Budget	19,200	-	(45.22)	-	0.0%	148,700	371,700	520,400	42,100	28%	76,800	21%	118,900	23%	639,300	0.0%	228,900	(868,200)	(48,233)
6	2018 Forecast(F)	17,500	-	(47.70)	-	0.0%	97,894	398,658	496,552	35,015	36%	81,731	21%	116,746	24%	613,298	0.0%	221,537	(834,835)	(46,380)
7	2019 Normalization	200	-	-	-	0.0%	206	1,342	1,548	(15)	-7%	269	20%	254	16%	1,802	0.0%	8,663	(10,465)	
8	2019 Baseline(B)	17,700	-	(47.76)	-	0.0%	98,100	400,000	498,100	35,000	36%	82,000	21%	117,000	23%	615,100	0.0%	230,200	(845,300)	(46,961)
	% to 2018 Budget	-8%	0%	6%	0%	0%	-34%	8%	-4%	-17%	26%	7%	-1%	-2%	3%	-4%	0%	1%	-3%	-3%
	% to 2018 Forecast(F)	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	1%	1%
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	1,900	38%	800	21%	2,700	24%	2,700	0.0%	3,000	(5,700)	
					0.0%	0.0%	<= after '8' driver			5.4%		1.0%						1.3%		
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
11	2019 Merit	-	-	-	-	0.0%	2,900	12,100	15,000	500	17%	1,900	16%	2,400	16%	17,400	0.0%	-	(17,400)	
							3.0%	3.0%												
12	2019 Ops/Strategic	100	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
13	2019 Regulatory	-	-	-	-	0.0%	-	5,000	5,000	-	0%	1,000	20%	1,000	20%	6,000	0.0%	-	(6,000)	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(2,300)	2,300	
15	2019 Budget	17,800	-	(48.99)	-	0.0%	101,000	417,100	518,100	37,400	37%	85,700	21%	123,100	24%	641,200	0.0%	230,900	(872,100)	(48,450)
	% to 2018 Budget	-7%	0%	8%	0%	0%	-32%	12%	0%	-11%	31%	12%	-1%	4%	4%	0%	0%	1%	0%	0%
	% to 2018 Forecast(F)	2%	0%	3%	0%	0%	3%	5%	4%	7%	4%	5%	0%	5%	1%	5%	0%	4%	4%	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

0

Notes:

125	7	Normalization	Salary: adj for vacant position in F'17 part of year	Wages: 3yr avg plus \$10,000 for prior years ca min wage impacts compression	Exp: 3yr avg, + misc adj \$2k
125	9	Pricing/Costs	Expense: inflation factor of fertilizers, pesticides, etc.		
125	10	Capital Impact	RRF PROJECT IMPACT???		
125	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.		
125	12	Ops/Strategic	??? Dropping FTYR Supv		
125	13	Regulatory	Wage: CA Min Wage impact...c		
125	14	Other			
125	G1	GenComment1:			
125	G2	GenComment2:			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5													
		128	OPS	AME	Public	FAB	LodgeSmrFnB													
		Covers					Payroll Direct			Payroll Burden				TOTAL						
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSalY	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR
1	2014 Actual	48,313	2,001,709	41.43	625,873	31.3%	329,412	452,154	781,566	95,756	29%	132,714	29%	228,470	29%	1,010,036	50.5%	362,813	2,987	100%
2	2015 Actual	49,667	1,997,593	40.22	636,962	31.9%	336,207	488,445	824,652	96,460	29%	153,286	31%	249,746	30%	1,074,398	53.8%	366,022	(79,790)	96%
3	2016 Actual	60,496	2,312,246	38.22	716,951	31.0%	337,110	622,823	959,933	104,458	31%	165,329	27%	269,787	28%	1,229,720	53.2%	429,480	(63,905)	97%
4	2017 Actual	59,825	2,444,853	40.87	749,702	30.7%	316,722	727,447	1,044,169	93,952	30%	220,330	30%	314,282	30%	1,358,452	55.6%	428,589	(91,890)	96%
5	2018 Budget	54,700	2,300,000	42.05	706,000	30.7%	329,400	664,600	994,000	115,000	35%	232,000	35%	347,000	35%	1,341,000	58.3%	407,000	(154,000)	94%
6	2018 Forecast(F)	53,542	2,420,557	45.21	718,859	29.7%	327,970	697,823	1,025,793	105,364	32%	209,890	30%	315,254	31%	1,341,047	55.4%	420,315	(59,664)	98%
7	2019 Normalization	2,458	109,443	44.53	21,141	19.3%	(5,070)	18,077	13,007	(964)	19%	3,610	20%	2,646	20%	15,653	14.3%	10,185	62,464	
8	2019 Baseline(B)	56,000	2,530,000	45.18	740,000	29.2%	322,900	715,900	1,038,800	104,400	32%	213,500	30%	317,900	31%	1,356,700	53.6%	430,500	2,800	100%
	% to 2018 Budget	2%	10%	7%	5%	-5%	-2%	8%	5%	-9%	-7%	-8%	-15%	-8%	-12%	1%	-8%	6%	-102%	7%
	% to 2018 Forecast(F)	5%	5%	0%	3%	-2%	-2%	3%	1%	-1%	1%	2%	-1%	1%	0%	1%	-3%	2%	-105%	3%
9	2019 Pricing/Costs		50,000	-	-	0.0%				4,600	34%	2,400	30%	7,000	31%	7,000	14.0%	3,500	39,500	
			2.0%		0.0%	28.7%	<% after '8' driver			4.4%		1.1%						0.8%		
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
11	2019 Merit					0.0%	9,700	6,500	16,200	1,600	16%	1,000	15%	2,600	16%	18,800	0.0%	-	(18,800)	
							3.0%	0.9%												
12	2019 Ops/Strategic	-	50,000	-	-	0.0%	-	(30,000)	(30,000)	-	0%	(9,000)	30%	(9,000)	30%	(39,000)	-78.0%	2,500	86,500	
13	2019 Regulatory	-	-	-	-	0.0%	-	25,000	25,000	-	0%	7,600	30%	7,600	30%	32,600	0.0%	-	(32,600)	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(2,600)	2,600	
15	2019 Budget	56,000	2,630,000	\$ 46.96	740,000	28.1%	332,600	717,400	1,050,000	110,600	33%	215,500	30%	326,100	31%	1,376,100	52.3%	433,900	80,000	103%
	% to 2018 Budget	2%	14%	12%	5%	-8%	1%	8%	6%	-4%	-5%	-7%	-14%	-6%	-11%	3%	-10%	7%	-152%	10%
	% to 2018 Forecast(F)	5%	9%	4%	3%	-5%	1%	3%	2%	5%	4%	3%	0%	3%	1%	3%	-6%	3%	-234%	6%

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

0

Notes:

128	7	Normalization	Rev/Cogs: 3yrAvg + 5% menu/10% Banq price increases	Saly:	Wage: adj for min wage and volume
128	9	Pricing/Costs	Price increase on Banquet menus ~ 10% pimarly, see row 12 for regular menu price changes expectations,		Exp: cc fees on Revenue
128	10	Capital Impact	Event Tent discussion	Expense:	
128	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly partial, not all ee's; see row 12		
128	12	Ops/Strategic	Rev: Dining/Pub Menu Price increases ~3% (in addition to changes made in 2018 factored in normalizaion)	Wages: Labor efficiency gains initiative 4.2% of Baseline	Exp: cc fees
128	13	Regulatory	Saly: Wage:CA Min Wage impact, beyond Merit incr ...		
128	14	Other			
128	G1	GenComment1:			
128	G2	GenComment2:			

S&W TL as a % of Revenue	
39.0%	2014Actual
41.3%	2015Actual
41.5%	2016Actual
42.7%	2017Actual
43.2%	2018Budget
42.4%	2018Forecast(F)
39.9%	2019Budget

41.5% 2019Budget Excld menu price increases

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 RecFee																
		130	OPS	AME	Private	RecPool																	
							Payroll Direct					Payroll Burden					TOTAL						
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR			
1	2014 Actual	-	209,747	-	-	0.0%	-	102,279	102,279	-	0%	31,085	30%	31,085	30%	133,363	63.6%	102,873	(26,489)	89%			
2	2015 Actual	-	195,379	-	-	0.0%	-	90,171	90,171	-	0%	20,956	23%	20,956	23%	111,127	56.9%	126,463	(42,211)	82%			
3	2016 Actual	-	213,363	-	-	0.0%	-	95,089	95,089	-	0%	21,247	22%	21,247	22%	116,336	54.5%	135,729	(38,703)	85%			
4	2017 Actual	-	205,321	-	-	0.0%	-	59,965	59,965	-	0%	12,071	20%	12,071	20%	72,037	35.1%	144,577	(11,293)	95%			
5	2018 Budget	-	218,000	-	-	0.0%	-	98,700	98,700	-	0%	18,600	19%	18,600	19%	117,300	53.8%	162,100	(61,400)	78%			
6	2018 Forecast(F)	-	229,846	-	-	0.0%	-	74,944	74,944	-	0%	14,761	20%	14,761	20%	89,705	39.0%	148,121	(7,980)	97%			
7	2019 Normalization	-	(6,846)	-	-	0.0%	-	5,056	5,056	-	0%	1,039	21%	1,039	21%	6,095	-89.0%	(3,321)	(9,620)				
8	2019 Baseline(B)	-	223,000	-	-	0.0%	-	80,000	80,000	-	0%	15,800	20%	15,800	20%	95,800	43.0%	144,800	(17,600)	93%			
	% to 2018 Budget	0%	2%	0%	0%	0%	0%	-19%	-19%	0%	0%	-15%	5%	-15%	5%	-18%	-20%	-11%	-71%	19%			
	% to 2018 Forecast(F)	0%	-3%	0%	0%	0%	0%	7%	7%	0%	0%	7%	0%	7%	0%	7%	10%	-2%	121%	-4%			
9	2019 Pricing/Costs	-	18,000	-	-	0.0%	-	-	-	-	0%	-	20%	-	20%	-	0.0%	3,000	15,000				
			8.1%		0.0%	0.0%		<= after '8' driver			0.0%		0.0%					2.1%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit	-	-	-	-	0.0%	-	2,400	2,400	-	0%	400	17%	400	17%	2,800	0.0%	-	(2,800)				
								0.0%	3.0%														
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	6,000	6,000	-	0%	1,200	20%	1,200	20%	7,200	0.0%	-	(7,200)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	200	0%	200	0%	200	0.0%	(1,400)	1,200				
15	2019 Budget	-	241,000	-	-	0.0%	-	88,400	88,400	-	0%	17,600	20%	17,600	20%	106,000	44.0%	146,400	(11,400)	95%			
	% to 2018 Budget	0%	11%	0%	0%	0%	0%	-10%	-10%	0%	0%	-5%	6%	-5%	6%	-10%	-18%	-10%	-81%	22%			
	% to 2018 Forecast(F)	0%	5%	0%	0%	0%	0%	18%	18%	0%	0%	19%	1%	19%	1%	18%	13%	-1%	43%	-1%			

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

0

Notes:

130	7	Normalization	Revenue: 3yr Avg + 3% for prior price increases	Payroll: 3yr avg+ 5% min wage, plus instructor/lifeguard shortage woes	Expense: use F17 due to recpool winter & chemicals growth
130	9	Pricing/Costs	MG price incr \$8,000, RecFee increase \$10,000, Swim Lessons \$ TBD		
130	10	Capital Impact			
130	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.		
130	12	Ops/Strategic			
130	13	Regulatory	Wage: ca min wage increase direct \$3000 + \$3000 for compression and supervisor hiring issues due to wage rate		
130	14	Other			
130	G1	GenComment1:	lifeguards - shortage with OldGreen, Greys, MartisCamp, etal high demand		
130	G2	GenComment2:	supervisor, TBA		

