

Tahoe Donner Association

Resort Budget Model

2017 Budget - Annual

Draft 29-Sep-16

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	3	Payroll Direct 8 Payroll Burden - salaries
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	5	NOR 10 Cost of Goods Sold (cogs)
	6	Salaries 11 Total Operating Costs (TOC)

40 count

Section G10	2017 P&L Budget Model Reports - by Department (in dept# numerical sequence) (Index, Page 1)					
	Page	Dept#	Dept Name	Page	Dept#	Dept Name
	2	005	General	22	140	Recreation
	3	010	Administration	23	141	Bikeworks
	4	015	Marketing.ComDep	24	145	Day Camp
	5	020	ASO	25	150	Pizza On The Hill
	6	025	MIS	26	155	Alder Creek Café
	7	030	ACG/Purchasing	27	160	Maintenance
	8	035	Human Resources	28	165	Facility Admin/Risk
	9	040	Member Services	29	170	Summer F&B
	10	050	Forestry	30	180	DHSki F&B
	11	051	Trails	31	190	Vehicle Maintenance
	12	060	Marina	32	200	DHSki Marketing
	13	080	Equestrian	33	210	DHSki Mtn Operations
	14	090	Tennis	34	211	DHSki Mtn Maint(Lifts&Eq)
	15	100	Campground	35	212	DHSki Snowmaking
	16	110	Cross Country Center	36	214	DHSki Retail
	17	120	Golf Course Operations	37	215	DHSki Rental
	18	125	Golf Course Maintenance	38	216	Snowplay
	19	128	The Lodge	39	220	DHSki School
	20	130	Aquatics	40	230	DHSki Snowflakes
21	132	Trout Creek Rec Center	41	240	DHSki Tickets	

TOTAL: 9,505,010 7,679,146 8,681,085 9,200,000 11,966,000 10,800,000

1,600,000 17% (1,166,000) -10% 2,118,915 24%

1,357,923 14% 2,178,252 25% 1,342,189 14%

LOOKUP Report (1)						01 Revenue						< pick an element here
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	
005	General	OPS	HOA	HOA	Admin	-	-	-	-	-	-	
010	Administration	OPS	HOA	HOA	Admin	210,138	216,094	223,676	235,000	273,461	190,000	
015	Marketing.ComD	OPS	HOA	HOA	Admin	171,171	209,636	197,557	207,000	185,080	203,000	
020	ASO	OPS	HOA	HOA	Admin	87,803	105,933	123,951	119,000	117,995	168,000	
025	MIS	OPS	HOA	HOA	Admin	-	-	-	-	-	-	
030	ACG/Purchasing	OPS	HOA	HOA	Admin	1,990	1,672	2,175	1,000	4,030	3,000	
035	Human Resource	OPS	HOA	HOA	Admin	-	-	-	-	-	-	
040	Member Services	OPS	HOA	HOA	Admin	26,673	31,064	27,445	31,000	34,869	32,000	
050	Forestry	OPS	HOA	HOA	MiscOps	105,437	12,100	32,489	12,000	13,870	5,000	
051	Trails	OPS	AME	Public	Public	-	-	103	1,000	397	1,000	
060	Marina	OPS	AME	Private	Private	517,815	568,723	591,086	595,000	624,590	631,000	
080	Equestrian	OPS	AME	Public	Public	140,891	12,918	147,932	170,000	182,935	206,000	
090	Tennis	OPS	AME	Private	Private	215,392	250,613	290,157	285,000	251,683	257,000	
100	Campground	OPS	AME	Public	MiscOps	45,927	52,044	52,729	50,000	56,385	57,000	
110	Cross Country Ce	OPS	AME	Public	Public	692,335	438,906	435,764	405,000	863,021	700,000	
120	Golf Course Oper	OPS	AME	Public	Golf	1,072,970	1,139,086	1,109,002	1,128,000	1,144,214	1,170,000	
125	Golf Course Mai	OPS	AME	Public	Golf	-	-	-	-	-	-	
128	The Lodge	OPS	AME	Public	FAB	1,825,480	2,001,709	1,997,593	1,975,000	2,250,034	2,194,000	
130	Aquatics	OPS	AME	Private	RecPool	205,110	209,747	195,379	206,000	213,480	250,000	
132	Trout Creek Rec	OPS	AME	Private	RecPool	883,736	887,724	885,774	891,000	933,200	906,000	
140	Recreation	OPS	AME	Private	RecPool	133,592	142,560	109,876	162,000	192,095	175,000	
141	Bikeworks	OPS	AME	Public	Public	-	-	65,424	65,000	85,595	95,000	
145	Day Camp	OPS	AME	Private	RecPool	165,633	183,423	198,237	204,000	205,851	243,000	
150	Pizza On The Hil	OPS	AME	Public	FAB	308,785	347,020	473,254	400,000	497,231	476,000	
155	ACAC F&B	OPS	AME	Public	FAB	-	-	66,626	110,000	299,751	210,000	
160	Maintenance	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	
165	Facility Admin/R	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	
170	Summer F&B	OPS	AME	Public	FAB	167,660	183,846	200,699	205,000	228,317	266,000	
180	DHSki F&B	OPS	AME	Public	DSL	293,241	81,406	155,344	215,000	406,095	278,000	
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	
210	DHSki Mtn Oper	OPS	AME	Public	DSL	-	-	-	-	-	48,000	
211	DHSki Mtn Main	OPS	AME	Public	DSL	-	-	-	-	-	-	
212	DHSki Snowmak	OPS	AME	Public	DSL	-	-	-	-	-	-	
214	DHSki Retail	OPS	AME	Public	DSL	94,691	30,289	47,940	55,000	125,323	80,000	
215	DHSki Rental	OPS	AME	Public	DSL	484,087	122,730	236,008	330,000	663,491	470,000	
216	Snowplay	OPS	AME	Public	MiscOps	161,229	69,890	126,246	130,000	271,549	175,000	
220	DHSki School	OPS	AME	Public	DSL	423,599	111,675	227,364	459,000	677,446	481,000	
230	DHSki Snowflak	OPS	AME	Public	DSL	235,732	63,964	-	-	-	-	
240	DHSki Tickets	OPS	AME	Public	DSL	833,895	204,376	461,252	554,000	1,164,014	830,000	
subtotal	Downhill Ski Consolidated				DSL	2,365,245	614,440	1,127,909	1,613,000	3,036,368	2,187,000	

2017 Budget Change - Fav (Unfav)					
versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	-	-	-	-	-
(45,000)	-19%	(83,461)	-31%	(33,676)	-15%
(4,000)	-2%	17,920	10%	5,443	3%
49,000	41%	50,005	42%	44,049	36%
-	-	-	-	-	-
2,000	200%	(1,030)	-26%	825	38%
-	-	-	-	-	-
1,000	3%	(2,869)	-8%	4,555	17%
(7,000)	-58%	(8,870)	-64%	(27,489)	-85%
-	0%	603	152%	897	871%
36,000	6%	6,410	1%	39,914	7%
36,000	21%	23,065	13%	58,067	39%
(28,000)	-10%	5,317	2%	(33,157)	-11%
7,000	14%	615	1%	4,271	8%
295,000	73%	(163,021)	-19%	264,236	61%
42,000	4%	25,786	2%	60,998	6%
-	-	-	-	-	-
219,000	11%	(56,034)	-2%	196,407	10%
44,000	21%	36,520	17%	54,621	28%
15,000	2%	(27,200)	-3%	20,226	2%
13,000	8%	(17,095)	-9%	65,124	59%
30,000	46%	9,405	11%	29,576	45%
39,000	19%	37,149	18%	44,763	23%
76,000	19%	(21,231)	-4%	2,746	1%
100,000	91%	(89,751)	-30%	143,374	215%
-	-	-	-	-	-
-	-	-	-	-	-
61,000	30%	37,683	17%	65,301	33%
63,000	29%	(128,095)	-32%	122,656	79%
-	-	-	-	-	-
-	-	-	-	-	-
48,000	-	48,000	-	48,000	-
-	-	-	-	-	-
-	-	-	-	-	-
25,000	45%	(45,323)	-36%	32,060	67%
140,000	42%	(193,491)	-29%	233,992	99%
45,000	35%	(96,549)	-36%	48,754	39%
22,000	5%	(196,446)	-29%	100,000	26%
-	-	-	-	-	-
276,000	50%	(334,014)	-29%	190,000	30%
574,000	36%	(849,368)	-28%	1,059,091	94%

