

Tahoe Donner Association

Resort Budget Model

2018 Budget - Annual

Draft

17-Oct-17

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40 count

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	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

2018 Budget - Annual

TOTALS:	4,093,016	3,060,044	3,742,500	4,310,082	4,295,000	4,694,419	4,581,000	(286,000)	-7%	113,419	2%	(270,918)	-6%
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LOOKUP Report (3)		09 Expense				< pick an element here							2018 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018	versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	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	594,778	718,500	782,919	778,000	(59,500)	-8%	4,919	1%	(183,222)	-31%
010	Administration	OPS	HOA	HOA	Admin	92,710	87,505	96,567	100,557	95,500	107,742	115,000	(19,500)	-20%	(7,258)	-7%	(14,443)	-14%
015	Marketing.ComD	OPS	HOA	HOA	Admin	258,924	232,144	231,336	235,692	246,100	245,602	238,000	8,100	3%	7,602	3%	(2,308)	-1%
020	ASO	OPS	HOA	HOA	Admin	18,923	14,237	16,577	17,647	17,300	24,077	26,000	(8,700)	-50%	(1,923)	-8%	(8,353)	-47%
025	MIS	OPS	HOA	HOA	Admin	156,075	172,325	193,274	186,516	179,100	200,181	199,000	(19,900)	-11%	1,181	1%	(12,484)	-7%
030	ACG/Purchasing	OPS	HOA	HOA	Admin	64,109	59,599	58,332	77,192	62,800	61,904	75,400	(12,600)	-20%	(13,496)	-22%	1,792	2%
035	Human Resources	OPS	HOA	HOA	Admin	92,889	70,788	97,404	106,649	107,000	139,602	112,000	(5,000)	-5%	27,602	20%	(5,351)	-5%
040	Member Services	OPS	HOA	HOA	Admin	38,393	32,335	36,412	39,201	41,000	44,479	43,000	(2,000)	-5%	1,479	3%	(3,799)	-10%
050	Forestry	OPS	HOA	HOA	MiscOps	506,062	176,644	410,617	376,727	343,000	424,812	301,400	41,600	12%	123,412	29%	75,327	20%
051	Trails	OPS	AME	Public	Public	-	(4,993)	2,013	10,584	16,000	17,481	17,000	(1,000)	-6%	481	3%	(6,416)	-61%
060	Marina	OPS	AME	Private	Private	65,793	56,890	68,329	71,171	64,800	69,095	71,800	(7,000)	-11%	(2,705)	-4%	(629)	-1%
080	Equestrian	OPS	AME	Public	Public	85,756	50,869	74,017	91,905	86,300	90,644	86,800	(7,200)	-8%	(2,856)	-3%	(1,595)	-2%
090	Tennis	OPS	AME	Private	Private	54,951	45,127	43,782	40,796	43,600	44,522	42,900	700	2%	1,622	4%	(2,104)	-5%
100	Campground	OPS	AME	Public	MiscOps	31,905	29,751	31,250	31,073	31,200	31,428	31,600	(400)	-1%	(172)	-1%	(527)	-2%
110	Cross Country Ce	OPS	AME	Public	Public	201,026	95,216	130,758	238,207	257,800	289,627	283,600	(25,800)	-10%	6,027	2%	(45,393)	-19%
120	Golf Course Oper	OPS	AME	Public	Golf	95,712	79,517	87,232	87,390	84,600	91,238	86,800	(2,200)	-3%	4,438	5%	590	1%
125	Golf Course Main	OPS	AME	Public	Golf	291,494	264,951	224,673	226,406	237,300	227,828	230,300	7,000	3%	(2,472)	-1%	(3,894)	-2%
128	The Lodge	OPS	AME	Public	FAB	361,519	362,813	366,022	429,480	384,400	422,168	412,500	(28,100)	-7%	9,668	2%	16,980	4%