Trout and Aquatics - Combined				
2014	Actual	1,097,471	489,953	24.6%
2015	Actual	1,081,153	495,970	23.1%
2016	Actual	1,151,137	514,952	18.6%
2017	Actual	1,205,934	508,814	20.0%
2018	Budget	1,212,000	592,000	3.2%
2018	Forecast	1,285,520	541,789	12.7%
2019	Budget	1,335,000	610,700	

TC/AQ combined 2018B vs 2013A	
- rev	~ 1%/yr >
(6,884) cogs	
- PD	~ 3%/yr >
16,714 PB	
99,221 Exp	
(109,051) NOR	

Tahoe Donner Association
working model
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2019 Budget - Annual

132 Trout Creek Rec Center

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X		
		DEPTNu	Group1	Group2	Group3	Group4	Group5 RecFee															
		132	OPS	AME	Private	RecPool	Payroll						Payroll				TOTAL					
		Payroll Direct					Payroll Burden								TOTAL							
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR		
1	2014 Actual	138,042	887,724	6.43	36,884	4.2%	144,004	243,670	387,674	44,450	31%	72,951	30%	117,401	30%	505,075	56.9%	245,307	100,458	113%		
2	2015 Actual	142,390	885,774	6.22	35,331	4.0%	144,895	260,904	405,799	42,789	30%	63,192	24%	105,982	26%	511,781	57.8%	292,585	46,078	105%		
3	2016 Actual	142,390	937,774	6.59	33,335	3.6%	159,741	260,122	419,863	44,303	28%	61,726	24%	106,029	25%	525,892	56.1%	317,482	61,065	107%		
4	2017 Actual	147,798	1,000,613	6.77	27,127	2.7%	156,605	292,243	448,848	44,355	28%	85,602	29%	129,957	29%	578,805	57.8%	268,096	126,585	114%		
5	2018 Budget	147,000	994,000	6.76	32,000	3.2%	159,100	334,200	493,300	47,300	30%	91,000	27%	138,300	28%	631,600	63.5%	284,700	45,700	105%		
6	2018 Forecast(F)	142,623	1,055,674	7.40	29,052	2.8%	158,022	308,824	466,846	46,546	29%	85,274	28%	131,820	28%	598,666	56.7%	298,779	129,178	114%		
7	2019 Normalization	477	(57,674)	(120.91)	948	-1.6%	1,678	24,976	26,654	254	15%	5,026	20%	5,280	20%	31,934	-55.4%	721	(91,278)			
8	2019 Baseline(B)	143,100	998,000	6.97	30,000	3.0%	159,700	333,800	493,500	46,800	29%	90,300	27%	137,100	28%	630,600	63.2%	299,500	37,900	104%		
	% to 2018 Budget	-3%	0%	3%	-6%	-7%	0%	0%	0%	-1%	-1%	-1%	-1%	-1%	-1%	0%	-1%	5%	-17%	-1%		
	% to 2018 Forecast(F)	0%	-5%	-6%	3%	9%	1%	8%	6%	1%	-1%	6%	-2%	4%	-2%	5%	11%	0%	-71%	-9%		
9	2019 Pricing/Costs		96,000	-	-	0.0%				2,300	31%	2,700	28%	5,000	29%	5,000	5.2%	4,800	86,200			
			9.6%		0.0%	2.7%	<= after '8' driver				4.9%	3.0%						1.6%				
10	2019 Capital Impact		-	-	-	0.0%					0%		0%		0%		0.0%					
11	2019 Merit					0.0%	4,800	10,000	14,800	800	17%	1,600	16%	2,400	16%	17,200	0.0%		(17,200)			
							3.0%	3.0%														
12	2019 Ops/Strategic					0.0%		4,000	4,000		0%	1,100	28%	1,100	28%	5,100	0.0%		(5,100)			
13	2019 Regulatory					0.0%		10,000	10,000		0%	2,800	28%	2,800	28%	12,800	0.0%		(12,800)			
14	2019 Other					0.0%				(800)	0%		0%	(800)	0%	(800)	0.0%	(3,300)	4,100			
15	2019 Budget	143,100	1,094,000	\$ 8	30,000	2.7%	164,500	357,800	522,300	49,100	30%	98,500	28%	147,600	28%	669,900	61.2%	301,000	93,100	109%		
	% to 2018 Budget	-3%	10%	13%	-6%	-15%	3%	7%	6%	4%	0%	8%	1%	7%	1%	6%	-4%	6%	104%	4%		
	% to 2018 Forecast(F)	0%	4%	3%	3%	0%	4%	16%	12%	5%	1%	16%	0%	12%	0%	12%	8%	1%	-28%	-4%		

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

109%

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

(B) Baseline - includes rounding

0

Notes:

132	7	Normalization	REV: 3yr avg +500rounding....	Payroll. Adj for vacancies, host & Janitorial	Exp: hold at F18 level, to adj for janitorial change from contract expense to payroll in 2017
132	9	Pricing/Costs	Rev: MGU increases impact \$52,000, Rec Fee increase \$39,000, Fitness Classes + ~5% \$4,000		
132	10	Capital Impact	? 2018 Construction impacts, if any		
132	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.		
132	12	Ops/Strategic	comp wage janitorial hiring issues		
132	13	Regulatory	CA Min Wage impact primarily fitness instructors & hosts impacts		
132	14	Other			
132	G1	GenComment1:			
132	G2	GenComment2:	Salary includes AmnDir alloc.		

Tahoe Donner Association
working model
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2019 Budget - Annual
140 Recreation
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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
		DEPTnu	Group1	Group2	Group3	Group4	Group5 Ferguson, Mercedes																	
		140	OPS	AME	Private	RecPoo	Payroll						TOTAL											
		Payroll Direct					Payroll Burden							PAYROLL										
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PR%R	Expense	NORBO	CRR							
1	2014 Actual	-	142,560	-	10,675	7.5%	60,089	45,974	106,063	12,935	22%	10,863	24%	23,798	22%	129,861	91.1%	75,472	(73,448)	66%				
2	2015 Actual	-	109,876	-	1,531	1.4%	39,172	29,680	68,852	14,053	36%	6,695	23%	20,748	30%	89,600	81.5%	76,912	(58,166)	65%				
3	2016 Actual	-	185,697	-	2,328	1.3%	1,638	79,979	81,617	6,558	400%	17,066	21%	23,624	29%	105,241	56.7%	114,467	(36,339)	84%				
4	2017 Actual	-	183,184	-	2,752	1.5%	10,111	60,163	70,274	1,691	17%	16,925	28%	18,616	26%	88,890	48.5%	111,969	(20,427)	90%				
5	2018 Budget	-	175,000	-	4,000	2.3%	10,700	70,200	80,900	3,000	28%	20,400	29%	23,400	29%	104,300	59.6%	121,700	(55,000)	76%				
6	2018 Forecast(F)	-	170,775	-	3,401	2.0%	10,835	63,370	74,205	2,752	25%	18,012	28%	20,764	28%	94,969	55.6%	129,378	(56,972)	75%				
7	2019 Normalization	-	9,225	-	599	6.5%	65	2,030	2,095	48	73%	388	19%	436	21%	2,531	27.4%	(4,678)	10,772					
8	2019 Baseline(B)	-	180,000	-	4,000	2.2%	10,900	65,400	76,300	2,800	26%	18,400	28%	21,200	28%	97,500	54.2%	124,700	(46,200)	80%				
	% to 2018 Budget	0%	3%	0%	0%	-3%	2%	-7%	-6%	-7%	-8%	-10%	-3%	-9%	-4%	-7%	-9%	2%	-16%	5%				
	% to 2018 Forecast(F)	0%	5%	0%	18%	12%	1%	3%	3%	2%	1%	2%	-1%	2%	-1%	3%	-3%	-4%	-19%	6%				
9	2019 Pricing/Costs	-	-	-	0.0%	2.2%	< after '8' driver	-	100	27%	600	29%	700	29%	700	0.0%	-	(700)						
					0.0%	2.2%				3.6%							0.0%							
10	2019 Capital Impact	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
11	2019 Merit	-	-	-	0.0%	300	2,000	2,300	-	0%	300	15%	300	13%	2,600	0.0%	-	(2,600)						
						2.8%	3.1%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
13	2019 Regulatory	-	-	-	0.0%	-	2,000	2,000	-	0%	500	25%	500	25%	2,500	0.0%	-	(2,500)						
14	2019 Other	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(1,200)	1,200						
15	2019 Budget	-	180,000	-	4,000	2.2%	11,200	69,400	80,600	2,900	26%	19,800	29%	22,700	28%	103,300	57.4%	123,500	(50,800)	78%				
	% to 2018 Budget	0%	3%	0%	0%	-3%	5%	-1%	0%	-3%	-8%	-3%	-2%	-3%	-3%	-1%	-4%	1%	-8%	3%				
	% to 2018 Forecast(F)	0%	5%	0%	18%	12%	3%	10%	9%	5%	2%	10%	0%	9%	1%	9%	3%	-5%	-11%	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

0

Notes:

140	7	Normalization	3yr avgs, adj for misc
140	9	Pricing/Costs	'18 concerts dates - 7/6 Fri & 7/7 Sat 7/4 is on a Wed
140	10	Capital Impact	To increase prices and slightly lower volume: net similar rev costs and net net
140	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
140	12	Ops/Strategic	Exp: net impact, advertising changes/digital content, overall co, net change 0.
140	13	Regulatory	CA Min Wage impact
140	14	Other	NOTE- Wage: Manager in Winter change cost charge to Snowplay (Jan-Apr, NovDec) as 80+% of time in Winter is Snowplay
140	G1	GenComment1:	CONCERT - continue with a 2nd and both at July 4th holiday..... [concert Rev \$140,000 (excl 5k F&B), Payroll \$9k, Exp \$76k NET \$45k] [consistent with b'17]
140	G2	GenComment2:	Revenue B'17 & B'18 --- \$15k Spevents, \$140k Concerts, \$4k retail, \$16k Rentals/recprogrms

Tahoe Donner Association
working model
Resort Budget Model
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141 Bikeworks
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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
	DEPTnu	Group1	Group2	Group3	Group4	Group5	Walker, David	Payroll												TOTAL				
	141	OPS	AME	Public	Public	Payroll Direct			Payroll Burden				TOTAL											
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR					
1	2014 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
2	2015 Actual	-	65,424	-	21,098	32.2%	22,397	9,358	31,755	6,836	31%	2,245	24%	9,081	29%	40,836	62.4%	5,498	(2,008)	97%				
3	2016 Actual	-	86,888	-	28,589	32.9%	23,172	14,636	37,808	6,432	28%	2,720	19%	9,152	24%	46,960	54.0%	17,340	(6,001)	94%				
4	2017 Actual	-	110,155	-	44,402	40.3%	23,449	15,351	38,800	6,602	28%	3,098	20%	9,700	25%	48,500	44.0%	19,986	(2,733)	98%				
5	2018 Budget	-	109,000	-	39,000	35.8%	23,400	16,600	40,000	7,800	33%	3,500	21%	11,300	28%	51,300	47.1%	17,500	1,200	101%				
6	2018 Forecast(F)	-	110,697	-	36,912	33.3%	23,401	21,807	45,208	7,272	31%	4,023	18%	11,295	25%	56,503	51.0%	14,605	2,677	102%				
7	2019 Normalization	-	303	-	1,088	359.1%	(1)	(1,707)	(1,708)	28	-3308%	(323)	19%	(295)	17%	(2,003)	-661.0%	1,095	123					
8	2019 Baseline(B)	-	111,000	-	38,000	34.2%	23,400	20,100	43,500	7,300	31%	3,700	18%	11,000	25%	54,500	49.1%	15,700	2,800	103%				
	% to 2018 Budget	0%	2%	0%	-3%	-4%	0%	21%	9%	-6%	-6%	6%	-13%	-3%	-10%	6%	4%	-10%	133%	1%				
	% to 2018 Forecast(F)	0%	0%	0%	3%	3%	0%	-8%	-4%	0%	0%	-8%	0%	-3%	1%	-4%	-4%	7%	5%	0%				
9	2019 Pricing/Costs	-	2,000	-	-	0.0%	-	-	-	300	32%	-	18%	300	26%	300	15.0%	-	1,700					
					0.0%	33.6%	<% after '8' driver			4.1%		0.0%						0.0%						
10	2019 Capital Impact	-	4,000	-	1,000	25.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	500	2,500					
11	2019 Merit	-	-	-	-	0.0%	700	600	1,300	100	14%	100	17%	200	15%	1,500	0.0%	-	(1,500)					
							3.0%	3.0%																
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
13	2019 Regulatory	-	-	-	-	0.0%	-	1,000	1,000	-	0%	200	20%	200	20%	1,200	0.0%	-	(1,200)					
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
15	2019 Budget	-	117,000	-	39,000	33.3%	24,100	21,700	45,800	7,700	32%	4,000	18%	11,700	26%	57,500	49.1%	16,200	4,300	104%				
	% to 2018 Budget	0%	7%	0%	0%	-7%	3%	31%	15%	-1%	-4%	14%	-13%	4%	-10%	12%	4%	-7%	258%	3%				
	% to 2018 Forecast(F)	0%	6%	0%	6%	0%	3%	0%	1%	6%	3%	-1%	0%	4%	2%	2%	-4%	11%	61%	1%				