BDG'17 vs			BDG'17 vs			BDG'17 vs			
14A	15A	16F	13A	14A	15A	13A	14A	15A	16F
3yr avg			3yr avg			4yr avg			
-	-	-	-	-	-	-	-	-	-
(47,744)	-20%		(26,636)	-12%		(40,842)	-18%		
5,575	3%		10,212	5%		12,139	6%		
52,040	45%		62,105	59%		59,080	54%		
-	-		-	-		-	-		
374	14%		1,054	54%		533	22%		
-	-		-	-		-	-		
874	3%		3,606	13%		1,987	7%		
(14,486)	-74%		(45,009)	-90%		(35,974)	-88%		
833	500%		966	2812%		875	700%		
36,200	6%		71,792	13%		55,446	10%		
91,405	80%		105,419	105%		84,831	70%		
(7,151)	-3%		4,946	2%		5,039	2%		
3,281	6%		6,766	13%		5,229	10%		
120,770	21%		177,665	34%		92,494	15%		
39,233	3%		62,981	6%		53,682	5%		
-	-		-	-		-	-		
110,888	5%		252,406	13%		175,296	9%		
43,798	21%		46,588	23%		44,071	21%		
3,767	0%		20,255	2%		8,392	1%		
26,823	18%		46,324	36%		30,469	21%		
44,660	89%		73,192	336%		57,245	152%		
47,163	24%		60,569	33%		54,714	29%		
36,832	8%		99,647	26%		69,428	17%		
87,874	72%		187,791	846%		118,406	129%		
-	-		-	-		-	-		
-	-		-	-		-	-		
61,713	30%		81,932	45%		70,870	36%		
63,718	30%		101,336	57%		43,979	19%		
-	-		-	-		-	-		
-	-		-	-		-	-		
48,000	-		48,000	-		48,000	-		
-	-		-	-		-	-		
-	-		-	-		-	-		
12,149	18%		22,360	39%		5,439	7%		
129,257	38%		189,058	67%		93,421	25%		
19,105	12%		55,878	47%		17,771	11%		
142,172	42%		226,787	89%		120,979	34%		
(21,321)	-100%		(99,898)	-100%		(74,924)	-100%		
220,119	36%		330,159	66%		164,116	25%		
594,094	37%		817,802	60%		401,010	22%		

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TOTALS: 7,350,824 6,736,201 7,304,614 8,220,000 8,654,800 **8,727,000**

(507,000) -6% (72,200) -1% (1,422,386) -17%

(1,161,795) -15%

LOOKUP Report (2)						05 S&W TL						< pick an element here
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	
005	General	OPS	HOA	HOA	Admin	31,448	32,936	33,671	52,800	41,623	64,800	
010	Administration	OPS	HOA	HOA	Admin	562,952	642,280	598,898	510,100	598,502	506,200	
015	Marketing.ComDOPS	HOA	HOA	Admin	281,219	282,276	292,402	335,000	317,919	288,600		
020	ASO	OPS	HOA	HOA	Admin	123,160	148,219	174,683	216,600	197,485	223,200	
025	MIS	OPS	HOA	HOA	Admin	260,665	279,603	295,559	310,300	316,776	346,300	
030	ACG/Purchasing	OPS	HOA	HOA	Admin	455,810	449,249	469,688	516,000	520,104	543,900	
035	Human Resource	OPS	HOA	HOA	Admin	136,977	131,159	143,192	159,500	161,689	164,900	
040	Member Services	OPS	HOA	HOA	Admin	154,357	159,104	154,380	199,000	161,564	196,600	
050	Forestry	OPS	HOA	HOA	MiscOps	407,933	324,718	346,596	365,000	377,564	378,600	
051	Trails	OPS	AME	Public	Public	-	47,506	49,397	73,000	66,051	102,000	
060	Marina	OPS	AME	Private	Private	145,118	154,120	161,564	175,000	189,966	216,500	
080	Equestrian	OPS	AME	Public	Public	114,247	68,378	118,628	125,700	130,537	146,500	
090	Tennis	OPS	AME	Private	Private	121,380	100,365	116,183	115,400	108,846	104,300	
100	Campground	OPS	AME	Public	MiscOps	25,889	25,836	26,967	26,500	27,669	31,000	
110	Cross Country Cc	OPS	AME	Public	Public	286,600	191,283	232,493	252,500	325,257	303,000	
120	Golf Course Ope	OPS	AME	Public	Golf	206,623	171,883	190,293	200,200	174,069	185,400	
125	Golf Course Mai	OPS	AME	Public	Golf	505,596	466,328	470,240	502,300	515,163	519,700	
128	The Lodge	OPS	AME	Public	FAB	682,127	781,566	824,652	834,900	920,049	950,900	
130	Aquatics	OPS	AME	Private	RecPool	132,688	102,279	90,171	111,800	105,812	118,300	
132	Trout Creek Rec	OPS	AME	Private	RecPool	397,583	387,674	405,799	425,000	426,668	470,600	
140	Recreation	OPS	AME	Private	RecPool	121,953	106,063	68,852	81,200	82,236	76,500	
141	Bikeworks	OPS	AME	Public	Public	-	-	31,755	33,800	37,014	36,600	
145	Day Camp	OPS	AME	Private	RecPool	77,448	74,078	87,851	95,400	101,511	120,000	
150	Pizza On The Hil	OPS	AME	Public	FAB	164,808	168,149	240,469	218,400	229,876	239,800	
155	ACAC F&B	OPS	AME	Public	FAB	-	-	34,261	70,000	152,473	144,000	
160	Maintenance	OPS	HOA	HOA	MiscOps	441,065	400,626	466,798	511,100	504,015	526,000	
165	Facility Admin/R	OPS	HOA	HOA	MiscOps	315,139	324,484	348,529	412,300	406,973	418,600	
170	Summer F&B	OPS	AME	Public	FAB	174,965	137,685	147,879	162,600	154,029	175,100	
180	DHSki F&B	OPS	AME	Public	DSL	87,005	55,156	69,479	108,700	116,006	103,300	
190	Vehicle Maintenz	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	
210	DHSki Mtn Oper	OPS	AME	Public	DSL	353,646	195,172	223,573	403,600	495,314	380,200	
211	DHSki Mtn Main	OPS	AME	Public	DSL	113,467	104,641	108,748	143,400	159,044	140,800	
212	DHSki Snowmak	OPS	AME	Public	DSL	-	-	937	13,500	13,777	14,000	
214	DHSki Retail	OPS	AME	Public	DSL	38,180	25,197	21,315	27,600	26,094	27,000	
215	DHSki Rental	OPS	AME	Public	DSL	83,405	32,822	51,065	74,900	99,970	82,000	
216	Snowplay	OPS	AME	Public	MiscOps	33,250	10,935	17,484	31,300	42,490	79,000	
220	DHSki School	OPS	AME	Public	DSL	179,691	82,994	143,287	239,100	266,535	220,700	
230	DHSki Snowflak	OPS	AME	Public	DSL	64,517	33,153	-	-	-	-	
240	DHSki Tickets	OPS	AME	Public	DSL	69,913	38,284	46,876	86,500	84,128	82,100	
subtotal	Downhill Ski Consolidated				DSL	989,824	567,420	665,279	1,097,300	1,260,869	1,050,100	

2017 Budget Change - Fav (Unfav)					
versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
(12,000)	-23%	(23,177)	-56%	(31,129)	-60%
3,900	1%	92,301	15%	92,698	19%
46,400	14%	29,319	9%	3,802	1%
(6,600)	-3%	(25,715)	-13%	(48,517)	-22%
(36,000)	-12%	(29,524)	-9%	(50,741)	-16%
(27,900)	-5%	(23,796)	-5%	(74,212)	-14%
(5,400)	-3%	(3,211)	-2%	(21,708)	-14%
2,400	1%	(35,036)	-22%	(42,220)	-23%
(13,600)	-4%	(1,036)	0%	(32,004)	-9%
(29,000)	-40%	(35,949)	-54%	(52,603)	-66%
(41,500)	-24%	(26,534)	-14%	(54,936)	-30%
(20,800)	-17%	(15,963)	-12%	(27,872)	-21%
11,100	10%	4,546	4%	11,883	11%
(4,500)	-17%	(3,331)	-12%	(4,033)	-15%
(50,500)	-20%	22,257	7%	(70,507)	-23%
14,800	7%	(11,331)	-7%	4,893	3%
(17,400)	-3%	(4,537)	-1%	(49,460)	-10%
(116,000)	-14%	(30,851)	-3%	(126,248)	-14%
(6,500)	-6%	(12,488)	-12%	(28,129)	-26%
(45,600)	-11%	(43,932)	-10%	(64,801)	-16%
4,700	6%	5,736	7%	(7,648)	-9%
(2,800)	-8%	414	1%	(4,845)	-14%
(24,600)	-26%	(18,489)	-18%	(32,149)	-32%
(21,400)	-10%	(9,924)	-4%	669	0%
(74,000)	-106%	8,473	6%	(109,739)	-86%
(14,900)	-3%	(21,985)	-4%	(59,202)	-12%
(6,300)	-2%	(11,627)	-3%	(70,071)	-17%
(12,500)	-8%	(21,071)	-14%	(27,221)	-18%
5,400	5%	12,706	11%	(33,821)	-38%
-	-	-	-	-	-
-	-	-	-	-	-
23,400	6%	115,114	23%	(156,627)	-46%
2,600	2%	18,244	11%	(32,052)	-19%
(500)	-4%	(223)	-2%	(13,063)	-96%
600	2%	(906)	-3%	(5,685)	-22%
(7,100)	-9%	17,970	18%	(30,935)	-41%
(47,700)	-152%	(36,510)	-86%	(61,516)	-164%
18,400	8%	45,835	17%	(77,413)	-41%
-	-	-	-	-	-
4,400	5%	2,028	2%	(35,224)	-45%
47,200	4%	210,769	17%	(384,821)	-39%