130	Aquatics	OPS	AME	Private	RecPool	125,799	102,873	126,463	135,729	181,300	158,675	162,100	19,200	11%	(3,425)	-2%	(26,371)	-19%
132	Trout Creek Rec	OPS	AME	Private	RecPool	265,849	245,307	292,585	317,482	259,500	264,852	285,100	(25,600)	-10%	(20,248)	-8%	32,382	10%
140	Recreation	OPS	AME	Private	RecPool	110,485	75,472	76,912	114,467	122,900	111,000	121,700	1,200	1%	(10,700)	-10%	(7,233)	-6%
141	Bikeworks	OPS	AME	Public	Public	-	-	5,498	17,340	14,000	18,547	17,500	(3,500)	-25%	1,047	6%	(160)	-1%
145	Day Camp	OPS	AME	Private	RecPool	39,449	39,634	36,633	46,470	48,300	45,729	48,900	(600)	-1%	(3,171)	-7%	(2,430)	-5%
150	Pizza On The Hill	OPS	AME	Public	FAB	51,725	48,998	78,344	75,717	69,600	76,240	77,300	(7,700)	-11%	(1,060)	-1%	(1,583)	-2%
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	6,922	58,022	30,900	59,893	50,500	(19,600)	-63%	9,393	16%	7,522	13%
160	Maintenance	OPS	HOA	HOA	MiscOps	63,963	39,802	7,978	4,127	53,000	8,624	56,000	(3,000)	-6%	(47,376)	-549%	(51,873)	-1257%
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	(189,273)	(191,643)	(203,967)	(273,996)	(280,000)	(281,445)	(290,000)	10,000	-4%	8,555	-3%	16,004	-6%
170	Summer F&B	OPS	AME	Public	FAB	57,422	50,552	56,874	54,612	101,600	92,203	93,000	8,600	8%	(797)	-1%	(38,388)	-70%
180	DHSki F&B	OPS	AME	Public	DSL	27,357	14,235	21,460	44,473	29,800	43,625	38,100	(8,300)	-28%	5,525	13%	6,373	14%
190	Vehicle Maintena	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-	-
200	DHSki Marketing	OPS	AME	Public	DSL	99,300	88,331	131,480	116,044	69,000	82,944	69,000	-	0%	13,944	17%	47,044	41%
210	DHSki Mtn Oper	OPS	AME	Public	DSL	350,997	225,558	269,333	442,872	436,600	526,962	522,200	(85,600)	-20%	4,762	1%	(79,328)	-18%
211	DHSki Mtn Main	OPS	AME	Public	DSL	5,266	9,745	5,174	20,662	600	(1,089)	1,200	(600)	-100%	(2,289)	210%	19,462	94%
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	7,972	29,772	33,200	32,597	33,200	-	0%	(603)	-2%	(3,428)	-12%
214	DHSki Retail	OPS	AME	Public	DSL	4,719	1,552	2,737	8,979	3,400	5,947	6,400	(3,000)	-88%	(453)	-8%	2,579	29%
215	DHSki Rental	OPS	AME	Public	DSL	16,969	2,813	7,698	20,794	15,700	22,336	21,700	(6,000)	-38%	636	3%	(906)	-4%
216	Snowplay	OPS	AME	Public	MiscOps	32,749	14,308	23,086	46,635	42,500	44,325	42,600	(100)	0%	1,725	4%	4,035	9%
220	DHSki School	OPS	AME	Public	DSL	6,902	4,725	4,353	18,085	13,400	17,450	19,000	(5,600)	-42%	(1,550)	-9%	(915)	-5%
230	DHSki Snowflake	OPS	AME	Public	DSL	1,610	55	-	-	-	-	-	-	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	32,257	17,082	16,153	49,822	33,400	49,655	47,700	(14,300)	-43%	1,955	4%	2,122	4%
subtotal	Downhill Ski Consolidate	OPS	DSL			545,377	364,095	466,359	751,504	635,100	780,428	758,500	(123,400)	-19%	21,928	3%	(6,996)	-1%