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 0

Notes:	
141 7 Normalization	not 3yr avg, as now spread out and new location.. Use 2018F as Baseline. Exp:
141 9 Pricing/Costs	rental price increases
141 10 Capital Impact	organic growth; growth in newer facility, rentals and special events (ala fatbikes, bikefests, demodays, kids safety, clinics and other cycling programming)
141 11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
141 12 Ops/Strategic	
141 13 Regulatory	CA Min Wage impact...
141 14 Other	
141 G1 GenComment1:	Starting in 2015, reclass in from 140/Recreation, to new 141/Bikeworks operation.
141 G2 GenComment2:	DoSS../bikeworks Mgr...change from seasonal to FTYR.....4months Rec/BikeWorks (jun-sep) 8months DHSki (jan-may, oct-dec)

Rev Split B'17	
35,000	retail
45,000	rentals
5,000	tours
10,000	repairs
95,000	Total

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
145 Day Camp
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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McPhal, Cari																
		145	OPS	AME	Private	RecPool	Payroll						TOTAL										
		Payroll Direct					Payroll Burden						PAYROLL										
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PR%R	Expense	NORBO	CRR						
1	2014 Actual	-	183,423	-	-	0.0%	-	74,078	74,078	-	0%	16,896	23%	16,896	23%	90,974	49.6%	39,634	52,815	140%			
2	2015 Actual	-	198,237	-	-	0.0%	-	87,851	87,851	-	0%	20,282	23%	20,282	23%	108,133	54.5%	36,633	53,471	137%			
3	2016 Actual	-	205,851	-	-	0.0%	-	103,049	103,049	15	0%	22,254	22%	22,269	22%	125,318	60.9%	46,470	34,064	120%			
4	2017 Actual	-	224,715	-	-	0.0%	-	120,305	120,305	-	0%	29,131	24%	29,131	24%	149,436	66.5%	41,591	33,688	118%			
5	2018 Budget	-	234,000	-	-	0.0%	23,000	102,100	125,100	8,700	38%	21,500	21%	30,200	24%	155,300	66.4%	48,900	29,800	115%			
6	2018 Forecast(F)	-	255,659	-	-	0.0%	23,421	118,712	142,133	8,303	35%	23,231	20%	31,534	22%	173,666	67.9%	51,122	30,871	114%			
7	2019 Normalization	-	(3,659)	-	-	0.0%	(421)	488	67	(103)	25%	69	14%	(34)	-50%	34	-0.9%	(222)	(3,471)				
8	2019 Baseline(B)	-	252,000	-	-	0.0%	23,000	119,200	142,200	8,200	36%	23,300	20%	31,500	22%	173,700	68.9%	50,900	27,400	112%			
	% to 2018 Budget	0%	8%	0%	0%	0%	0%	17%	14%	-6%	-6%	8%	-7%	4%	-8%	12%	4%	4%	-8%	-2%			
	% to 2018 Forecast(F)	0%	-1%	0%	0%	0%	-2%	0%	0%	-1%	1%	0%	0%	0%	0%	0%	1%	0%	-11%	-1%			
9	2019 Pricing/Costs		23,000	-	-	0.0%				500	38%	(100)	19%	400	22%	400	1.7%	1,000	21,600				
			9.1%		0.0%	0.0%	<= after '8' driver				6.1%	-0.4%						2.0%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit					0.0%	700	3,600	4,300	100	14%	600	17%	700	16%	5,000	0.0%	-	(5,000)				
							3.0%	3.0%															
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	7,000	7,000	-	0%	1,400	20%	1,400	20%	8,400	0.0%	-	(8,400)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(500)	500				
15	2019 Budget	-	275,000	-	-	0.0%	23,700	129,800	153,500	8,800	37%	25,200	19%	34,000	22%	187,500	68.2%	51,400	36,100	115%			
	% to 2018 Budget	0%	18%	0%	0%	0%	3%	27%	23%	1%	-2%	17%	-8%	13%	-8%	21%	3%	5%	21%	0%			
	% to 2018 Forecast(F)	0%	8%	0%	0%	0%	1%	9%	8%	6%	5%	8%	-1%	8%	0%	8%	0%	1%	17%	1%			

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

0

Notes:

145	7	Normalization	Rev: 3yr avg + 10% for past price increases	wage growth includes Penalty hours costs
145	9	Pricing/Costs	Rev: ~10% overall price increase, redo market analysis	Increased hours of programs in 2017, to continue in 2018 and 2019
145	10	Capital Impact		
145	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	
145	12	Ops/Strategic		
145	13	Regulatory	CA Min Wage impact... compression/market will impact, and lead rop	
145	14	Other		
145	G1	GenComment1:		
145	G2	GenComment2:	Cari MacPhail, Day Camp Supervisor	

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Sedgwick, Jamie		Payroll											TOTAL			
		150	OPS	AME	Public	FAB	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	-	347,020	-	108,255	31.2%	63,502	104,647	168,149	22,106	35%	24,869	24%	46,975	28%	215,124	62.0%	48,998	(25,357)	93%			
2	2015 Actual	-	473,254	-	134,980	28.5%	103,314	137,155	240,469	37,066	36%	35,025	26%	72,091	30%	312,560	66.0%	78,344	(52,629)	90%			
3	2016 Actual	-	518,060	-	155,956	30.1%	104,915	135,258	240,173	38,862	37%	35,095	26%	73,957	31%	314,130	60.6%	75,717	(27,743)	95%			
4	2017 Actual	-	518,002	-	168,174	32.5%	108,969	157,062	266,031	36,744	34%	41,283	26%	78,026	29%	344,057	66.4%	77,032	(71,261)	88%			
5	2018 Budget	-	524,000	-	155,500	29.7%	117,800	146,400	264,200	43,000	37%	41,800	29%	84,800	32%	349,000	66.6%	77,300	(57,800)	90%			
6	2018 Forecast(F)	-	589,949	-	174,505	29.6%	122,822	178,575	301,396	40,141	33%	43,882	25%	84,023	28%	385,419	65.3%	85,863	(55,839)	91%			
7	2019 Normalization	-	(20,949)	-	(7,905)	37.7%	(2,522)	(4,975)	(7,496)	(541)	21%	(982)	20%	(1,523)	20%	(9,019)	43.1%	(6,263)	2,239				
8	2019 Baseline(B)	-	569,000	-	166,600	29.3%	120,300	173,600	293,900	39,600	33%	42,900	25%	82,500	28%	376,400	66.2%	79,600	(53,600)	91%			
	% to 2018 Budget	0%	9%	0%	7%	-1%	2%	19%	11%	-8%	-10%	3%	-13%	-3%	-13%	8%	-1%	3%	-7%	1%			
	% to 2018 Forecast(F)	0%	-4%	0%	-5%	-1%	-2%	-3%	-2%	-1%	1%	-2%	1%	-2%	1%	-2%	1%	-7%	-4%	0%			
9	2019 Pricing/Costs		17,000	-	-	0.0%				2,100	35%	900	25%	3,000	29%	3,000	17.6%	1,500	12,500				
			3.0%		0.0%	28.4%	<= after '8' driver				5.3%		2.1%						1.9%				
10	2019 Capital Impact		-	-	-	0.0%					0%		0%				0.0%	-	-				
11	2019 Merit			-		0.0%	3,500	5,200	8,700	600	17%	800	15%	1,400	16%	10,100	0.0%	-	(10,100)				
							2.9%	3.0%															
12	2019 Ops/Strategic		-	-	-	0.0%		(10,000)	(10,000)		0%	(2,500)	25%	(2,500)	25%	(12,500)	0.0%	-	12,500				
13	2019 Regulatory		17,000	-	-	0.0%		9,000	9,000		0%	2,300	26%	2,300	26%	11,300	66.5%	1,000	4,700				
14	2019 Other		-	-	-	0.0%		-			0%	-	0%				0.0%	(800)	800				
15	2019 Budget	-	603,000	-	166,600	27.6%	123,800	177,800	301,600	42,300	34%	44,400	25%	86,700	29%	388,300	64.4%	81,300	(33,200)	95%			
	% to 2018 Budget	0%	15%	0%	7%	-7%	5%	21%	14%	-2%	-6%	6%	-13%	2%	-10%	11%	-3%	5%	-43%	5%			
	% to 2018 Forecast(F)	0%	2%	0%	-5%	-7%	1%	0%	0%	5%	5%	1%	2%	3%	3%	1%	-1%	-5%	-41%	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 0

Notes:

150	7	Normalization	Rev:3yr Avg + 5% for past years price increases, Cogs-3yr avg Expn: 3yr avg																		
150	9	Pricing/Costs	Increase prices ~ 3%, part A....see row 13 for part B -----overall ~ 6% price increase average --- may include peak period pricing, also banquet event prices increase																		
150	10	Capital Impact																			
150	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																		
150	12	Ops/Strategic	Wages: Efficiency goal 5.7% to Baseline Wages																		
150	13	Regulatory	Rev: raise prices ~3% to cover > Wage:CA Min Wage impact...beyond Merit row																		
150	14	Other																			
150	G1	GenComment1:																			
150	G2	GenComment2:																			

S&W TL as a % of Revenue	
48%	2014Actual
51%	2015Actual
46%	2016Actual
51%	2017Actual
50%	2018Budget
51%	2018Forecast(F)
50%	2019Budget