BDG'17 vs	
14A	15A 16F
3yr avg	
(28,723)	-80%
107,027	17%
8,932	3%
(49,738)	-29%
(48,987)	-16%
(64,220)	-13%
(19,553)	-13%
(38,251)	-24%
(28,974)	-8%
(47,682)	-88%
(47,950)	-28%
(40,652)	-38%
4,165	4%
(4,176)	-16%
(53,322)	-21%
(6,652)	-4%
(35,790)	-7%
(108,811)	-13%
(18,879)	-19%
(63,886)	-16%
9,217	11%
(13,677)	-60%
(32,187)	-37%
(26,969)	-13%
(81,755)	-131%
(68,853)	-15%
(58,604)	-16%
(28,569)	-19%
(23,086)	-29%
-	-
-	-
(75,514)	-25%
(16,656)	-13%
(9,095)	-185%
(2,798)	-12%
(20,714)	-34%
(55,364)	-234%
(56,428)	-34%
11,051	100%
(25,670)	-45%
(218,911)	-26%

Tahoe Donner Association
working model
Resort Budget Model
2017 Budget - Annual

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TOTALS: 4,093,016 3,060,044 3,742,500 4,056,000 4,329,884 **4,291,000** (235,000) -6% 38,885 1% (548,500) -15%

LOOKUP Report (3)		09 Expense				< pick an element here						2017 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	573,229	444,927	600,217	705,300	681,441	706,500	(1,200)	0%	(25,059)	-4%	(106,283)	-17%
010	Administration	OPS	HOA	HOA	Admin	92,710	87,505	96,567	97,000	97,160	95,500	1,500	2%	1,660	2%	1,067	1%
015	Marketing.ComD	OPS	HOA	HOA	Admin	258,924	232,144	231,336	244,100	250,331	241,500	2,600	1%	8,831	4%	(10,164)	-4%
020	ASO	OPS	HOA	HOA	Admin	18,923	14,237	16,577	20,900	17,888	17,300	3,600	17%	588	3%	(723)	-4%
025	MIS	OPS	HOA	HOA	Admin	156,075	172,325	193,274	161,400	191,266	179,100	(17,700)	-11%	12,166	6%	14,174	8%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	64,109	59,599	58,332	63,700	66,539	60,900	2,800	4%	5,639	8%	(2,568)	-4%
035	Human Resources	OPS	HOA	HOA	Admin	92,889	70,788	97,404	111,000	99,504	107,000	4,000	4%	(7,496)	-8%	(9,596)	-9%
040	Member Services	OPS	HOA	HOA	Admin	38,393	32,335	36,412	38,400	40,453	41,000	(2,600)	-7%	(547)	-1%	(4,588)	-12%
050	Forestry	OPS	HOA	HOA	MiscOps	506,062	176,644	410,617	379,000	299,814	343,000	36,000	9%	(43,186)	-14%	67,617	18%
051	Trails	OPS	AME	Public	Public	-	(4,993)	2,013	15,000	12,673	16,000	(1,000)	-7%	(3,327)	-26%	(13,987)	-93%
060	Marina	OPS	AME	Private	Private	65,793	56,890	68,329	62,800	68,694	64,800	(2,000)	-3%	3,894	6%	3,529	5%
080	Equestrian	OPS	AME	Public	Public	85,756	50,869	74,017	82,000	83,601	86,300	(4,300)	-5%	(2,699)	-3%	(12,283)	-15%
090	Tennis	OPS	AME	Private	Private	54,951	45,127	43,782	48,000	42,891	43,600	4,400	9%	(709)	-2%	182	0%
100	Campground	OPS	AME	Public	MiscOps	31,905	29,751	31,250	30,800	30,930	30,500	300	1%	430	1%	750	2%
110	Cross Country Ce	OPS	AME	Public	Public	201,026	95,216	130,758	222,000	277,832	250,800	(28,800)	-13%	27,032	10%	(120,042)	-47%
120	Golf Course Oper	OPS	AME	Public	Golf	95,712	79,517	87,232	87,500	92,291	84,600	2,900	3%	7,691	8%	2,632	3%
125	Golf Course Main	OPS	AME	Public	Golf	291,494	264,951	224,673	253,200	239,969	237,300	15,900	6%	2,669	1%	(12,627)	-5%
128	The Lodge	OPS	AME	Public	FAB	361,519	362,813	366,022	345,500	399,275	384,400	(38,900)	-11%	14,875	4%	(18,378)	-5%
130	Aquatics	OPS	AME	Private	RecPool	125,799	102,873	126,463	113,800	134,198	181,300	(67,500)	-59%	(47,102)	-35%	(54,837)	-42%
132	Trout Creek Rec	(OPS	AME	Private	RecPool	265,849	245,307	292,585	300,000	325,897	259,400	40,600	14%	66,497	20%	33,185	11%
140	Recreation	OPS	AME	Private	RecPool	110,485	75,472	76,912	115,300	112,727	112,900	2,400	2%	(173)	0%	(35,988)	-32%
141	Bikeworks	OPS	AME	Public	Public	-	-	5,498	3,000	12,527	13,000	(10,000)	-333%	(473)	-4%	(7,502)	-58%
145	Day Camp	OPS	AME	Private	RecPool	39,449	39,634	36,633	44,600	45,120	48,300	(3,700)	-8%	(3,180)	-7%	(11,667)	-26%
150	Pizza On The Hill	OPS	AME	Public	FAB	51,725	48,998	78,344	67,400	72,382	69,600	(2,200)	-3%	2,782	4%	8,744	13%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	6,922	10,000	40,116	33,000	(23,000)	-230%	7,116	18%	(26,078)	-81%
160	Maintenance	OPS	HOA	HOA	MiscOps	63,963	39,802	7,978	60,600	23,436	53,000	7,600	13%	(29,564)	-126%	(45,022)	-90%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	(189,273)	(191,643)	(203,967)	(270,600)	(274,937)	(280,000)	9,400	-3%	5,063	-2%	76,033	-28%
170	Summer F&B	OPS	AME	Public	FAB	57,422	50,552	56,874	48,700	54,072	99,600	(50,900)	-105%	(45,528)	-84%	(42,726)	-79%
180	DHSki F&B	OPS	AME	Public	DSL	27,357	14,235	21,460	31,700	43,993	29,800	1,900	6%	14,193	32%	(8,340)	-30%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	99,300	88,331	131,480	110,000	146,770	110,000	-	0%	36,770	25%	21,480	20%
210	DHSki Mtn Oper	OPS	AME	Public	DSL	350,997	225,558	269,333	328,200	412,011	436,800	(108,600)	-33%	(24,789)	-6%	(167,467)	-49%
211	DHSki Mtn Main	OPS	AME	Public	DSL	5,266	9,745	5,174	(7,800)	16,847	600	(8,400)	108%	16,247	96%	4,574	762%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	7,972	33,800	33,201	33,200	600	2%	1	0%	(25,228)	-76%
214	DHSki Retail	OPS	AME	Public	DSL	4,719	1,552	2,737	3,900	9,585	3,400	500	13%	6,185	65%	(663)	-20%
215	DHSki Rental	OPS	AME	Public	DSL	16,969	2,813	7,698	19,000	23,277	15,700	3,300	17%	7,577	33%	(8,002)	-52%
216	Snowplay	OPS	AME	Public	MiscOps	32,749	14,308	23,086	28,100	46,376	40,500	(12,400)	-44%	5,876	13%	(17,414)	-43%
220	DHSki School	OPS	AME	Public	DSL	6,902	4,725	4,353	12,900	14,135	8,300	4,600	36%	5,835	41%	(3,947)	-51%
230	DHSki Snowflake	OPS	AME	Public	DSL	1,610	55	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	32,257	17,082	16,153	35,800	45,600	32,500	3,300	9%	13,100	29%	(16,347)	-63%
subtotal	Downhill Ski Consolidated				DSL	545,377	364,095	466,359	567,500	745,418	670,300	(102,800)	-18%	75,118	10%	(203,941)	-34%