TOTAL: 2,976,487 3,161,961 3,303,169 3,498,098 3,484,000 3,507,778 **3,838,000** (354,000) -10% (330,222) -9% (339,902) -10%

LOOKUP Report (5)						03 Salary		< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018		
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget		
005	General	OPS	HOA	HOA	Admin	31,448	32,936	33,671	35,774	52,800	45,294	52,800		
010	Administration	OPS	HOA	HOA	Admin	417,577	507,336	458,513	495,579	321,900	332,432	329,000		
015	Marketing.ComD	OPS	HOA	HOA	Admin	136,705	138,580	148,014	151,420	156,600	133,978	223,300		
020	ASO	OPS	HOA	HOA	Admin	33,617	51,435	56,237	56,542	58,400	60,808	61,300		
025	MIS	OPS	HOA	HOA	Admin	176,560	183,196	189,722	205,905	204,200	215,634	226,200		
030	ACG/Purchasing	OPS	HOA	HOA	Admin	221,798	228,716	241,902	251,491	267,100	257,614	274,300		
035	Human Resources	OPS	HOA	HOA	Admin	84,230	86,401	103,090	143,412	148,900	133,264	172,700		
040	Member Services	OPS	HOA	HOA	Admin	40,343	46,440	48,539	55,049	55,600	57,073	58,100		
050	Forestry	OPS	HOA	HOA	MiscOps	152,338	129,544	136,949	149,377	146,300	156,534	165,200		
051	Trails	OPS	AME	Public	Public	-	35,802	36,166	45,129	51,500	51,614	52,700		
060	Marina	OPS	AME	Private	Private	63,421	62,052	61,972	68,058	92,100	82,928	98,500		
080	Equestrian	OPS	AME	Public	Public	51,629	38,907	58,098	65,803	71,900	72,724	75,400		
090	Tennis	OPS	AME	Private	Private	71,992	63,245	67,854	68,052	61,500	66,992	65,900		
100	Campground	OPS	AME	Public	MiscOps	17,176	17,143	18,139	19,865	22,600	23,912	23,200		
110	Cross Country Ce	OPS	AME	Public	Public	105,933	115,514	119,315	102,789	119,500	121,547	130,200		
120	Golf Course Oper	OPS	AME	Public	Golf	90,556	66,664	74,429	33,094	46,300	45,671	48,700		
125	Golf Course Main	OPS	AME	Public	Golf	124,231	115,721	134,203	143,996	144,700	141,281	148,700		
128	The Lodge	OPS	AME	Public	FAB	264,838	329,412	336,207	337,110	304,500	312,704	329,400		
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-		
132	Trout Creek Rec	OPS	AME	Private	RecPool	136,810	144,004	144,895	159,741	152,400	157,633	159,100		
140	Recreation	OPS	AME	Private	RecPool	47,997	60,089	39,172	1,638	9,400	10,099	10,700		
141	Bikeworks	OPS	AME	Public	Public	-	-	22,397	23,172	22,700	23,386	23,400		
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	23,000		
150	Pizza On The Hill	OPS	AME	Public	FAB	60,394	63,502	103,314	104,915	112,600	113,936	117,800		
155	Alder Cr Caf�	OPS	AME	Public	FAB	-	-	-	10,319	61,500	64,095	66,800		
160	Maintenance	OPS	HOA	HOA	MiscOps	69,117	67,401	96,327	98,466	102,500	93,638	91,800		
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	270,635	282,320	298,763	320,892	322,600	353,682	387,900		
170	Summer F&B	OPS	AME	Public	FAB	21,149	16,802	20,125	21,203	33,200	35,087	35,900		
180	DHSki F&B	OPS	AME	Public	DSL	35,722	36,899	38,830	40,708	50,300	51,775	54,200		
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	125,986	120,300	121,328	128,700		
211	DHSki Mtn Main	OPS	AME	Public	DSL	28,598	25,718	33,059	52,493	10,000	9,261	10,900		
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	-	-	-	-	-		
214	DHSki Retail	OPS	AME	Public	DSL	38,180	19,616	9,319	10,119	10,000	9,761	10,900		
215	DHSki Rental	OPS	AME	Public	DSL	8,669	8,778	9,319	10,119	10,000	9,761	10,900		
216	Snowplay	OPS	AME	Public	MiscOps	-	-	-	-	18,700	21,122	22,300		
220	DHSki School	OPS	AME	Public	DSL	47,127	46,493	54,819	57,157	85,900	86,787	112,400		
230	DHSki Snowflake	OPS	AME	Public	DSL	8,669	8,778	-	-	-	-	-		
240	DHSki Tickets	OPS	AME	Public	DSL	30,291	26,136	29,817	32,725	35,500	34,424	35,700		
subtotal	Downhill Ski Consolida	OPS	DSL	DSL	DSL	285,992	278,801	255,158	329,308	322,000	323,097	363,700		