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
	DEPTnu	Group1	Group2	Group3	Group4	Group5 Casey, Joe		Payroll											TOTAL				
155	OPS	AME	Public	FAB	Payroll Direct			Payroll Burden					PAYROLL		PR%R	Expense	NORBO	CRR					
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%									
1	2014 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!				
2	2015 Actual	-	66,626	-	29,590	44.4%	-	34,261	34,261	-	0%	7,311	21%	7,311	21%	41,572	62.4%	6,922	(11,459)	85%			
3	2016 Actual	-	353,697	-	119,884	33.9%	10,319	167,005	177,324	2,454	24%	38,365	23%	40,820	23%	218,144	61.7%	58,022	(42,353)	89%			
4	2017 Actual	-	399,681	-	143,323	35.9%	66,328	160,109	226,437	19,305	29%	38,972	24%	58,276	26%	284,713	71.2%	76,547	(104,902)	79%			
5	2018 Budget	-	313,000	-	108,000	34.5%	66,800	144,100	210,900	22,400	34%	37,500	26%	59,900	28%	270,800	86.5%	50,500	(116,300)	73%			
6	2018 Forecast(F)	-	296,615	-	107,598	36.3%	71,917	140,088	212,006	21,462	30%	36,108	26%	57,571	27%	269,577	90.9%	64,124	(144,684)	67%			
7	2019 Normalization	-	53,385	-	16,402	30.7%	383	9,912	10,294	138	36%	1,992	20%	2,129	21%	12,423	23.3%	5,876	18,684				
8	2019 Baseline(B)	-	350,000	-	124,000	35.4%	72,300	150,000	222,300	21,600	30%	38,100	25%	59,700	27%	282,000	80.6%	70,000	(126,000)	74%			
	% to 2018 Budget	0%	12%	0%	15%	3%	8%	4%	5%	-4%	-11%	2%	-2%	0%	-5%	4%	-7%	39%	8%	1%			
	% to 2018 Forecast(F)	0%	18%	0%	15%	-2%	1%	7%	5%	1%	0%	6%	-1%	4%	-1%	5%	-11%	9%	-13%	9%			
9	2019 Pricing/Costs	20,000	-	-	0.0%	-	-	-	1,200	32%	900	26%	2,100	28%	2,100	10.5%	1,000	16,900					
		5.7%		0.0%	33.5%	<% after '8' driver			5.6%		2.4%						1.4%						
10	2019 Capital Impact				0.0%					0%		0%				0.0%							
11	2019 Merit				0.0%	2,200	4,500	6,700	400	18%	700	16%	1,100	16%	7,800	0.0%		(7,800)					
						3.0%	3.0%																
12	2019 Ops/Strategic	80,000		20,000	25.0%		16,000	16,000		0%	4,200	26%	4,200	26%	20,200	25.3%	4,000	35,800					
13	2019 Regulatory				0.0%		2,500	2,500		0%	700	28%	700	28%	3,200	0.0%		(3,200)					
14	2019 Other				0.0%					0%		0%		0%		0.0%	(700)	700					
15	2019 Budget	450,000		144,000	32.0%	74,500	173,000	247,500	23,200	31%	44,600	26%	67,800	27%	315,300	70.1%	74,300	(83,600)	84%				
	% to 2018 Budget	0%	44%	0%	33%	-7%	12%	20%	17%	4%	-7%	19%	-1%	13%	-4%	16%	-19%	47%	-28%	16%			
	% to 2018 Forecast(F)	0%	52%	0%	34%	-12%	4%	23%	17%	8%	4%	24%	0%	18%	1%	17%	-23%	16%	-42%	25%			

See Forecast Adjusments 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

0

Notes:

155	7	Normalization	3yr avg
155	9	Pricing/Costs	Price increases - mainly/higher in Winter, including Peak Periods....3-5% in Summer
155	10	Capital Impact	
155	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.
155	12	Ops/Strategic	DISCUSSION - Close in Summer, only do Banquet Events, or only FSS all summer....ALTERNATIVE ADDED in ABOVE- Events during July/August - open up to selling during day as well, est 10 events
155	13	Regulatory	Rev: raise prices to cover see Price row 9.....Wages - CA MinWageimpact...beyond Merit
155	14	Other	
155	G1	GenComment1:	
155	G2	GenComment2:	

S&W TL as a % of Revenue	
#DIV/0!	2014Actual
51%	2015Actual
50%	2016Actual
57%	2017Actual
67%	2018Budget
71%	2018Forecast(F)
55%	2019Budget

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
	DEPTnu	Group1	Group2	Group3	Group4	Group5 Conners, Sean		Payroll																
160	OPS	HOA	HOA	MiscOp	Payroll												TOTAL							
	Unit	Revenue	R/U	Cogs	Cogs%	Payroll Direct			Payroll Burden				TOTAL		PR%R	Expense	NORBO	CRR						
						Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL									
1	2014 Actual	-	-	-	0.0%	67,401	333,226	400,626	25,224	37%	125,073	38%	150,297	38%	550,924	0.0%	39,802	(590,726)	0%					
2	2015 Actual	-	-	-	0.0%	96,327	370,471	466,798	27,768	29%	124,413	34%	152,182	33%	618,980	0.0%	7,978	(626,958)	0%					
3	2016 Actual	-	-	-	0.0%	98,466	394,531	492,997	29,639	30%	128,679	33%	158,318	32%	651,315	0.0%	4,127	(655,442)	0%					
4	2017 Actual	-	-	-	0.0%	91,337	459,422	550,759	26,536	29%	136,792	30%	163,328	30%	714,088	0.0%	10,958	(725,045)	0%					
5	2018 Budget	-	-	-	0.0%	91,800	453,600	545,400	25,300	28%	166,800	37%	192,100	35%	737,500	0.0%	54,500	(792,000)	0%					
6	2018 Forecast(F)	-	-	-	0.0%	92,384	477,130	569,513	24,962	27%	156,961	33%	181,923	32%	751,437	0.0%	13,619	(765,056)	0%					
7	2019 Normalization	-	-	-	0.0%	(784)	(8,030)	(8,813)	(162)	21%	(1,561)	19%	(1,723)	20%	(10,537)	0.0%	21,081	(10,544)						
8	2019 Baseline(B)	-	-	-	0.0%	91,600	469,100	560,700	24,800	27%	155,400	33%	180,200	32%	740,900	0.0%	34,700	(775,600)	0%					
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	3%	-2%	-2%	-7%	-10%	-6%	-9%	0%	0%	-36%	-2%	0%					
	% to 2018 Forecast(F)	0%	0%	0%	0%	-1%	-2%	-2%	-1%	0%	-1%	1%	-1%	1%	-1%	0%	155%	1%	0%					
9	2019 Pricing/Costs	-	-	-	0.0%				1,000	28%	7,500	35%	8,500	34%	8,500	0.0%	2,000	(10,500)						
				0.0%	0.0%	<i><= after '8' driver</i>				4.0%	4.8%						5.8%							
10	2019 Capital Impact	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
11	2019 Merit	-	-	-	0.0%	2,800	14,100	16,900	400	14%	2,300	16%	2,700	16%	19,600	0.0%	-	(19,600)						
						3.1%	3.0%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
13	2019 Regulatory	-	-	-	0.0%	-	15,000	15,000	-	0%	5,200	35%	5,200	35%	20,200	0.0%	-	(20,200)						
14	2019 Other	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(300)	300						
15	2019 Budget	-	-	-	0.0%	94,400	498,200	592,600	26,200	28%	170,400	34%	196,600	33%	789,200	0.0%	36,400	(825,600)	0%					
	% to 2018 Budget	0%	0%	0%	0%	3%	10%	9%	4%	1%	2%	-7%	2%	-6%	7%	0%	-33%	4%	0%					
	% to 2018 Forecast(F)	0%	0%	0%	0%	2%	4%	4%	5%	3%	9%	4%	8%	4%	5%	0%	167%	8%	0%					

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 0

Notes:

160	7	Normalization	Salary: adj for pto net	Wages: adj for winter 2018	Expense: adj for anomalies
160	9	Pricing/Costs			
160	10	Capital Impact			
160	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	Wage Merit adj	
160	12	Ops/Strategic			
160	13	Regulatory	CA Min Wage impact... ~ \$15,000 impact beyond merit, compression/labor market		
160	14	Other			
160	G1	GenComment1:			
160	G2	GenComment2:			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X				
		DEPTnu	Group1	Group2	Group3	Group4	Group5 Rosenfeld, Annie		Payroll												TOTAL			
		165	OPS	HOA	HOA	MiscOp	Payroll Direct						Payroll Burden						PAYROLL					
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%											
1	2014 Actual	-	-	-	-	0.0%	282,320	42,164	324,484	69,594	25%	13,961	33%	83,556	26%	408,040	0.0%	(191,643)	(216,397)	0%				
2	2015 Actual	-	-	-	-	0.0%	298,763	49,766	348,529	70,463	24%	14,191	29%	84,655	24%	433,184	0.0%	(203,967)	(229,217)	0%				
3	2016 Actual	-	-	-	-	0.0%	320,892	88,423	409,315	71,485	22%	27,981	32%	99,465	24%	508,780	0.0%	(273,996)	(234,784)	0%				
4	2017 Actual	-	-	-	-	0.0%	359,321	99,873	459,194	72,079	20%	26,915	27%	98,994	22%	558,188	0.0%	(278,342)	(279,845)	0%				
5	2018 Budget	-	-	-	-	0.0%	387,900	104,600	492,500	92,300	24%	35,500	34%	127,800	26%	620,300	0.0%	(290,000)	(330,300)	0%				
6	2018 Forecast(F)	-	-	-	-	0.0%	397,514	106,824	504,337	85,083	21%	32,712	31%	117,795	23%	622,133	0.0%	(289,783)	(332,350)	0%				
7	2019 Normalization	-	-	-	-	0.0%	3,386	(2,024)	1,363	717	21%	(412)	20%	305	22%	1,667	0.0%	(417)	(1,250)					
8	2019 Baseline(B)	-	-	-	-	0.0%	400,900	104,800	505,700	85,800	21%	32,300	31%	118,100	23%	623,800	0.0%	(290,200)	(333,600)	0%				
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	0%	3%	-7%	-10%	-9%	-9%	-8%	-10%	1%	0%	0%	1%	0%				
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	1%	-2%	0%	1%	0%	-1%	1%	0%	0%	0%	0%	0%	0%	0%				
9	2019 Pricing/Costs	-	-	-	-	0.0%				2,800	22%	1,900	33%	4,700	24%	4,700	0.0%	-	(4,700)					
					0.0%	0.0%	<= after '8' driver				3.3%	5.9%						0.0%						
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	12,000	3,100	15,100	1,900	16%	500	16%	2,400	16%	17,500	0.0%	-	(17,500)					
							3.0%	3.0%																
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(10,000)	10,000					
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
14	2019 Other	-	-	-	-	0.0%	56,000	(56,000)	-	12,400	22%	(18,300)	33%	(5,900)	0%	(5,900)	0.0%	-	5,900					
15	2019 Budget	-	-	-	-	0.0%	468,900	51,900	520,800	102,900	22%	16,400	32%	119,300	23%	640,100	0.0%	(300,200)	(339,900)	0%				
	% to 2018 Budget	0%	0%	0%	0%	0%	21%	-50%	6%	11%	-8%	-54%	-7%	-7%	-12%	3%	0%	4%	3%	0%				
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	18%	-51%	3%	21%	3%	-50%	3%	1%	-2%	3%	0%	4%	2%	0%				

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

0

2018 Budget	25,000	Exp b4 Cap Alloc
2019 Budget	24,800	Exp b4 Cap Alloc

Notes:

165	7	Normalization	saly: adj for pto net charge / rop ytd f17 and reorg change	wages: adj for pto/other	Exp: adj back to budget 2017 level																
165	9	Pricing/Costs																			
165	10	Capital Impact																			
165	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%	Wage merit,	Expense: Increase credit to capital funds of 3%															SUBJECT TO CHG	
165	12	Ops/Strategic																			due to ALLOC OH CALC
165	13	Regulatory																			
165	14	Other	change position from NonExempt to Exempt																		
165	G1	GenComment1:																			
165	G2	GenComment2:																			