2017 Budget - Annual

TOTAL: (4,977,127) (5,099,776) (5,600,743) (6,951,000) (5,126,284) **(6,473,000)**

478,000 -7% (1,346,716) **26%** (872,258) **16%**

LOOKUP Report (4)		10 NORBO				< pick an element here						2017 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	(612,660)	(485,042)	(643,358)	(767,500)	(731,180)	(781,700)	(14,200)	2%	(50,520)	7%	(138,342)	22%
010	Administration	OPS	HOA	HOA	Admin	(573,414)	(658,383)	(601,454)	(506,300)	(545,525)	(532,800)	(26,500)	5%	12,724	-2%	68,654	-11%
015	Marketing.ComD	OPS	HOA	HOA	Admin	(437,953)	(370,668)	(390,552)	(468,300)	(461,237)	(407,800)	60,500	-13%	53,437	-12%	(17,248)	4%
020	ASO	OPS	HOA	HOA	Admin	(98,725)	(100,869)	(112,618)	(196,300)	(165,522)	(153,400)	42,900	-22%	12,122	-7%	(40,782)	36%
025	MIS	OPS	HOA	HOA	Admin	(477,723)	(518,005)	(556,614)	(561,700)	(584,380)	(607,600)	(45,900)	8%	(23,220)	4%	(50,986)	9%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	(658,219)	(636,455)	(666,856)	(756,500)	(737,226)	(771,500)	(15,000)	2%	(34,274)	5%	(104,644)	16%
035	Human Resources	OPS	HOA	HOA	Admin	(266,787)	(233,791)	(273,708)	(318,800)	(302,046)	(319,200)	(400)	0%	(17,154)	6%	(45,492)	17%
040	Member Services	OPS	HOA	HOA	Admin	(204,926)	(203,709)	(205,632)	(274,400)	(217,881)	(274,600)	(200)	0%	(56,719)	26%	(68,968)	34%
050	Forestry	OPS	HOA	HOA	MiscOps	(897,997)	(571,509)	(810,681)	(843,400)	(767,769)	(831,500)	11,900	-1%	(63,731)	8%	(20,819)	3%
051	Trails	OPS	AME	Public	Public	-	(64,248)	(70,074)	(116,000)	(102,673)	(149,800)	(33,800)	29%	(47,127)	46%	(79,726)	114%
060	Marina	OPS	AME	Private	Private	240,546	277,046	270,696	261,800	267,909	243,800	(18,000)	-7%	(24,109)	-9%	(26,896)	-10%
080	Equestrian	OPS	AME	Public	Public	(94,515)	(126,488)	(80,477)	(83,200)	(78,510)	(83,500)	(300)	0%	(4,990)	6%	(3,024)	4%
090	Tennis	OPS	AME	Private	Private	(22,923)	49,255	65,234	55,200	46,040	56,200	1,000	2%	10,160	22%	(9,034)	-14%
100	Campground	OPS	AME	Public	MiscOps	(16,958)	(8,962)	(11,651)	(14,200)	(8,152)	(11,100)	3,100	-22%	(2,948)	36%	551	-5%
110	Cross Country Ce	OPS	AME	Public	Public	91,490	80,600	(25,646)	(174,600)	121,236	19,000	193,600	-111%	(102,236)	-84%	44,646	-174%
120	Golf Course Oper	OPS	AME	Public	Golf	640,381	773,097	725,206	705,700	753,371	769,500	63,800	9%	16,129	2%	44,294	6%
125	Golf Course Main	OPS	AME	Public	Golf	(906,618)	(849,649)	(815,249)	(903,000)	(896,971)	(919,600)	(16,600)	2%	(22,629)	3%	(104,351)	13%
128	The Lodge	OPS	AME	Public	FAB	27,047	2,987	(79,790)	(108,900)	(64,294)	(198,000)	(89,100)	82%	(133,706)	208%	(118,210)	148%
130	Aquatics	OPS	AME	Private	RecPool	(76,510)	(26,489)	(42,211)	(54,700)	(51,375)	(77,100)	(22,400)	41%	(25,725)	50%	(34,889)	83%
132	Trout Creek Rec	OPS	AME	Private	RecPool	74,064	100,458	46,078	(15,200)	22,249	(17,300)	(2,100)	14%	(39,549)	-178%	(63,378)	-138%
140	Recreation	OPS	AME	Private	RecPool	(136,443)	(73,448)	(58,166)	(65,800)	(31,403)	(36,500)	29,300	-45%	(5,097)	16%	21,666	-37%
141	Bikeworks	OPS	AME	Public	Public	-	-	(2,008)	6,100	582	9,000	2,900	48%	8,418	1445%	11,008	-548%
145	Day Camp	OPS	AME	Private	RecPool	34,294	52,815	53,471	39,700	36,633	43,400	3,700	9%	6,767	18%	(10,071)	-19%
150	Pizza On The Hill	OPS	AME	Public	FAB	(64,576)	(25,357)	(52,629)	(83,300)	(33,029)	(64,000)	19,300	-23%	(30,971)	94%	(11,371)	22%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	(11,459)	(17,900)	(32,936)	(86,300)	(68,400)	382%	(53,364)	162%	(74,841)	653%
160	Maintenance	OPS	HOA	HOA	MiscOps	(656,086)	(590,726)	(626,958)	(783,800)	(707,901)	(775,000)	8,800	-1%	(67,099)	9%	(148,042)	24%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	(205,511)	(216,397)	(229,217)	(265,000)	(240,824)	(251,000)	14,000	-5%	(10,176)	4%	(21,783)	10%
170	Summer F&B	OPS	AME	Public	FAB	(151,665)	(89,249)	(103,585)	(110,400)	(86,323)	(121,600)	(11,200)	10%	(35,277)	41%	(18,015)	17%
180	DHSki F&B	OPS	AME	Public	DSL	64,745	(39,444)	(12,201)	(40,000)	63,644	1,000	41,000	-103%	(62,644)	-98%	13,201	-108%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	(99,300)	(88,331)	(131,480)	(110,000)	(146,770)	(110,000)	-	0%	36,770	-25%	21,480	-16%
210	DHSki Mtn Oper	OPS	AME	Public	DSL	(815,651)	(506,606)	(589,175)	(883,200)	(1,104,833)	(945,400)	(62,200)	7%	159,433	-14%	(356,225)	60%
211	DHSki Mtn Main	OPS	AME	Public	DSL	(166,776)	(170,450)	(170,016)	(214,400)	(256,155)	(211,900)	2,500	-1%	44,255	-17%	(41,884)	25%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	(9,044)	(50,000)	(49,719)	(50,000)	(0)	0%	(282)	1%	(40,956)	453%
214	DHSki Retail	OPS	AME	Public	DSL	(8,117)	(29,484)	(6,903)	(17,500)	23,159	(1,700)	15,800	-90%	(24,859)	-107%	5,203	-75%
215	DHSki Rental	OPS	AME	Public	DSL	360,940	72,823	155,883	207,700	498,396	333,100	125,400	60%	(165,296)	-33%	177,217	114%
216	Snowplay	OPS	AME	Public	MiscOps	84,281	39,051	74,943	58,000	159,449	25,000	(33,000)	-57%	(134,449)	-84%	(49,943)	-67%
220	DHSki School	OPS	AME	Public	DSL	185,851	(13,355)	17,911	115,400	283,593	133,200	17,800	15%	(150,393)	-53%	47,900	56%
230	DHSki Snowflake	OPS	AME	Public	DSL	153,280	16,243	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	716,012	132,963	379,246	403,700	1,002,087	683,700	280,000	69%	(318,387)	-32%	178,300	35%
subtotal	Downhill Ski Consolidated				DSL	390,983	(625,640)	(365,778)	(588,300)	313,402	(168,000)	420,300	-71%	(481,403)	-154%	197,778	-54%