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(7,506)	-17%	(17,026)	-48%
(7,100)	-2%	3,432	1%	166,579	34%
(66,700)	-43%	(89,322)	-67%	(71,880)	-47%
(2,900)	-5%	(492)	-1%	(4,758)	-8%
(22,000)	-11%	(10,566)	-5%	(20,295)	-10%
(7,200)	-3%	(16,686)	-6%	(22,809)	-9%
(23,800)	-16%	(39,436)	-30%	(29,288)	-20%
(2,500)	-4%	(1,027)	-2%	(3,051)	-6%
(18,900)	-13%	(8,666)	-6%	(15,823)	-11%
(1,200)	-2%	(1,086)	-2%	(7,571)	-17%
(6,400)	-7%	(15,572)	-19%	(30,442)	-45%
(3,500)	-5%	(2,676)	-4%	(9,577)	-15%
(4,400)	-7%	1,092	2%	2,152	3%
(600)	-3%	712	3%	(3,335)	-17%
(10,700)	-9%	(8,653)	-7%	(27,411)	-27%
(2,400)	-5%	(3,029)	-7%	(15,606)	-47%
(4,000)	-3%	(7,419)	-5%	(4,704)	-3%
(24,900)	-8%	(16,696)	-5%	7,710	2%
-	-	-	-	-	-
(6,700)	-4%	(1,467)	-1%	641	0%
(1,300)	-14%	(601)	-6%	(9,062)	-553%
(700)	-3%	(14)	0%	(228)	-1%
(23,000)	-	(23,000)	-	(23,000)	-
(5,200)	-5%	(3,865)	-3%	(12,885)	-12%
(5,300)	-9%	(2,705)	-4%	(56,481)	-547%
10,700	10%	1,838	2%	6,666	7%
(65,300)	-20%	(34,218)	-10%	(67,008)	-21%
(2,700)	-8%	(813)	-2%	(14,698)	-69%
(3,900)	-8%	(2,425)	-5%	(13,492)	-33%
-	-	-	-	-	-
-	-	-	-	-	-
(8,400)	-7%	(7,372)	-6%	(2,714)	-2%
(900)	-9%	(1,639)	-18%	41,593	79%
-	-	-	-	-	-
(900)	-9%	(1,139)	-12%	(781)	-8%
(900)	-9%	(1,139)	-12%	(781)	-8%
(3,600)	-19%	(1,178)	-6%	(22,300)	-
(26,500)	-31%	(25,613)	-30%	(55,243)	-97%
-	-	-	-	-	-
(200)	-1%	(1,276)	-4%	(2,975)	-9%
(41,700)	-13%	(40,603)	-13%	(34,392)	-10%