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X						
	DEPTnu	Group1	Group2	Group3	Group4	Group5 LodgeSmrFnB		Payroll																	
	170	OPS	AME	Public	FAB	Payroll Direct			Payroll Burden					TOTAL											
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR						
1	2014 Actual	-	183,846	-	60,077	32.7%	16,802	120,883	137,685	2,259	13%	22,521	19%	24,780	18%	162,466	88.4%	50,552	(89,249)	67%					
2	2015 Actual	-	200,699	-	71,542	35.6%	20,125	127,754	147,879	3,177	16%	24,811	19%	27,988	19%	175,867	87.6%	56,874	(103,585)	66%					
3	2016 Actual	-	227,992	-	75,103	32.9%	21,203	132,381	153,583	3,959	19%	26,880	20%	30,839	20%	184,422	80.9%	54,612	(86,145)	73%					
4	2017 Actual	-	238,767	-	75,649	31.7%	34,897	135,253	170,150	10,143	29%	25,227	19%	35,370	21%	205,520	86.1%	88,074	(130,475)	65%					
5	2018 Budget	-	242,000	-	74,000	30.6%	35,900	141,900	177,800	16,000	45%	25,000	18%	41,000	23%	218,800	90.4%	93,000	(143,800)	63%					
6	2018 Forecast(F)	-	254,286	-	69,888	27.5%	35,876	111,329	147,206	13,153	37%	20,765	19%	33,918	23%	181,124	71.2%	86,670	(83,396)	75%					
7	2019 Normalization	-	2,714	-	112	4.1%	(76)	(29)	(106)	47	-62%	35	-119%	82	-78%	(24)	-0.9%	4,630	(2,004)						
8	2019 Baseline(B)	-	257,000	-	70,000	27.2%	35,800	111,300	147,100	13,200	37%	20,800	19%	34,000	23%	181,100	70.5%	91,300	(85,400)	75%					
	% to 2018 Budget	0%	6%	0%	-5%	-11%	0%	-22%	-17%	-18%	-17%	-17%	6%	-17%	0%	-17%	-22%	-2%	-41%	20%					
	% to 2018 Forecast(F)	0%	1%	0%	0%	-1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	-1%	5%	2%	0%					
9	2019 Pricing/Costs	-	13,000	-	-	0.0%	-	-	-	600	39%	(100)	19%	500	23%	500	3.8%	-	12,500						
			5.1%		0.0%	25.9%	<= after '8' driver			4.5%		-0.5%						0.0%							
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
11	2019 Merit	-	-	-	-	0.0%	1,100	3,300	4,400	200	18%	500	15%	700	16%	5,100	0.0%	-	(5,100)						
							3.1%	3.0%																	
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
13	2019 Regulatory	-	-	-	-	0.0%	-	5,000	5,000	5,000	0%	900	18%	5,900	118%	10,900	0.0%	-	(10,900)						
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(900)	900						
15	2019 Budget	-	270,000	-	70,000	25.9%	36,900	119,600	156,500	19,000	51%	22,100	18%	41,100	26%	197,600	73.2%	90,400	(88,000)	75%					
	% to 2018 Budget	0%	12%	0%	-5%	-15%	3%	-16%	-12%	19%	16%	-12%	5%	0%	14%	-10%	-19%	-3%	-39%	20%					
	% to 2018 Forecast(F)	0%	6%	0%	0%	-6%	3%	7%	6%	44%	40%	6%	-1%	21%	14%	9%	3%	4%	6%	0%					

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

0

Notes:

170	7	Normalization	Rev: 3yr Avg + 5% Exp: adj for 3yr avg plus ee housing new in '17 Wage: Hold @ '18 savings	S&W TL as a % of Revenue	Revenue Mix	S&W % REV	Expense Mix	
170	9	Pricing/Costs	Rev: Price increase of 5%	75% 2014Actual	Lunch 25%	2015Actual 73.7%	EE Meals 5,000 6%	
170	10	Capital Impact		74% 2015Actual	SnackBar 38%	2016Actual 67.4%	Linen Service 4,000 4%	
170	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	67% 2016Actual	Pool BBQ 25%	2017Actual 71.3%	Paper Products 10,000 11%	
170	12	Ops/Strategic	Rev: EE housing SMR months JE1s, Exp: EE housing costs SMR months. Adv ep+2k	71% 2017Actual	Food Truck 4%	2018Budget 73.5%	Mktg Discounts 9,000 10%	< discounts contra
170	13	Regulatory	Wage:CAMIn wage increase, beyond Merit	73% 2018Budget	EE Housing 8%	2018Forecast(F) 57.9%	CC Fees 6,000 7%	
170	14	Other		58% 2018Forecast(F)		2019Budget 58.0%	Contra Lodge 14,000 15%	< consistent, +golf'16 \$3k
170	G1	GenComment1:	Salary: F&B Director Allocation, new beg, in 2017	58% 2019Budget			All Other 42,400 47%	< ee Housing \$28k
170	G2	GenComment2:	Rev: \$22k EE housing SMR months JE1s, Exp: \$22k EE housing costs SMR months				Total Bdg 90,400 100%	

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X		
		DEPTNu	Group1	Group2	Group3	Group4	Group5 Kovach, Ali															
		180	OPS	AME	Public	DSL																
							Payroll Direct					Payroll Burden					TOTAL					
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR		
1	2014 Actual	16,317	81,406	4.99	24,985	30.7%	36,899	18,256	55,156	18,122	49%	8,352	46%	26,474	48%	81,629	100.3%	14,235	(39,444)	67%		
2	2015 Actual	51,418	155,344	3.02	44,209	28.5%	38,830	30,650	69,479	17,849	46%	14,547	47%	32,397	47%	101,876	65.6%	21,460	(12,201)	93%		
3	2016 Actual	48,152	463,249	9.62	141,452	30.5%	40,708	76,512	117,220	19,285	47%	31,443	41%	50,729	43%	167,949	36.3%	44,473	109,376	131%		
4	2017 Actual	45,803	456,172	9.96	131,727	28.9%	50,700	87,853	138,554	19,896	39%	28,531	32%	48,426	35%	186,980	41.0%	44,917	92,548	125%		
5	2018 Budget	40,000	395,000	9.88	118,800	30.1%	54,200	75,100	129,300	21,300	39%	27,900	37%	49,200	38%	178,500	45.2%	38,100	59,600	118%		
6	2018 Forecast(F)	37,794	362,352	9.59	111,730	30.8%	53,552	83,546	137,098	18,647	35%	24,406	29%	43,052	31%	180,150	49.7%	38,158	32,314	110%		
7	2019 Normalization	6,206	86,648	13.96	18,270	21.1%	1,648	3,454	5,102	253	15%	694	20%	948	19%	6,050	7.0%	4,342	57,986			
8	2019 Baseline(B)	44,000	449,000	10.20	130,000	29.0%	55,200	87,000	142,200	18,900	34%	25,100	29%	44,000	31%	186,200	41.5%	42,500	90,300	125%		
	% to 2018 Budget	10%	14%	3%	9%	-4%	2%	16%	10%	-11%	-13%	-10%	-22%	-11%	-19%	4%	-8%	12%	52%	6%		
	% to 2018 Forecast(F)	16%	24%	6%	16%	-6%	3%	4%	4%	1%	-2%	3%	-1%	2%	-1%	3%	-17%	11%	179%	14%		
9	2019 Pricing/Costs		23,000	-	4,400	19.1%			-	700	36%	400	29%	1,100	32%	1,100	4.8%	1,000	16,500			
			5.1%		3.4%	28.5%				3.7%		1.6%						2.4%				
10	2019 Capital Impact	1,000	9,000	\$9	2,600	28.9%	-	900	900	-	0%	300	33%	300	33%	1,200	13.3%	500	4,700			
11	2019 Merit			-		0.0%	1,700	2,600	4,300	300	18%	400	15%	700	16%	5,000	0.0%	-	(5,000)			
							3.1%	3.0%														
12	2019 Ops/Strategic	-		-		0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-			
13	2019 Regulatory	-		-		0.0%	-	4,000	4,000	-	0%	1,200	30%	1,200	30%	5,200	0.0%	-	(5,200)			
14	2019 Other	-		-		0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(400)	400			
			0.0%																			
15	2019 Budget	45,000	481,000	\$10.69	137,000	28.5%	56,900	94,500	151,400	19,900	35%	27,400	29%	47,300	31%	198,700	41.3%	43,600	101,700	127%		
	% to 2018 Budget	13%	22%	8%	15%	-5%	5%	26%	17%	-7%	-11%	-2%	-22%	-4%	-18%	11%	-9%	14%	71%	8%		
	% to 2018 Forecast(F)	19%	33%	11%	23%	-8%	6%	13%	10%	7%	0%	12%	-1%	10%	-1%	10%	-17%	14%	215%	16%		

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

0

Notes:	Baseline vs 3yrAvg	122,018	0	34,268	32%	7,803	0
180 7 Normalization	Rev: 3yr avg						
180 9 Pricing/Costs	Rev: raise prices CA Min Wage increases and labor market, incl Peak Pricing for F&B						
180 10 Capital Impact							
180 11 Merit							
180 12 Ops/Strategic							
180 13 Regulatory	Saly: Wage:CAMWage increase						
180 14 Other							
180 G1 GenComment1:	Unit = Total Skier Visits						
180 G2 GenComment2:	Salary inclds DHS Mgr Alloc and new for '17 Dir F&B Alloc						

S&W TL as a % of Revenue
68% 2014Actual
45% 2015Actual
25% 2016Actual
30% 2017Actual
33% 2018Budget
38% 2018Forecast(F)
31% 2019Budget

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	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
	DEPTnu	Group1	Group2	Group3	Group4	Group5 n/a		Payroll												TOTAL				
	190	OPS	HOA	HOA	MiscOp	Payroll Direct			Payroll Burden					TOTAL										
	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR					
1	2014 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
2	2015 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
3	2016 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
4	2017 Actual	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
5	2018 Budget	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
6	2018 Forecast(F)	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
7	2019 Normalization	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
8	2019 Baseline(B)	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!					
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!					
9	2019 Pricing/Costs	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
				0.0%	0.0%	<% after '8' driver			0.0%		0.0%						0.0%							
10	2019 Capital Impact	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
11	2019 Merit	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
						0.0%	0.0%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
13	2019 Regulatory	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
14	2019 Other	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
15	2019 Budget	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!					
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!					
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!					

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

0

Notes:	Baseline vs 3yrAvg	#DIV/0!	#DIV/0!	#DIV/0!
190 7 Normalization	Expense: addbacks for timing and reorg impact in '11, see row 12			
190 9 Pricing/Costs				
190 10 Capital Impact				
190 11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.			
190 12 Ops/Strategic				
190 13 Regulatory	Reorg in mid'11, net impact, eliminate the dept.			
190 14 Other				
190 G1 GenComment1:				
190 G2 GenComment2:				

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll											TOTAL			
		200	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	16,317	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	88,331	(88,331)	0%			
2	2015 Actual	51,418	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	131,480	(131,480)	0%			
3	2016 Actual	48,152	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	116,044	(116,044)	0%			
4	2017 Actual	45,803	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	67,209	(67,209)	0%			
5	2018 Budget	40,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	69,000	(69,000)	0%			
6	2018 Forecast(F)	37,794	703	0.02	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	68,429	(67,726)	1%			
7	2019 Normalization	6,206	(703)	(0.11)	-	0.0%			-	-	0%	-	0%	-	0%	-	0.0%	571	(1,274)				
8	2019 Baseline(B)	44,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	69,000	(69,000)	0%			
	% to 2018 Budget	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
	% to 2018 Forecast(F)	16%	-100%	-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%	-100%			
9	2019 Pricing/Costs		-	-	-	0.0%			-	-	0%	-	0%	-	0%	-	0.0%	2,000	(2,000)				
					0.0%	0.0%	<% after '8' driver			0.0%	0.0%							2.9%					
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	15,000	(15,000)				
11	2019 Merit					0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
						0.0%	0.0%	0.0%															
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	86,000	(86,000)	0%			
	% to 2018 Budget	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	25%	25%	0%			
	% to 2018 Forecast(F)	19%	-100%	-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	26%	27%	-100%			