2017 Budget - Annual

TOTAL: 2,976,487 3,161,961 3,303,169 3,416,400 3,401,200 **3,437,000**

(20,600) -1% (35,800) -1% (133,831) -4%

LOOKUP Report (5)						03 Salary						< pick an element here					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	2017 Budget Change - Fav (Unfav)					
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
												Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	31,448	32,936	33,671	46,800	39,623	52,800	(6,000)	-13%	(13,177)	-33%	(19,129)	-42%
010	Administration	OPS	HOA	HOA	Admin	417,577	507,336	458,513	375,400	410,043	321,900	53,500	14%	88,143	21%	136,613	43%
015	Marketing.ComD	OPS	HOA	HOA	Admin	136,705	138,580	148,014	151,900	151,689	156,600	(4,700)	-3%	(4,911)	-3%	(8,586)	-6%
020	ASO	OPS	HOA	HOA	Admin	33,617	51,435	56,237	56,600	58,859	58,400	(1,800)	-3%	459	1%	(2,163)	-4%
025	MIS	OPS	HOA	HOA	Admin	176,560	183,196	189,722	197,700	202,034	204,200	(6,500)	-3%	(2,166)	-1%	(14,478)	-7%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	221,798	228,716	241,902	249,100	261,227	268,400	(19,300)	-8%	(7,173)	-3%	(26,498)	-10%
035	Human Resources	OPS	HOA	HOA	Admin	84,230	86,401	103,090	143,600	146,199	148,900	(5,300)	-4%	(2,701)	-2%	(45,810)	-32%
040	Member Services	OPS	HOA	HOA	Admin	40,343	46,440	48,539	50,100	52,050	55,600	(5,500)	-11%	(3,550)	-7%	(7,061)	-13%
050	Forestry	OPS	HOA	HOA	MiscOps	152,338	129,544	136,949	141,400	146,047	146,300	(4,900)	-3%	(253)	0%	(9,351)	-7%
051	Trails	OPS	AME	Public	Public	-	35,802	36,166	37,600	36,491	51,500	(13,900)	-37%	(15,009)	-41%	(15,334)	-31%
060	Marina	OPS	AME	Private	Private	63,421	62,052	61,972	71,000	71,414	92,100	(21,100)	-30%	(20,686)	-29%	(30,128)	-43%
080	Equestrian	OPS	AME	Public	Public	51,629	38,907	58,098	61,900	64,715	71,900	(10,000)	-16%	(7,185)	-11%	(13,802)	-21%
090	Tennis	OPS	AME	Private	Private	71,992	63,245	67,854	63,100	67,213	61,500	1,600	3%	5,713	8%	6,354	10%
100	Campground	OPS	AME	Public	MiscOps	17,176	17,143	18,139	17,700	18,805	21,800	(4,100)	-23%	(2,995)	-16%	(3,661)	-21%
110	Cross Country Ce	OPS	AME	Public	Public	105,933	115,514	119,315	142,300	109,576	119,500	22,800	16%	(9,924)	-9%	(185)	0%
120	Golf Course Oper	OPS	AME	Public	Golf	90,556	66,664	74,429	76,700	35,785	46,300	30,400	40%	(10,515)	-29%	28,129	51%
125	Golf Course Main	OPS	AME	Public	Golf	124,231	115,721	134,203	136,400	144,842	144,700	(8,300)	-6%	142	0%	(10,497)	-7%
128	The Lodge	OPS	AME	Public	FAB	264,838	329,412	336,207	342,000	334,454	304,500	37,500	11%	29,954	9%	31,707	9%
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	-	-	-	-	-
132	Trout Creek Rec	OPS	AME	Private	RecPool	136,810	144,004	144,895	148,700	161,470	152,400	(3,700)	-2%	9,070	6%	(7,505)	-6%
140	Recreation	OPS	AME	Private	RecPool	47,997	60,089	39,172	39,700	1,682	9,400	30,300	76%	(7,718)	-459%	29,772	-
141	Bikeworks	OPS	AME	Public	Public	-	-	22,397	22,100	22,769	22,700	(600)	-3%	69	0%	(303)	-1%
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	-	-	-	-	-
150	Pizza On The Hill	OPS	AME	Public	FAB	60,394	63,502	103,314	105,500	106,304	112,600	(7,100)	-7%	(6,296)	-6%	(9,286)	-9%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	-	-	-	14,000	(14,000)	-	(14,000)	-	(14,000)	-
160	Maintenance	OPS	HOA	HOA	MiscOps	69,117	67,401	96,327	97,800	100,781	102,500	(4,700)	-5%	(1,719)	-2%	(6,173)	-6%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	270,635	282,320	298,763	313,300	321,595	322,600	(9,300)	-3%	(1,005)	0%	(23,837)	-8%
170	Summer F&B	OPS	AME	Public	FAB	21,149	16,802	20,125	21,200	21,173	33,200	(12,000)	-57%	(12,027)	-57%	(13,075)	-62%
180	DHSki F&B	OPS	AME	Public	DSL	35,722	36,899	38,830	40,100	41,902	50,300	(10,200)	-25%	(8,398)	-20%	(11,470)	-29%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	88,735	106,383	79,996	115,700	123,179	120,300	(4,600)	-4%	2,879	2%	(40,304)	-36%
211	DHSki Mtn Main	OPS	AME	Public	DSL	28,598	25,718	33,059	33,000	37,741	10,000	23,000	70%	27,741	74%	23,059	54%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
214	DHSki Retail	OPS	AME	Public	DSL	38,180	19,616	9,319	9,700	9,965	10,000	(300)	-3%	(35)	0%	(681)	-7%
215	DHSki Rental	OPS	AME	Public	DSL	8,669	8,778	9,319	9,700	9,965	10,000	(300)	-3%	(35)	0%	(681)	-7%
216	Snowplay	OPS	AME	Public	MiscOps	-	-	-	-	-	18,700	(18,700)	-	(18,700)	-	(18,700)	-
220	DHSki School	OPS	AME	Public	DSL	47,127	46,493	54,819	64,200	58,798	85,900	(21,700)	-34%	(27,102)	-46%	(31,081)	-48%
230	DHSki Snowflake	OPS	AME	Public	DSL	8,669	8,778	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	30,291	26,136	29,817	34,400	32,810	35,500	(1,100)	-3%	(2,690)	-8%	(5,683)	-16%
subtotal	Downhill Ski Consolidated				DSL	285,992	278,801	255,158	306,800	314,361	322,000	(15,200)	-5%	(7,639)	-2%	(66,842)	-27%

2017 Budget - Annual

TOTAL: 4,374,337 3,574,240 4,001,445 4,803,600 5,253,600 **5,290,000** (486,400) -10% (36,400) -1% (1,288,556) -32%

LOOKUP Report (6)						04 Hourly						2017 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						< pick an element here											
DeptNu	DeptNa	Group1	Group2	Group3	Group4	2013	2014	2015	2016	2016	2017	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
						Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	-	-	-	6,000	2,000	12,000	(6,000)	-100%	(10,000)	-500%	(12,000)	-200%
010	Administration	OPS	HOA	HOA	Admin	145,375	134,945	140,385	134,700	188,458	184,300	(49,600)	-37%	4,158	2%	(43,915)	-25%
015	Marketing.ComD	OPS	HOA	HOA	Admin	144,514	143,695	144,389	183,100	166,231	132,000	51,100	28%	34,231	21%	12,389	6%
020	ASO	OPS	HOA	HOA	Admin	89,543	96,785	118,446	160,000	138,626	164,800	(4,800)	-3%	(26,174)	-19%	(46,354)	-29%
025	MIS	OPS	HOA	HOA	Admin	84,105	96,407	105,837	112,600	114,742	142,100	(29,500)	-26%	(27,358)	-24%	(36,263)	-32%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	234,011	220,534	227,786	266,900	258,877	275,500	(8,600)	-3%	(16,623)	-6%	(47,714)	-18%
035	Human Resources	OPS	HOA	HOA	Admin	52,747	44,758	40,102	15,900	15,490	16,000	(100)	-1%	(510)	-3%	24,102	155%
040	Member Services	OPS	HOA	HOA	Admin	114,014	112,664	105,841	148,900	109,515	141,000	7,900	5%	(31,485)	-29%	(35,159)	-27%
050	Forestry	OPS	HOA	HOA	MiscOps	255,595	195,175	209,647	223,600	231,517	232,300	(8,700)	-4%	(783)	0%	(22,653)	-10%
051	Trails	OPS	AME	Public	Public	-	11,704	13,231	35,400	29,559	50,500	(15,100)	-43%	(20,941)	-71%	(37,269)	-126%
060	Marina	OPS	AME	Private	Private	81,697	92,068	99,592	104,000	118,552	124,400	(20,400)	-20%	(5,848)	-5%	(24,808)	-22%
080	Equestrian	OPS	AME	Public	Public	62,619	29,471	60,530	63,800	65,822	74,600	(10,800)	-17%	(8,778)	-13%	(14,070)	-21%
090	Tennis	OPS	AME	Private	Private	49,388	37,120	48,329	52,300	41,633	42,800	9,500	18%	(1,167)	-3%	5,529	13%
100	Campground	OPS	AME	Public	MiscOps	8,713	8,693	8,829	8,800	8,864	9,200	(400)	-5%	(336)	-4%	(371)	-4%
110	Cross Country Ce	OPS	AME	Public	Public	180,667	75,769	113,177	110,200	215,681	183,500	(73,300)	-67%	32,181	15%	(70,323)	-41%
120	Golf Course Oper	OPS	AME	Public	Golf	116,067	105,219	115,865	123,500	138,284	139,100	(15,600)	-13%	(816)	-1%	(23,235)	-18%
125	Golf Course Main	OPS	AME	Public	Golf	381,365	350,607	336,037	365,900	370,321	375,000	(9,100)	-2%	(4,679)	-1%	(38,963)	-11%
128	The Lodge	OPS	AME	Public	FAB	417,288	452,154	488,445	492,900	585,595	646,400	(153,500)	-31%	(60,805)	-10%	(157,954)	-28%
130	Aquatics	OPS	AME	Private	RecPool	132,688	102,279	90,171	111,800	105,812	118,300	(6,500)	-6%	(12,488)	-12%	(28,129)	-26%
132	Trout Creek Rec	OPS	AME	Private	RecPool	260,773	243,670	260,904	276,300	265,198	318,200	(41,900)	-15%	(53,002)	-20%	(57,296)	-22%
140	Recreation	OPS	AME	Private	RecPool	73,957	45,974	29,680	41,500	80,555	67,100	(25,600)	-62%	13,455	17%	(37,420)	-45%
141	Bikeworks	OPS	AME	Public	Public	-	-	9,358	11,700	14,245	13,900	(2,200)	-19%	345	2%	(4,542)	-34%
145	Day Camp	OPS	AME	Private	RecPool	77,448	74,078	87,851	95,400	101,511	120,000	(24,600)	-26%	(18,489)	-18%	(32,149)	-32%
150	Pizza On The Hill	OPS	AME	Public	FAB	104,414	104,647	137,155	112,900	123,573	127,200	(14,300)	-13%	(3,627)	-3%	9,955	8%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	34,261	70,000	152,473	130,000	(60,000)	-86%	22,473	15%	(95,739)	-75%
160	Maintenance	OPS	HOA	HOA	MiscOps	371,947	333,226	370,471	413,300	403,235	423,500	(10,200)	-2%	(20,265)	-5%	(53,029)	-13%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	44,503	42,164	49,766	99,000	85,378	96,000	3,000	3%	(10,622)	-12%	(46,234)	-50%
170	Summer F&B	OPS	AME	Public	FAB	153,816	120,883	127,754	141,400	132,856	141,900	(500)	0%	(9,044)	-7%	(14,146)	-11%
180	DHSki F&B	OPS	AME	Public	DSL	51,283	18,256	30,650	68,600	74,104	53,000	15,600	23%	21,104	28%	(22,350)	-46%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	264,910	88,789	143,576	287,900	372,134	259,900	28,000	10%	112,234	30%	(116,324)	-51%
211	DHSki Mtn Main	OPS	AME	Public	DSL	84,869	78,923	75,688	110,400	121,303	130,800	(20,400)	-18%	(9,497)	-8%	(55,112)	-43%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	937	13,500	13,777	14,000	(500)	-4%	(223)	-2%	(13,063)	-96%
214	DHSki Retail	OPS	AME	Public	DSL	-	5,582	11,997	17,900	16,129	17,000	900	5%	(871)	-5%	(5,003)	-30%
215	DHSki Rental	OPS	AME	Public	DSL	74,736	24,044	41,746	65,200	90,006	72,000	(6,800)	-10%	18,006	20%	(30,254)	-47%
216	Snowplay	OPS	AME	Public	MiscOps	33,250	10,935	17,484	31,300	42,490	60,300	(29,000)	-93%	(17,810)	-42%	(42,816)	-114%
220	DHSki School	OPS	AME	Public	DSL	132,564	36,501	88,468	174,900	207,737	134,800	40,100	23%	72,937	35%	(46,332)	-37%
230	DHSki Snowflake	OPS	AME	Public	DSL	55,848	24,375	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	39,622	12,148	17,059	52,100	51,318	46,600	5,500	11%	4,718	9%	(29,541)	-68%
subtotal	Downhill Ski Consolidated				DSL	703,831	288,618	410,121	790,500	946,508	728,100	62,400	8%	218,408	23%	(317,979)	-44%

Resort Budget Model

Burden in'08 28.0% 27.5% 33.2% 29.7% 30.3%

2017 Budget - Annual

TOTAL:	797,963	885,654	908,342	1,135,802	1,009,100	1,040,000	95,802	8%	(30,900)	-3%	(131,658)	-14%
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LOOKUP Report (7) 06 BdnSaly

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2017 Budget Change - Fav (Unfav)

Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	7,982	7,128	9,470	9,400	8,116	9,400	-	0%	(1,284)	-16%	70	1%
010	Administration	OPS	HOA	HOA	Admin	87,656	104,032	97,955	82,900	77,441	63,000	19,900	24%	14,441	19%	34,955	57%
015	Marketing.ComD	OPS	HOA	HOA	Admin	32,434	32,225	32,698	44,000	37,876	40,300	3,700	8%	(2,424)	-6%	(7,602)	-20%
020	ASO	OPS	HOA	HOA	Admin	14,771	14,018	14,799	19,200	16,320	17,100	2,100	11%	(780)	-5%	(2,301)	-14%
025	MIS	OPS	HOA	HOA	Admin	41,215	38,582	39,739	51,300	44,478	45,700	5,600	11%	(1,222)	-3%	(5,961)	-14%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	62,790	60,524	74,671	78,617	72,690	74,400	4,217	5%	(1,710)	-2%	271	0%
035	Human Resources	OPS	HOA	HOA	Admin	20,138	18,314	20,540	46,285	38,803	39,700	6,585	14%	(897)	-2%	(19,160)	-50%
040	Member Services	OPS	HOA	HOA	Admin	15,108	13,480	13,160	18,700	16,109	17,300	1,400	7%	(1,191)	-7%	(4,140)	-25%
050	Forestry	OPS	HOA	HOA	MiscOps	42,968	41,945	42,638	56,500	49,098	49,900	6,600	12%	(802)	-2%	(7,262)	-15%
051	Trails	OPS	AME	Public	Public	-	15,531	16,012	20,800	17,746	21,100	(300)	-1%	(3,354)	-19%	(5,088)	-25%
060	Marina	OPS	AME	Private	Private	14,777	14,594	15,343	19,700	18,986	24,700	(5,000)	-25%	(5,714)	-30%	(9,357)	-50%
080	Equestrian	OPS	AME	Public	Public	16,274	12,208	14,434	19,500	18,755	25,800	(6,300)	-32%	(7,045)	-38%	(11,366)	-59%
090	Tennis	OPS	AME	Private	Private	10,375	11,178	11,698	12,400	12,212	11,100	1,300	10%	1,112	9%	598	5%
100	Campground	OPS	AME	Public	MiscOps	3,397	3,500	3,970	4,500	3,847	4,500	-	0%	(653)	-17%	(530)	-15%
110	Cross Country Ce	OPS	AME	Public	Public	27,689	34,536	33,977	49,100	38,941	40,600	8,500	17%	(1,659)	-4%	(6,623)	-14%
120	Golf Course Oper	OPS	AME	Public	Golf	26,794	20,347	13,570	18,100	9,300	18,400	(300)	-2%	(9,100)	-98%	(4,830)	-37%
125	Golf Course Main	OPS	AME	Public	Golf	40,854	41,817	43,638	54,400	50,026	50,900	3,500	6%	(874)	-2%	(7,262)	-15%
128	The Lodge	OPS	AME	Public	FAB	74,401	95,756	96,460	121,700	109,556	104,300	17,400	14%	5,256	5%	(7,840)	-7%
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	-	-	-	-	-
132	Trout Creek Rec	OPS	AME	Private	RecPool	42,906	44,450	42,789	54,500	50,010	51,000	3,500	6%	(990)	-2%	(8,211)	-18%
140	Recreation	OPS	AME	Private	RecPool	6,171	12,935	14,053	19,100	8,290	8,200	10,900	57%	90	1%	5,853	73%
141	Bikeworks	OPS	AME	Public	Public	-	-	6,836	7,500	6,863	6,800	700	9%	63	1%	36	1%
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	15	-	-	-	15	100%	-	-
150	Pizza On The Hill	OPS	AME	Public	FAB	19,688	22,106	37,066	48,300	42,815	45,400	2,900	6%	(2,585)	-6%	(8,334)	-20%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	-	-	56	-	-	-	56	100%	-	-
160	Maintenance	OPS	HOA	HOA	MiscOps	24,656	25,224	27,768	36,700	32,377	33,200	3,500	10%	(823)	-3%	(5,432)	-17%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	64,317	69,594	70,463	88,400	79,947	81,400	7,000	8%	(1,453)	-2%	(10,937)	-14%
170	Summer F&B	OPS	AME	Public	FAB	2,787	2,259	3,177	4,000	4,242	11,500	(7,500)	-188%	(7,258)	-171%	(8,323)	-198%
180	DHSki F&B	OPS	AME	Public	DSL	14,136	18,122	17,849	22,400	21,518	26,600	(4,200)	-19%	(5,082)	-24%	(8,751)	-41%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	38,057	46,345	36,335	54,500	54,198	55,300	(800)	-1%	(1,102)	-2%	(18,965)	-36%
211	DHSki Mtn Main	OPS	AME	Public	DSL	5,738	9,470	11,162	17,300	15,182	3,600	13,700	79%	11,582	76%	7,562	47%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
214	DHSki Retail	OPS	AME	Public	DSL	15,717	15,296	4,176	5,300	5,066	5,300	-	0%	(234)	-5%	(1,124)	-22%
215	DHSki Rental	OPS	AME	Public	DSL	2,952	3,916	4,244	4,700	4,884	4,900	(200)	-4%	(16)	0%	(656)	-14%
216	Snowplay	OPS	AME	Public	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
220	DHSki School	OPS	AME	Public	DSL	10,795	21,709	25,683	31,900	29,350	34,000	(2,100)	-7%	(4,650)	-16%	(8,317)	-27%
230	DHSki Snowflake	OPS	AME	Public	DSL	2,910	3,908	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	7,509	10,604	11,965	14,100	13,988	14,600	(500)	-4%	(612)	-4%	(2,635)	-18%
subtotal	Downhill Ski Consolidated				DSL	97,815	129,370	111,415	150,200	144,186	144,300	5,900	4%	(114)	0%	(32,885)	-23%