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 0

Notes:	Baseline vs 3yrAvg	(234)	(1)	-	#DIV/0!	(36,318)	(0)
200 7 Normalization	back B17 for a baseline						
200 9 Pricing/Costs							
200 10 Capital Impact	new chairlift lift marketing/promotion						
200 11 Merit							
200 12 Ops/Strategic							
200 13 Regulatory							
200 14 Other							
200 G1 GenComment1:	This dept is marketing, advertising and special events costs (ex banana split event, easter egg hunt etc) for the DHSki area.						
200 G2 GenComment2:							

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll											TOTAL			
		210	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	16,317	-	-	-	0.0%	106,383	88,789	195,172	46,345	44%	39,531	45%	85,876	44%	281,048	0.0%	225,558	(506,606)	0%			
2	2015 Actual	51,418	-	-	-	0.0%	79,996	143,576	223,573	36,335	45%	59,934	42%	96,270	43%	319,842	0.0%	269,333	(589,175)	0%			
3	2016 Actual	48,152	13,082	0.27	-	0.0%	125,986	373,736	499,723	51,680	41%	141,653	38%	193,333	39%	693,056	5297.7%	442,872	(1,122,846)	1%			
4	2017 Actual	45,803	67,863	1.48	-	0.0%	122,356	404,392	526,748	49,388	40%	133,850	33%	183,238	35%	709,986	1046.2%	555,017	(1,197,140)	5%			
5	2018 Budget	40,000	50,000	1.25	-	0.0%	128,700	342,500	471,200	39,000	30%	105,000	31%	144,000	31%	615,200	1230.4%	521,900	(1,087,100)	4%			
6	2018 Forecast(F)	37,794	87,347	2.31	-	0.0%	129,822	350,184	480,005	44,033	34%	84,738	24%	128,771	27%	608,777	697.0%	542,608	(1,064,037)	8%			
7	2019 Normalization	6,206	(37,347)	(6.02)	-	0.0%	(2,622)	44,816	42,195	(533)	20%	8,962	20%	8,429	20%	50,623	-135.5%	10,692	(98,663)				
8	2019 Baseline(B)	44,000	50,000	1.14	-	0.0%	127,200	395,000	522,200	43,500	34%	93,700	24%	137,200	26%	659,400	1318.8%	553,300	(1,162,700)	4%			
	% to 2018 Budget	10%	0%	-9%	0%	0%	-1%	15%	11%	12%	13%	-11%	-23%	-5%	-14%	7%	7%	6%	7%	-6%			
	% to 2018 Forecast(F)	16%	-43%	-51%	0%	0%	-2%	13%	9%	-1%	1%	11%	-2%	7%	-2%	8%	89%	2%	9%	-46%			
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	1,500	35%	(300)	24%	1,200	27%	1,200	0.0%	10,000	(11,200)				
					0.0%	0.0%	<= after '8' driver				3.4%		-0.3%					1.8%					
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit	-	-	-	-	0.0%	3,800	11,900	15,700	600	16%	1,900	16%	2,500	16%	18,200	0.0%	-	(18,200)				
							3.0%	3.0%															
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	15,000	(15,000)				
13	2019 Regulatory	-	-	-	-	0.0%	1,500	20,000	21,500	200	13%	3,200	16%	3,400	16%	24,900	0.0%	15,000	(39,900)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(5,500)	5,500				
15	2019 Budget	45,000	50,000	\$ 1	-	0.0%	132,500	426,900	559,400	45,800	35%	98,500	23%	144,300	26%	703,700	1407.4%	587,800	(1,241,500)	4%			
	% to 2018 Budget	13%	0%	-11%	0%	0%	3%	25%	19%	17%	14%	-6%	-25%	0%	-16%	14%	14%	13%	14%	-12%			
	% to 2018 Forecast(F)	19%	-43%	-52%	0%	0%	2%	22%	17%	4%	2%	16%	-5%	12%	-4%	16%	102%	8%	17%	-49%			

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

0

Notes:	Baseline vs 3YrAvg	16,524	0				121,100	30%								135,029	0			
210	7 Normalization	3yr averages ----adj for EE Housing \$50k Rev \$50k Exp Wages: 3yravg + 5% for ca min wage increases																		
210	9 Pricing/Costs																			
210	10 Capital Impact																			
210	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																		
210	12 Ops/Strategic	+\$15,000 housing solutions (rent kicker, shuttle costs, other ----placeholder)																		
210	13 Regulatory	Saly: compwage adj SAM% Wage:CAMWage to 12.00 effective 1/1/2019, +\$1.00, \$12,000 direct and \$8000 compression Exp: Insurance 10% cost inc \$15,000,																		
210	14 Other																			
210	G1 GenComment1:																			
210	G2 GenComment2:	Unit = Total Skier Visits																		

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X					
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll																
		211	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				TOTAL											
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR					
1	2014 Actual	16,317	-	-	-	0.0%	25,718	78,923	104,641	9,470	37%	46,594	59%	56,064	54%	160,705	0.0%	9,745	(170,450)	0%					
2	2015 Actual	51,418	-	-	-	0.0%	33,059	75,688	108,748	11,162	34%	44,932	59%	56,094	52%	164,842	0.0%	5,174	(170,016)	0%					
3	2016 Actual	48,152	-	-	-	0.0%	52,493	132,456	184,949	16,160	31%	64,854	49%	81,014	44%	265,963	0.0%	20,662	(286,625)	0%					
4	2017 Actual	45,803	-	-	-	0.0%	9,040	153,002	162,042	3,734	41%	62,843	41%	66,577	41%	228,619	0.0%	865	(229,484)	0%					
5	2018 Budget	40,000	-	-	-	0.0%	10,900	139,000	149,900	2,600	24%	51,700	37%	54,300	36%	204,200	0.0%	1,200	(205,400)	0%					
6	2018 Forecast(F)	37,794	-	-	-	0.0%	10,740	144,921	155,661	2,941	27%	50,821	35%	53,762	35%	209,423	0.0%	(5,209)	(204,214)	0%					
7	2019 Normalization	6,206	-	-	-	0.0%	60	6,079	6,139	(41)	-69%	1,179	19%	1,138	19%	7,277	0.0%	8,609	(15,886)						
8	2019 Baseline(B)	44,000	-	-	-	0.0%	10,800	151,000	161,800	2,900	27%	52,000	34%	54,900	34%	216,700	0.0%	3,400	(220,100)	0%					
	% to 2018 Budget	10%	0%	0%	0%	0%	-1%	9%	8%	12%	13%	1%	-7%	1%	-6%	6%	0%	183%	7%	0%					
	% to 2018 Forecast(F)	16%	0%	0%	0%	0%	1%	4%	4%	-1%	-2%	2%	-2%	2%	-2%	3%	0%	-165%	8%	0%					
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	100	28%	1,800	36%	1,900	35%	1,900	0.0%	-	(1,900)						
					0.0%	0.0%	<= after '8' driver				3.4%		3.5%						0.0%						
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
11	2019 Merit	-	-	-	-	0.0%	300	4,500	4,800	-	0%	700	16%	700	15%	5,500	0.0%	-	(5,500)						
							2.8%	3.0%																	
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
13	2019 Regulatory	-	-	-	-	0.0%	-	2,000	2,000	-	0%	700	35%	700	35%	2,700	0.0%	-	(2,700)						
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
15	2019 Budget	45,000	-	\$ 0	-	0.0%	11,100	157,500	168,600	3,000	27%	55,200	35%	58,200	35%	226,800	0.0%	3,400	(230,200)	0%					
	% to 2018 Budget	13%	0%	0%	0%	0%	2%	13%	12%	15%	13%	7%	-6%	7%	-5%	11%	0%	183%	12%	0%					
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	3%	9%	8%	2%	-1%	9%	0%	8%	0%	8%	0%	-165%	13%	0%					

See Forecast Adjusments 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 0

Notes:	Baseline vs 3YrAvg	-	#DIV/0!				12,014	8%										(3,476)	(1)	
211	7	Normalization																		
211	9	Pricing/Costs																		
211	10	Capital Impact																		
211	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																	
211	12	Ops/Strategic																		
211	13	Regulatory	Saly: compwage adj SAM% Wage: compression impact																	
211	14	Other																		
211	G1	GenComment1:	2080+800=2880 Hours																	
211	G2	GenComment2:	1800/2880=63% billable hours																	

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll														
		212	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				TOTAL									
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR			
1	2014 Actual	16,317	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
2	2015 Actual	51,418	-	-	-	0.0%	-	937	937	-	0%	135	14%	135	14%	1,072	0.0%	7,972	(9,044)	0%			
3	2016 Actual	48,152	-	-	-	0.0%	-	3,720	3,720	-	0%	1,333	36%	1,333	36%	5,053	0.0%	29,772	(34,825)	0%			
4	2017 Actual	45,803	-	-	-	0.0%	-	13,597	13,597	-	0%	4,525	33%	4,525	33%	18,122	0.0%	19,439	(37,561)	0%			
5	2018 Budget	40,000	-	-	-	0.0%	-	20,600	20,600	-	0%	6,500	32%	6,500	32%	27,100	0.0%	33,200	(60,300)	0%			
6	2018 Forecast(F)	37,794	-	-	-	0.0%	-	23,134	23,134	-	0%	7,239	31%	7,239	31%	30,372	0.0%	56,007	(86,380)	0%			
7	2019 Normalization	6,206	-	-	-	0.0%	-	(134)	(134)	-	0%	962	-719%	962	-719%	828	0.0%	(2,807)	1,980				
8	2019 Baseline(B)	44,000	-	-	-	0.0%	-	23,000	23,000	-	0%	8,200	36%	8,200	36%	31,200	0.0%	53,200	(84,400)	0%			
	% to 2018 Budget	10%	0%	0%	0%	0%	0%	12%	12%	0%	0%	26%	13%	26%	13%	15%	0%	60%	40%	0%			
	% to 2018 Forecast(F)	16%	0%	0%	0%	0%	0%	-1%	-1%	0%	0%	13%	14%	13%	14%	3%	0%	-5%	-2%	0%			
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	-	0%	-	36%	-	36%	-	0.0%	-	-				
					0.0%	0.0%	<= after '8' driver				0.0%		0.0%										
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit	-	-	-	-	0.0%	-	700	700	-	0%	100	14%	100	14%	800	0.0%	-	(800)				
							0.0%	3.0%															
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	1,000	1,000	-	0%	400	40%	400	40%	1,400	0.0%	-	(1,400)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	-	\$ 0	-	0.0%	-	24,700	24,700	-	0%	8,700	35%	8,700	35%	33,400	0.0%	53,200	(86,600)	0%			
	% to 2018 Budget	13%	0%	0%	0%	0%	0%	20%	20%	0%	0%	34%	12%	34%	12%	23%	0%	60%	44%	0%			
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	0%	7%	7%	0%	0%	20%	13%	20%	13%	10%	0%	-5%	0%	0%			

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

0

Notes:	Baseline vs 3YrAvg	-	#DIV/0!						13,736	148%								21,950		1
212	7 Normalization	the 2015 Forecast is for ~30days of operation. reset to zero for baseline.																		
212	9 Pricing/Costs																			
212	10 Capital Impact	Snowmaking Operating Costs - 45 days / \$50,000.																		
212	11 Merit																			
212	12 Ops/Strategic																			
212	13 Regulatory	NO ca min wage change impact forecasted																		
212	14 Other																			
212	G1 GenComment1:																			
212	G2 GenComment2:																			