29.2% 28.2% 31.9% 30.6% 35.2%

2017 Budget - Annual

TOTAL: 1,066,811 1,044,019 1,127,450 1,534,198 1,605,500 **1,860,000** (325,802) -21% (254,500) -16% (732,550) -65%

LOOKUP Report (8)		07 BdnWage				< pick an element here						2017 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg
005	General	OPS	HOA	HOA	Admin	-	50	-	-	-	1,000	(1,000)	-	(1,000)	-	(1,000)	-
010	Administration	OPS	HOA	HOA	Admin	40,234	40,660	31,710	51,300	45,883	58,100	(6,800)	-13%	(12,217)	-27%	(26,390)	-47%
015	Marketing.ComD	OPS	HOA	HOA	Admin	36,547	33,660	31,673	52,200	40,191	40,400	11,800	23%	(209)	-1%	(8,727)	-14%
020	ASO	OPS	HOA	HOA	Admin	29,674	30,327	30,510	58,600	51,825	63,800	(5,200)	-9%	(11,975)	-23%	(33,290)	-58%
025	MIS	OPS	HOA	HOA	Admin	19,769	27,495	28,042	38,700	31,860	36,500	2,200	6%	(4,640)	-15%	(8,458)	-27%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	77,502	68,754	66,341	99,183	81,923	95,300	3,883	4%	(13,377)	-16%	(28,959)	-35%
035	Human Resources	OPS	HOA	HOA	Admin	16,784	13,531	12,572	2,015	2,050	7,600	(5,585)	-277%	(5,550)	-271%	4,972	249%
040	Member Services	OPS	HOA	HOA	Admin	23,742	29,855	29,125	49,300	34,624	51,700	(2,400)	-5%	(17,076)	-49%	(22,575)	-58%
050	Forestry	OPS	HOA	HOA	MiscOps	46,472	40,302	43,317	54,900	55,163	65,000	(10,100)	-18%	(9,837)	-18%	(21,683)	-40%
051	Trails	OPS	AME	Public	Public	-	6,203	2,755	8,200	6,600	11,700	(3,500)	-43%	(5,100)	-77%	(8,945)	-128%
060	Marina	OPS	AME	Private	Private	14,352	20,750	24,158	27,700	30,005	31,000	(3,300)	-12%	(995)	-3%	(6,842)	-24%
080	Equestrian	OPS	AME	Public	Public	14,399	7,951	17,937	21,000	23,463	25,900	(4,900)	-23%	(2,437)	-10%	(7,963)	-34%
090	Tennis	OPS	AME	Private	Private	9,061	8,820	11,199	13,000	9,394	9,500	3,500	27%	(106)	-1%	1,699	18%
100	Campground	OPS	AME	Public	MiscOps	1,694	1,919	2,193	2,400	2,091	2,100	300	13%	(9)	0%	93	4%
110	Cross Country Ce	OPS	AME	Public	Public	35,330	17,981	26,655	26,000	50,928	43,600	(17,600)	-68%	7,328	14%	(16,945)	-41%
120	Golf Course Oper	OPS	AME	Public	Golf	21,560	24,865	28,319	38,500	43,292	43,100	(4,600)	-12%	192	0%	(14,781)	-35%
125	Golf Course Main	OPS	AME	Public	Golf	68,674	76,554	76,698	93,100	91,813	111,700	(18,600)	-20%	(19,887)	-22%	(35,002)	-39%
128	The Lodge	OPS	AME	Public	FAB	88,107	132,714	153,286	163,800	188,363	285,400	(121,600)	-74%	(97,037)	-52%	(132,114)	-72%
130	Aquatics	OPS	AME	Private	RecPool	23,132	31,085	20,956	35,100	24,845	27,500	7,600	22%	(2,655)	-11%	(6,544)	-26%
132	Trout Creek Rec	OPS	AME	Private	RecPool	63,318	72,951	63,192	88,700	72,629	106,300	(17,600)	-20%	(33,671)	-46%	(43,108)	-59%
140	Recreation	OPS	AME	Private	RecPool	22,304	10,863	6,695	10,200	17,416	10,600	(400)	-4%	6,816	39%	(3,905)	-22%
141	Bikeworks	OPS	AME	Public	Public	-	-	2,245	2,600	2,604	2,600	-	0%	4	0%	(355)	-14%
145	Day Camp	OPS	AME	Private	RecPool	14,443	16,896	20,282	24,300	22,572	31,300	(7,000)	-29%	(8,728)	-39%	(11,018)	-49%
150	Pizza On The Hill	OPS	AME	Public	FAB	20,556	24,869	35,025	29,200	33,757	42,200	(13,000)	-45%	(8,443)	-25%	(7,175)	-23%
155	ACAC F&B	OPS	AME	Public	FAB	-	-	7,311	9,900	34,625	49,300	(39,400)	-398%	(14,675)	-42%	(41,989)	-145%
160	Maintenance	OPS	HOA	HOA	MiscOps	126,402	125,073	124,413	175,400	148,072	162,800	12,600	7%	(14,728)	-10%	(38,387)	-26%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	15,328	13,961	14,191	34,900	28,898	31,000	3,900	11%	(2,102)	-7%	(16,809)	-55%
170	Summer F&B	OPS	AME	Public	FAB	18,754	22,521	24,811	28,100	26,068	27,400	700	2%	(1,332)	-5%	(2,589)	-10%
180	DHSki F&B	OPS	AME	Public	DSL	12,457	8,352	14,547	22,200	31,872	28,300	(6,100)	-27%	3,572	11%	(13,753)	-51%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	72,951	39,531	59,934	96,900	143,311	121,100	(24,200)	-25%	22,211	15%	(61,166)	-54%
211	DHSki Mtn Main	OPS	AME	Public	DSL	42,304	46,594	44,932	61,500	65,082	66,900	(5,400)	-9%	(1,818)	-3%	(21,968)	-33%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	135	2,700	2,740	2,800	(100)	-4%	(60)	-2%	(2,665)	-99%
214	DHSki Retail	OPS	AME	Public	DSL	-	1,842	4,762	5,700	5,853	6,000	(300)	-5%	(147)	-3%	(1,238)	-21%
215	DHSki Rental	OPS	AME	Public	DSL	19,820	10,357	17,118	23,700	36,965	34,300	(10,600)	-45%	2,665	7%	(17,182)	-54%
216	Snowplay	OPS	AME	Public	MiscOps	9,163	5,086	7,268	9,600	16,679	24,300	(14,700)	-153%	(7,621)	-46%	(17,032)	-108%
220	DHSki School	OPS	AME	Public	DSL	40,361	15,602	36,130	59,700	83,833	84,800	(25,100)	-42%	(967)	-1%	(48,670)	-72%
230	DHSki Snowflake	OPS	AME	Public	DSL	13,414	10,605	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	8,204	5,443	7,012	13,900	18,210	17,100	(3,200)	-23%	1,110	6%	(10,088)	-62%
subtotal	Downhill Ski Consolidated				DSL	209,511	138,325	184,571	286,300	387,865	361,300	(75,000)	-26%	26,565	7%	(176,730)	-53%

working model
Resort Budget Model
2017 Budget - Annual

Cogs as a % of Revenue	12.3%	13.7%	13.8%	13.1%	12.5%	12.5%	-12.2%
TOTAL:	1,173,523	1,053,005	1,198,922	1,205,000	1,493,000	1,355,000	12.5% (146,800)

LOOKUP Report (9)		02 Cogs		< pick an element here									
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017	as a %	Fav (unfav)
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget	of Rev	B 2 B
005	General	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
010	Administration	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
015	Marketing.ComD	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
020	ASO	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
025	MIS	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
030	ACG/Purchasing	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
035	Human Resource:	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
040	Member Services	OPS	HOA	HOA	Admin	-	-	-	-	-	-	0.0%	-
050	Forestry	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	0.0%	-
051	Trails	OPS	AME	Public	Public	-	-	-	-	-	-	0.0%	-
060	Marina	OPS	AME	Private	Private	37,229	45,323	50,995	48,000	49,030	50,200	8.0%	(2,200)
080	Equestrian	OPS	AME	Public	Public	4,730	-	3,393	5,000	5,089	5,000	2.4%	-
090	Tennis	OPS	AME	Private	Private	42,548	35,867	42,061	41,000	32,299	32,300	12.6%	8,700
100	Campground	OPS	AME	Public	MiscOps	-	-	-	-	-	-	0.0%	-
110	Cross Country Ce	OPS	AME	Public	Public	50,200	19,290	37,527	30,000	48,827	43,000	6.1%	(13,000)
120	Golf Course Oper	OPS	AME	Public	Golf	81,900	69,377	64,383	78,000	71,891	69,000	5.9%	9,000
125	Golf Course Maint	OPS	AME	Public	Golf	-	-	-	-	-	-	0.0%	-
128	The Lodge	OPS	AME	Public	FAB	592,279	625,873	636,962	618,000	697,086	667,000	30.4%	(49,000)
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	0.0%	-
132	Trout Creek Rec	OPS	AME	Private	RecPool	40,017	36,884	35,331	38,000	35,747	36,000	4.0%	2,000
140	Recreation	OPS	AME	Private	RecPool	9,120	10,675	1,531	2,000	2,828	3,300	1.9%	(1,300)
141	Bikeworks	OPS	AME	Public	Public	-	-	21,098	12,000	26,004	27,000	28.4%	(15,000)
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	0.0%	-
150	Pizza On The Hil	OPS	AME	Public	FAB	116,583	108,255	134,980	120,000	151,429	143,000	30.0%	(23,000)
155	ACAC F&B	OPS	AME	Public	FAB	-	-	29,590	38,000	105,416	70,000	33.3%	(32,000)
160	Maintenance	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	0.0%	-
165	Facility Admin/R	OPS	HOA	HOA	MiscOps	-	-	-	-	(58)	-	0.0%	-
170	Summer F&B	OPS	AME	Public	FAB	65,397	60,077	71,542	72,000	76,229	74,000	27.8%	(2,000)
180	DHSki F&B	OPS	AME	Public	DSL	87,542	24,985	44,209	70,000	129,061	89,000	32.0%	(19,000)
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	0.0%	-
200	DHSki Marketing	OPS	AME	Public	DSL	-	-	-	-	-	-	0.0%	-
210	DHSki Mtn Oper	OPS	AME	Public	DSL	-	-	-	-	-	-	0.0%	-
211	DHSki Mtn Main	OPS	AME	Public	DSL	-	-	-	-	-	-	0.0%	-
212	DHSki Snowmak	OPS	AME	Public	DSL	-	-	-	-	-	-	0.0%	-
214	DHSki Retail	OPS	AME	Public	DSL	44,193	15,887	21,853	30,000	55,567	40,000	50.0%	(10,000)
215	DHSki Rental	OPS	AME	Public	DSL	-	-	-	-	-	-	0.0%	-
216	Snowplay	OPS	AME	Public	MiscOps	1,786	511	3,465	3,000	6,555	6,200	-	-
220	DHSki School	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-
230	DHSki Snowflak	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	-	-	-	-	-	-	-	-
subtotal	Downhill Ski Consolidated				DSL	131,735	40,872	66,063	100,000	184,628	129,000	5.9%	(31,000)