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby													
		214	OPS	AME	Public	DSL	Payroll						TOTAL							
		Payroll Direct					Payroll Burden							PAYROLL			PR%R Expense NORBO CRR			
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%							
1	2014 Actual	16,317	30,289	1.86	15,887	52.4%	19,616	5,582	25,197	15,296	78%	1,842	33%	17,137	68%	42,335	139.8%	1,552	(29,484)	51%
2	2015 Actual	51,418	47,940	0.93	21,853	45.6%	9,319	11,997	21,315	4,176	45%	4,762	40%	8,937	42%	30,253	63.1%	2,737	(6,903)	87%
3	2016 Actual	48,152	144,689	3.00	63,907	44.2%	10,119	21,767	31,886	4,560	45%	8,226	38%	12,786	40%	44,672	30.9%	8,979	27,131	123%
4	2017 Actual	45,803	164,857	3.60	74,265	45.0%	9,540	21,252	30,792	3,734	39%	10,360	49%	14,094	46%	44,886	27.2%	5,729	39,976	132%
5	2018 Budget	40,000	128,000	3.20	60,000	46.9%	10,900	19,600	30,500	2,600	24%	10,100	52%	12,700	42%	43,200	33.8%	6,400	18,400	117%
6	2018 Forecast(F)	37,794	125,996	3.33	56,414	44.8%	10,740	17,296	28,036	2,901	27%	8,969	52%	11,870	42%	39,907	31.7%	4,092	25,585	125%
7	2019 Normalization	6,206	21,004	3.38	9,586	45.6%	60	3,704	3,764	(1)	-2%	731	20%	730	19%	4,493	21.4%	2,208	4,715	
8	2019 Baseline(B)	44,000	147,000	3.34	66,000	44.9%	10,800	21,000	31,800	2,900	27%	9,700	46%	12,600	40%	44,400	30.2%	6,300	30,300	126%
	% to 2018 Budget	10%	15%	4%	10%	-4%	-1%	7%	4%	12%	13%	-4%	-10%	-1%	-5%	3%	-11%	-2%	65%	8%
	% to 2018 Forecast(F)	16%	17%	0%	17%	0%	1%	21%	13%	0%	-1%	8%	-11%	6%	-6%	11%	-5%	54%	18%	0%
9	2019 Pricing/Costs	-	-	-	-	0.0%			-	100	28%	500	49%	600	42%	600	0.0%	100	(700)	
					0.0%	44.9%	<= after '8' driver				3.4%		5.2%					1.6%		
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
11	2019 Merit					0.0%	300	600	900	-	0%	100	17%	100	11%	1,000	0.0%	-	(1,000)	
							2.8%	2.9%												
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(100)	100	
15	2019 Budget	45,000	147,000	\$ 3.27	66,000	44.9%	11,100	21,600	32,700	3,000	27%	10,300	48%	13,300	41%	46,000	31.3%	6,300	28,700	124%
	% to 2018 Budget	13%	15%	2%	10%	-4%	2%	10%	7%	15%	13%	2%	-7%	5%	-2%	6%	-7%	-2%	56%	6%
	% to 2018 Forecast(F)	19%	17%	-2%	17%	0%	3%	25%	17%	3%	0%	15%	-8%	12%	-4%	15%	-1%	54%	12%	-1%

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

0

Notes:	Baseline vs 3YrAvg	40,791	0	4,721	17%	1,031	0	
214	7 Normalization	Rev: 3yr avg and growth 1%						
214	9 Pricing/Costs	price increases tied to product cost increases, if any, in accord with standard markups, and for gloves, hats, goggles keystone+						
214	10 Capital Impact							
214	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.						
214	12 Ops/Strategic							
214	13 Regulatory							
214	14 Other							
214	G1 GenComment1:	salary is split of RM		-		retail incentive bdg		
214	G2 GenComment2:	Unit = Total Skier Visits REV: includes merchandise sales and locker rentals						

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll											TOTAL			
		215	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%										
1	2014 Actual	16,317	122,730	7.52	-	0.0%	8,778	24,044	32,822	3,916	45%	10,357	43%	14,272	43%	47,095	38.4%	2,813	72,823	246%			
2	2015 Actual	51,418	236,008	4.59	-	0.0%	9,319	41,746	51,065	4,244	46%	17,118	41%	21,362	42%	72,427	30.7%	7,698	155,883	295%			
3	2016 Actual	48,152	758,129	15.74	-	0.0%	10,119	93,521	103,641	4,558	45%	37,139	40%	41,698	40%	145,338	19.2%	20,794	591,997	456%			
4	2017 Actual	45,803	719,275	15.70	(45)	0.0%	9,540	87,626	97,166	3,734	39%	29,023	33%	32,757	34%	129,923	18.1%	19,267	570,130	482%			
5	2018 Budget	40,000	643,000	16.08	-	0.0%	10,900	85,300	96,200	2,500	23%	22,700	27%	25,200	26%	121,400	18.9%	21,700	499,900	449%			
6	2018 Forecast(F)	37,794	619,783	16.40	-	0.0%	10,740	94,114	104,854	2,871	27%	23,188	25%	26,059	25%	130,913	21.1%	16,456	472,414	421%			
7	2019 Normalization	6,206	114,217	18.40	-	0.0%	60	3,886	3,946	29	48%	812	21%	841	21%	4,787	4.2%	5,345	104,086				
8	2019 Baseline(B)	44,000	734,000	16.68	-	0.0%	10,800	98,000	108,800	2,900	27%	24,000	24%	26,900	25%	135,700	18.5%	21,800	576,500	466%			
	% to 2018 Budget	10%	14%	4%	0%	0%	-1%	15%	13%	16%	17%	6%	-8%	7%	-6%	12%	-2%	0%	15%	4%			
	% to 2018 Forecast(F)	16%	18%	2%	0%	0%	1%	4%	4%	1%	0%	4%	-1%	3%	-1%	4%	-12%	32%	22%	11%			
9	2019 Pricing/Costs		50,000	-	-	0.0%				100	28%	(100)	24%		25%		0.0%	2,000	48,000				
			6.8%		0.0%	0.0%	<= after '8' driver			3.4%		-0.4%						9.2%					
10	2019 Capital Impact	1,000	16,000	\$ 16	-	0.0%		1,600	1,600		0%	400	25%	400	25%	2,000	12.5%	500	13,500				
11	2019 Merit					0.0%	300	2,900	3,200		0%	500	17%	500	16%	3,700	0.0%		(3,700)				
							2.8%	3.0%															
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%		0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	4,000	4,000	-	0%	1,000	25%	1,000	25%	5,000	0.0%	-	(5,000)				
14	2019 Other	-	-	-	-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	(200)	200				
15	2019 Budget	45,000	800,000	\$ 17.78	-	0.0%	11,100	106,500	117,600	3,000	27%	25,800	24%	28,800	24%	146,400	18.3%	24,100	629,500	469%			
	% to 2018 Budget	13%	24%	11%	0%	0%	2%	25%	22%	20%	18%	14%	-9%	14%	-7%	21%	-3%	11%	26%	4%			
	% to 2018 Forecast(F)	19%	29%	8%	0%	0%	3%	13%	12%	4%	1%	11%	-2%	11%	-1%	12%	-13%	46%	33%	12%			

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

0

Notes:	Baseline vs 3YrAvg	196,027	0	22,280	26%	6,817	0
215 7 Normalization	Rev: 3yr avg and growth 5%		Wages: adj for volume change				
215 9 Pricing/Costs	avg 4% increase min						
215 10 Capital Impact	new Snowbird chairlift, minimum impact, which offsets DHSMarketing(200) expense driver added of \$15,000. Net minimal factored, using conservatism, for chairlift replacement.						
215 11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.						
215 12 Ops/Strategic							
215 13 Regulatory	Saly: compwage adj SAM%		Wage:CAMWage to 11.00 effective 1/1/2018				
215 14 Other							
215 G1 GenComment1:							
215 G2 GenComment2:	Unit = Total Skier Visits						

S&W TL as a % of Revenue	
21.6%	2015Actual
13.7%	2016Actual
13.5%	2017Actual
15.0%	2018Budget
16.9%	2018Forecast(F)
14.7%	2019Budget

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 Burns, Roger		Payroll														
		216	OPS	AME	Public	MiscOp	Payroll Direct			Payroll Burden				TOTAL									
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR			
1	2014 Actual	8,525	69,890	8.20	511	0.7%	-	10,935	10,935	-	0%	5,086	47%	5,086	47%	16,021	22.9%	14,308	39,051	227%			
2	2015 Actual	13,176	126,246	9.58	3,465	2.7%	-	17,484	17,484	-	0%	7,268	42%	7,268	42%	24,752	19.6%	23,086	74,943	246%			
3	2016 Actual	22,821	290,166	12.71	6,895	2.4%	-	44,325	44,325	-	0%	17,369	39%	17,369	39%	61,695	21.3%	46,635	174,941	252%			
4	2017 Actual	15,295	263,541	17.23	5,365	2.0%	21,081	49,875	70,956	3,995	19%	17,056	34%	21,051	30%	92,007	34.9%	36,460	129,708	197%			
5	2018 Budget	20,000	269,000	13.45	7,400	2.8%	22,300	66,900	89,200	5,100	23%	19,900	30%	25,000	28%	114,200	42.5%	43,200	104,200	163%			
6	2018 Forecast(F)	14,739	213,944	14.52	4,345	2.0%	22,659	55,619	78,278	5,040	22%	16,154	29%	21,195	27%	99,473	46.5%	38,883	71,242	150%			
7	2019 Normalization	3,261	55,056	16.88	(345)	-0.6%	(359)	9,981	9,622	(140)	39%	2,146	21%	2,005	21%	11,627	21.1%	4,817	38,958				
8	2019 Baseline(B)	18,000	269,000	14.94	4,000	1.5%	22,300	65,600	87,900	4,900	22%	18,300	28%	23,200	26%	111,100	41.3%	43,700	110,200	169%			
	% to 2018 Budget	-10%	0%	11%	-46%	-46%	0%	-2%	-1%	-4%	-4%	-8%	-6%	-7%	-6%	-3%	-3%	1%	6%	4%			
	% to 2018 Forecast(F)	22%	26%	3%	-8%	-27%	-2%	18%	12%	-3%	-1%	13%	-4%	9%	-3%	12%	-11%	12%	55%	13%			
9	2019 Pricing/Costs		25,000	-	-	0.0%				200	23%	200	28%	400	27%	400	1.6%	-	24,600				
			9.3%		0.0%	1.4%	<= after '8' driver				4.1%	1.1%						0.0%					
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit					0.0%	800	2,000	2,800	100	13%	300	15%	400	14%	3,200	0.0%	-	(3,200)				
							3.6%	3.0%															
12	2019 Ops/Strategic		(12,000)		-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	(12,000)				
13	2019 Regulatory		-		-	0.0%	-	3,000	3,000	-	0%	300	10%	300	10%	3,300	0.0%	-	(3,300)				
14	2019 Other		-		-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	200	(200)				
15	2019 Budget	18,000	282,000	\$ 15.67	4,000	1.4%	23,100	70,600	93,700	5,200	23%	19,100	27%	24,300	26%	118,000	41.8%	43,900	116,100	170%			
	% to 2018 Budget	-10%	5%	16%	-46%	-48%	4%	6%	5%	2%	-2%	-4%	-9%	-3%	-7%	3%	-1%	2%	11%	4%			
	% to 2018 Forecast(F)	22%	32%	8%	-8%	-30%	2%	27%	20%	3%	1%	18%	-7%	15%	-4%	19%	-10%	13%	63%	13%			

See Forecast Adjusments 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 0

Notes:	Baseline vs 3yrAvg	58,882	0	41,204	88%	7,499	0
216	7 Normalization	Rev: 3yr avg, +5% for past price increases and food truck added in 2016 Wages: adj for decrease in volume/revenue in Basline				'17 - staff shortages	
216	9 Pricing/Costs	Rev: increase member/guest/ public prices, see rates schedule, including Peak Period pricine....REMOVE PASS PERK and REMOVE REC FEE INCLUDED					
216	10 Capital Impact						
216	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.					
216	12 Ops/Strategic	rough estimate of removing snowplay from being included in Recreation Fee (22,000) + 10,000 = (12,000) net					
216	13 Regulatory	Wage:CAMWage impact					
216	14 Other						
216	G1 GenComment1:	Wage: Manager in Winter change cost charge to Snowplay (Jan-Apr, NovDec) as 80+% of time in Winter is Snowplay					
216	G2 GenComment2:	Pricing - saw Guest reduction due to pricing strategy in 16/17. Volume Mix: Member 26%, Guest 40%, Public 33%, Comp 1% Revenue Mix: Member 0%, Guest 37%, Public 63%, Comp 0%					

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTNu	Group1	Group2	Group3	Group4	Group5 David Walker																
		220	OPS	AME	Public	DSL																	
							Payroll Direct					Payroll Burden					TOTAL						
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR			
1	2014 Actual	16,317	111,675	6.84	-	0.0%	46,493	36,501	82,994	21,709	47%	15,602	43%	37,311	45%	120,305	107.7%	4,725	(13,355)	89%			
2	2015 Actual	51,418	227,364	4.42	-	0.0%	54,819	88,468	143,287	25,683	47%	36,130	41%	61,813	43%	205,100	90.2%	4,353	17,911	109%			
3	2016 Actual	48,152	799,206	16.60	-	0.0%	57,157	252,833	309,990	25,674	45%	101,333	40%	127,007	41%	436,997	54.7%	18,085	344,125	176%			
4	2017 Actual	45,803	885,472	19.33	-	0.0%	91,367	323,141	414,508	30,269	33%	112,949	35%	143,218	35%	557,726	63.0%	12,922	314,824	155%			
5	2018 Budget	40,000	702,000	17.55	-	0.0%	112,400	211,500	323,900	42,700	38%	66,400	31%	109,100	34%	433,000	61.7%	19,000	250,000	155%			
6	2018 Forecast(F)	37,794	835,233	22.10	-	0.0%	112,470	286,325	398,796	40,408	36%	68,780	24%	109,188	27%	507,984	60.8%	16,811	310,438	159%			
7	2019 Normalization	6,206	46,767	7.54	-	0.0%	(1,270)	15,675	14,404	(308)	24%	3,120	20%	2,812	20%	17,216	36.8%	3,089	26,462				
8	2019 Baseline(B)	44,000	882,000	20.05	-	0.0%	111,200	302,000	413,200	40,100	36%	71,900	24%	112,000	27%	525,200	59.5%	19,900	336,900	162%			
	% to 2018 Budget	10%	26%	14%	0%	0%	-1%	43%	28%	-6%	-5%	8%	-24%	3%	-20%	21%	-3%	5%	35%	4%			
	% to 2018 Forecast(F)	16%	6%	-9%	0%	0%	-1%	5%	4%	-1%	0%	5%	-1%	3%	-1%	3%	-2%	18%	9%	2%			
9	2019 Pricing/Costs		50,000	-	-	0.0%				1,600	38%	(200)	24%	1,400	27%	1,400	2.8%	1,500	47,100				
			5.7%		0.0%	0.0%	<= after '8' driver			4.0%		-0.3%						7.5%					
10	2019 Capital Impact	1,000	20,000	\$ 20	-	0.0%	-	8,000	8,000	-	0%	1,900	24%	1,900	24%	9,900	49.5%	800	9,300				
11	2019 Merit					0.0%	3,300	9,100	12,400	500	15%	1,500	16%	2,000	16%	14,400	0.0%	-	(14,400)				
							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%	-	18,600				
13	2019 Regulatory	-	-	-	-	0.0%	1,000	8,000	9,000	400	40%	1,900	24%	2,300	26%	11,300	0.0%	-	(11,300)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	952,000	\$ 21.16	-	0.0%	115,500	312,100	427,600	42,600	37%	73,400	24%	116,000	27%	543,600	57.1%	22,200	386,200	168%			
	% to 2018 Budget	13%	36%	21%	0%	0%	3%	48%	32%	0%	-3%	11%	-25%	6%	-19%	26%	-7%	17%	54%	8%			
	% to 2018 Forecast(F)	19%	14%	-4%	0%	0%	3%	9%	7%	5%	3%	7%	-2%	6%	-1%	7%	-6%	32%	24%	6%			

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

0

Notes:	Baseline vs 3yrAvg	261,399	0				129,176	45%										6,817	0	
220	7 Normalization	Rev: 3yr avg + price growth 5%																		
220	9 Pricing/Costs	Rev: 6% avg price incr																		
220	10 Capital Impact	new Snowbird chairlift, minimum impact, which offsets DHSMarketing(200) expense driver added of \$15,000. Net minimal factored, using conservatism, for chairlift																		
220	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																		
220	12 Ops/Strategic	Wages: labor efficiency goal 5% on Baseline																		
220	13 Regulatory	Wage:CAMWage increase impact, after Merit																		
220	14 Other																			
220	G1 GenComment1:																			
220	G2 GenComment2:	Unit = Total Skier Visits																		

S&W TL as a % of Rev (220+230)	
66.1%	2014Actual
63.0%	2015Actual
38.8%	2016Actual
46.8%	2017Actual
46.1%	2018Budget
47.7%	2018Forecast(F)
44.9%	2019Budget

See driver

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		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X			
		DEPTnu	Group1	Group2	Group3	Group4	Group5 David Walker		Payroll											TOTAL			
		230	OPS	AME	Public	DSL	Payroll Direct			Payroll Burden				PAYROLL		PR%R	Expense	NORBO	CRR				
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%								
1	2014 Actual	16,317	63,964	3.92	-	0.0%	8,778	24,375	33,153	3,908	45%	10,605	44%	14,513	44%	47,666	74.5%	55	16,243	134%			
2	2015 Actual	51,418	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
3	2016 Actual	48,152	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
4	2017 Actual	45,803	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
5	2018 Budget	40,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
6	2018 Forecast(F)	37,794	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
7	2019 Normalization	6,206	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
8	2019 Baseline(B)	44,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
	% to 2018 Budget	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!			
	% to 2018 Forecast(F)	16%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!			
9	2019 Pricing/Costs	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0% <= after '8' driver		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
10	2019 Capital Impact	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
11	2019 Merit	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
12	2019 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
13	2019 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	-	\$ 0.00	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!			
	% to 2018 Budget	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!			
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!			

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

0

Notes:	Baseline vs 3YrAvg	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
230 7 Normalization							
230 9 Pricing/Costs							
230 10 Capital Impact							
230 11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.						
230 12 Ops/Strategic							
230 13 Regulatory							
230 14 Other							
230 G1 GenComment1:							
230 G2 GenComment2:	abandon dept, combine into 220						

S&W TL as a % of Revenue
51.8% 2014Actual
#DIV/0! 2015Actual
#DIV/0! 2016Actual
#DIV/0! 2018Budget
#DIV/0! 2018Forecast(F)
#DIV/0! 2019Budget

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
240 DHSki Tickets
[back to Index](#)

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	x	
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll														(5,958,000)
		240	OPS	AME	Public	DSL	Payroll Direct				Payroll Burden				TOTAL	777,000							
		3,895,000																					
		Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	AllocOH	NOR	CRR	
1	2014 Actual	16,317	204,376	12.53	-	0.0%	26,136	12,148	38,284	10,604	41%	5,443	45%	16,047	42%	54,331	26.6%	17,082	132,963	-	132,963	286%	
2	2015 Actual	51,418	461,252	8.97	-	0.0%	29,817	17,059	46,876	11,965	40%	7,012	41%	18,977	40%	65,853	14.3%	16,153	379,246	-	379,246	562%	
3	2016 Actual	48,152	1,323,812	27.49	-	0.0%	32,725	52,131	84,856	13,681	42%	19,948	38%	33,629	40%	118,485	9.0%	49,822	1,155,505	-	1,155,505	787%	
4	2017 Actual	45,803	1,373,967	30.00	-	0.0%	35,001	59,636	94,637	11,884	34%	21,233	36%	33,117	35%	127,754	9.3%	54,082	1,192,132	-	1,192,132	756%	
5	2018 Budget	40,000	1,234,000	30.85	-	0.0%	35,700	56,800	92,500	9,000	25%	19,900	35%	28,900	31%	121,400	9.8%	47,700	1,064,900	-	1,064,900	730%	
6	2018 Forecast(F)	37,794	1,083,835	28.68	-	0.0%	37,405	57,569	94,974	9,103	24%	15,660	27%	24,763	26%	119,737	11.0%	48,492	915,606	-	915,606	644%	
7	2019 Normalization	6,206	240,165	38.70	-	0.0%	(2,305)	31	(2,274)	(503)	22%	40	127%	(463)	20%	(2,737)	-1.1%	10,208	232,694	-	232,694		
8	2019 Baseline(B)	44,000	1,324,000	30.09	-	0.0%	35,100	57,600	92,700	8,600	25%	15,700	27%	24,300	26%	117,000	8.8%	58,700	1,148,300	-	1,148,300	754%	
	% to 2018 Budget	10%	7%	-2%	0%	0%	-2%	1%	0%	-4%	-3%	-21%	-22%	-16%	-16%	-4%	-10%	23%	8%	0%	8%	3%	
	% to 2018 Forecast(F)	16%	22%	5%	0%	0%	-6%	0%	-2%	-6%	1%	0%	0%	-2%	1%	-2%	-20%	21%	25%	0%	25%	17%	
9	2019 Pricing/Costs		111,000	-	-	0.0%				100	25%	-	27%	100	26%	100	0.1%	4,300	106,600		106,600		
			8.4%		0.0%	0.0%	<% after '8' driver				1.2%		0.0%					7.3%					
10	2019 Capital Impact	1,000	30,000	\$ 30	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	3,900	26,100	-	26,100		
11	2019 Merit					0.0%	1,100	1,700	2,800	200	18%	300	18%	500	18%	3,300	0.0%	-	(3,300)	-	(3,300)		
							3.1%	3.0%															
12	2019 Ops/Strategic				-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%		-	-	-		
13	2019 Regulatory				-	0.0%	500	2,000	2,500	100	20%	500	25%	600	24%	3,100	0.0%		(3,100)	-	(3,100)		
14	2019 Other				-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(600)	600	-	600		
15	2019 Budget	45,000	1,465,000	\$ 32.56	-	0.0%	36,700	61,300	98,000	9,000	25%	16,500	27%	25,500	26%	123,500	8.4%	66,300	1,275,200	-	1,275,200	772%	
	% to 2018 Budget	13%	19%	6%	0%	0%	3%	8%	6%	0%	-3%	-17%	-23%	-12%	-17%	2%	-14%	39%	20%	0%	20%	6%	
	% to 2018 Forecast(F)	19%	35%	14%	0%	0%	-2%	6%	3%	-1%	1%	5%	-1%	3%	0%	3%	-24%	37%	39%	0%	39%	20%	

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

0

Notes:	Baseline vs 3YrAvg	367,700	0	17,131	23%	20,544	0
240 7	Normalization	Skiers: 3yr Avg	Rev: 3yr Average plus 5% to factor prior years price increases				
240 9	Pricing/Costs	Lift Tickets/Season Passes pricing changes estimated impact, see Fee Schedule					
240 10	Capital Impact	new Snowbird chairlift, minimum impact, which offsets DHSMarketing(200) expense driver added of \$15,000. Net minimal factored, using conservatism, for chairlift replacement. Also, snowmaking DHS Eagle in DF Plan for 2019, impacts Dec'19.					
240 11	Merit						
240 12	Ops/Strategic						
240 13	Regulatory	Wage:CA MinWage impact					
240 14	Other						
240 G1	GenComment1:	Salary is DHSMgr allocation.	Payroll growth due to skier growth, as well as, dept services skischool and snowflakes customer order fulfillment, dispatch for mtn radio and phones.				
240 G2	GenComment2:	Unit = Total Skier Visits	39,897 =5yr (calendar yr) average (2013A to 2017F)	48,458 =3yr (calendar yr) average (2014A to 2016A)	43,916 =3yr (calendar yr) average (2015A to 2017F)		