TOTAL: 14,482,137 12,778,923 14,281,827 16,151,000 17,092,284 **17,273,000**

1,122,000 7% 180,716 1% 2,991,173 21%

2,555,322 - 3,425,371 - 2,614,207 -

LOOKUP Report (10)		T O C				< pick an element here					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2016	2017
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Budget	Forecast(F)	Budget
005	General	OPS	HOA	HOA	Admin	612,600	485,042	643,358	767,500	731,180	781,700
010	Administration	OPS	HOA	HOA	Admin	783,552	874,477	825,130	741,300	818,986	722,800
015	Marketing.ComD	OPS	HOA	HOA	Admin	609,125	580,304	588,109	675,300	646,317	610,800
020	ASO	OPS	HOA	HOA	Admin	186,528	206,801	236,569	315,300	283,518	321,400
025	MIS	OPS	HOA	HOA	Admin	477,723	518,005	556,614	561,700	584,380	607,600
030	ACG/Purchasing	OPS	HOA	HOA	Admin	660,209	638,126	669,031	757,500	741,256	774,500
035	Human Resources	OPS	HOA	HOA	Admin	266,787	233,791	273,708	318,800	302,046	319,200
040	Member Services	OPS	HOA	HOA	Admin	231,599	234,774	233,077	305,400	252,751	306,600
050	Forestry	OPS	HOA	HOA	MiscOps	1,003,435	583,609	843,170	855,400	781,639	836,500
051	Trails	OPS	AME	Public	Public	-	64,248	70,177	117,000	103,070	150,800
060	Marina	OPS	AME	Private	Private	277,269	291,678	320,390	333,200	356,680	387,200
080	Equestrian	OPS	AME	Public	Public	235,406	139,406	228,409	253,200	261,445	289,500
090	Tennis	OPS	AME	Private	Private	238,315	201,358	224,923	229,800	205,643	200,800
100	Campground	OPS	AME	Public	MiscOps	62,885	61,006	64,380	64,200	64,537	68,100
110	Cross Country Ce	OPS	AME	Public	Public	600,846	358,306	461,410	579,600	741,785	681,000
120	Golf Course Oper	OPS	AME	Public	Golf	432,589	365,989	383,797	422,300	390,843	400,500
125	Golf Course Main	OPS	AME	Public	Golf	906,618	849,649	815,249	903,000	896,971	919,600
128	The Lodge	OPS	AME	Public	FAB	1,798,433	1,998,722	2,077,382	2,083,900	2,314,328	2,392,000
130	Aquatics	OPS	AME	Private	RecPool	281,620	236,236	237,589	260,700	264,855	327,100
132	Trout Creek Rec	OPS	AME	Private	RecPool	809,672	787,266	839,696	906,200	910,950	923,300
140	Recreation	OPS	AME	Private	RecPool	270,034	216,008	168,042	227,800	223,497	211,500
141	Bikeworks	OPS	AME	Public	Public	-	-	67,432	58,900	85,012	86,000
145	Day Camp	OPS	AME	Private	RecPool	131,339	130,608	144,766	164,300	169,218	199,600
150	Pizza On The Hill	OPS	AME	Public	FAB	373,361	372,377	525,883	483,300	530,260	540,000
155	ACAC F&B	OPS	AME	Public	FAB	-	-	78,085	127,900	332,686	296,300
160	Maintenance	OPS	HOA	HOA	MiscOps	656,086	590,726	626,958	783,800	707,901	775,000
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	205,511	216,397	229,217	265,000	240,824	251,000
170	Summer F&B	OPS	AME	Public	FAB	319,325	273,095	304,284	315,400	314,640	387,600
180	DHSki F&B	OPS	AME	Public	DSL	228,496	120,849	167,545	255,000	342,451	277,000
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	99,300	88,331	131,480	110,000	146,770	110,000
210	DHSki Mtn Oper	OPS	AME	Public	DSL	815,651	506,606	589,175	883,200	1,104,833	993,400
211	DHSki Mtn Maint	OPS	AME	Public	DSL	166,776	170,450	170,016	214,400	256,155	211,900
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	9,044	50,000	49,719	50,000
214	DHSki Retail	OPS	AME	Public	DSL	102,809	59,773	54,843	72,500	102,163	81,700
215	DHSki Rental	OPS	AME	Public	DSL	123,147	49,907	80,125	122,300	165,096	136,900
216	Snowplay	OPS	AME	Public	MiscOps	76,948	30,839	51,304	72,000	112,100	150,000
220	DHSki School	OPS	AME	Public	DSL	237,749	125,030	209,453	343,600	393,852	347,800
230	DHSki Snowflake	OPS	AME	Public	DSL	82,452	47,721	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	117,883	71,413	82,006	150,300	161,927	146,300
subtotal	Downhill Ski Consolidated				DSL	1,974,262	1,240,080	1,493,687	2,201,300	2,722,966	2,355,000

2017 Budget Change - Fav (Unfav)					
versus 2016 Budget		versus 2016 Forecast(F)		versus 2015 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
14,200	2%	50,520	7%	138,342	22%
(18,500)	-2%	(96,185)	-12%	(102,330)	-12%
(64,500)	-10%	(35,517)	-5%	22,691	4%
6,100	2%	37,882	13%	84,831	36%
45,900	8%	23,220	4%	50,986	9%
17,000	2%	33,244	4%	105,469	16%
400	0%	17,154	6%	45,492	17%
1,200	0%	53,849	21%	73,523	32%
(18,900)	-2%	54,861	7%	(6,670)	-1%
33,800	29%	47,730	46%	80,623	115%
54,000	16%	30,520	9%	66,810	21%
36,300	14%	28,055	11%	61,091	27%
(29,000)	-13%	(4,843)	-2%	(24,123)	-11%
3,900	6%	3,563	6%	3,720	6%
101,400	17%	(60,785)	-8%	219,590	48%
(21,800)	-5%	9,657	2%	16,703	4%
16,600	2%	22,629	3%	104,351	13%
308,100	15%	77,672	3%	314,618	15%
66,400	25%	62,245	24%	89,511	38%
17,100	2%	12,350	1%	83,604	10%
(16,300)	-7%	(11,997)	-5%	43,458	26%
27,100	46%	988	1%	18,568	28%
35,300	21%	30,382	18%	54,834	38%
56,700	12%	9,740	2%	14,117	3%
168,400	132%	(36,386)	-11%	218,215	279%
(8,800)	-1%	67,099	9%	148,042	24%
(14,000)	-5%	10,176	4%	21,783	10%
72,200	23%	72,960	23%	83,316	27%
22,000	9%	(65,451)	-19%	109,455	65%
-	-	-	-	-	-
-	-	(36,770)	-25%	(21,480)	-16%
110,200	12%	(111,433)	-10%	404,225	69%
(2,500)	-1%	(44,255)	-17%	41,884	25%
0	0%	282	1%	40,956	453%
9,200	13%	(20,463)	-20%	26,857	49%
14,600	12%	(28,196)	-17%	56,775	71%
78,000	108%	37,900	34%	37,900	34%
4,200	1%	(46,052)	-12%	(46,052)	-12%
-	-	-	-	-	-
(4,000)	-3%	(15,627)	-10%	(15,627)	-10%

BDG'17 vs		BDG'17 vs		BDG'17 vs	
14A	15A 16F	13A	14A 15A	13A	14A 15A 16F
3yr avg		3yr avg		4yr avg	
161,840	26%	201,347	35%	163,640	26%
(116,731)	-14%	(104,919)	-13%	(102,736)	-12%
5,890	1%	18,287	3%	4,836	1%
79,104	33%	111,434	53%	93,046	41%
54,600	10%	90,153	17%	73,419	14%
91,695	13%	118,711	18%	97,344	14%
49,352	18%	61,104	24%	50,117	19%
66,400	28%	73,450	32%	68,550	29%
100,361	14%	26,429	3%	33,537	4%
71,635	90%	105,992	237%	91,426	154%
64,284	20%	90,754	31%	75,696	24%
79,747	38%	88,426	44%	73,333	34%
(9,841)	-5%	(20,732)	-9%	(16,760)	-8%
4,792	8%	5,343	9%	4,898	8%
160,500	31%	207,480	44%	140,413	26%
20,291	5%	6,375	2%	7,196	2%
65,644	8%	62,428	7%	52,478	6%
261,856	12%	433,821	22%	344,783	17%
80,873	33%	75,285	30%	72,025	28%
77,329	9%	111,088	14%	86,404	10%
8,984	4%	(6,528)	-3%	(7,895)	-4%
35,185	69%	63,523	283%	47,889	126%
51,403	35%	64,029	47%	55,617	39%
63,827	13%	116,126	27%	89,530	20%
159,376	116%	270,272	#####	193,607	189%
133,138	21%	150,410	24%	129,582	20%
22,187	10%	33,958	16%	28,013	13%
90,260	30%	88,699	30%	84,764	28%
66,718	32%	104,703	61%	62,165	29%
-	-	-	-	-	-
(12,193)	-10%	3,630	3%	(6,470)	-6%
259,862	35%	356,256	56%	239,334	32%
13,027	7%	42,820	25%	21,051	11%
30,413	155%	46,985	#####	35,309	240%
9,440	13%	9,225	13%	1,803	2%
38,524	39%	52,507	62%	32,331	31%
85,252	132%	96,970	183%	82,202	121%
105,022	43%	157,056	82%	106,279	44%
(15,907)	-100%	(43,391)	-100%	(32,543)	-100%
41,185	39%	55,866	62%	37,993	35%