TOTAL: 4,374,337 3,574,240 4,001,445 5,432,040 5,272,000 5,775,211 **5,862,000**

(590,000) -11% (86,789) -2% (429,960) -8%

LOOKUP Report (6)						04 Hourly		< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018		
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget		
005	General	OPS	HOA	HOA	Admin	-	-	-	-	12,000	4,000	12,000		
010	Administration	OPS	HOA	HOA	Admin	145,375	134,945	140,385	208,777	184,300	174,806	141,500		
015	Marketing.ComD	OPS	HOA	HOA	Admin	144,514	143,695	144,389	150,795	146,000	165,842	158,700		
020	ASO	OPS	HOA	HOA	Admin	89,543	96,785	118,446	137,226	164,800	155,038	224,800		
025	MIS	OPS	HOA	HOA	Admin	84,105	96,407	105,837	116,346	142,100	132,340	156,600		
030	ACG/Purchasing	OPS	HOA	HOA	Admin	234,011	220,534	227,786	259,396	265,100	250,499	278,200		
035	Human Resources	OPS	HOA	HOA	Admin	52,747	44,758	40,102	18,886	16,000	28,434	34,300		
040	Member Services	OPS	HOA	HOA	Admin	114,014	112,664	105,841	86,737	141,000	105,175	110,400		
050	Forestry	OPS	HOA	HOA	MiscOps	255,595	195,175	209,647	272,409	232,300	271,399	294,300		
051	Trails	OPS	AME	Public	Public	-	11,704	13,231	30,615	50,500	49,812	51,300		
060	Marina	OPS	AME	Private	Private	81,697	92,068	99,592	119,091	124,400	137,530	153,900		
080	Equestrian	OPS	AME	Public	Public	62,619	29,471	60,530	67,757	74,600	78,767	84,200		
090	Tennis	OPS	AME	Private	Private	49,388	37,120	48,329	41,680	42,800	51,605	44,800		
100	Campground	OPS	AME	Public	MiscOps	8,713	8,693	8,829	9,273	9,200	8,844	9,100		
110	Cross Country Ce	OPS	AME	Public	Public	180,667	75,769	113,177	273,770	183,500	269,906	252,200		
120	Golf Course Oper	OPS	AME	Public	Golf	116,067	105,219	115,865	130,525	139,100	122,635	135,900		
125	Golf Course Main	OPS	AME	Public	Golf	381,365	350,607	336,037	364,459	375,000	372,744	376,300		
128	The Lodge	OPS	AME	Public	FAB	417,288	452,154	488,445	622,823	642,300	709,026	674,600		
130	Aquatics	OPS	AME	Private	RecPool	132,688	102,279	90,171	95,089	118,300	71,640	98,700		
132	Trout Creek Rec	OPS	AME	Private	RecPool	260,773	243,670	260,904	260,122	318,200	295,629	334,200		
140	Recreation	OPS	AME	Private	RecPool	73,957	45,974	29,680	79,979	67,100	65,157	70,200		
141	Bikeworks	OPS	AME	Public	Public	-	-	9,358	14,636	13,900	15,094	16,600		
145	Day Camp	OPS	AME	Private	RecPool	77,448	74,078	87,851	103,049	120,000	116,131	102,100		
150	Pizza On The Hill	OPS	AME	Public	FAB	104,414	104,647	137,155	135,258	127,200	137,331	146,400		
155	Alder Cr Caf�	OPS	AME	Public	FAB	-	-	34,261	167,005	85,500	162,228	149,200		
160	Maintenance	OPS	HOA	HOA	MiscOps	371,947	333,226	370,471	394,531	423,500	455,785	453,600		
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	44,503	42,164	49,766	88,423	96,000	98,604	104,600		
170	Summer F&B	OPS	AME	Public	FAB	153,816	120,883	127,754	132,381	141,900	132,870	146,000		
180	DHSki F&B	OPS	AME	Public	DSL	51,283	18,256	30,650	76,512	53,000	78,948	75,100		
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	373,736	259,900	378,743	342,500		
211	DHSki Mtn Main	OPS	AME	Public	DSL	84,869	78,923	75,688	132,456	130,800	156,349	139,000		
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	937	3,720	14,000	21,999	20,600		
214	DHSki Retail	OPS	AME	Public	DSL	-	5,582	11,997	21,767	17,000	19,874	19,600		
215	DHSki Rental	OPS	AME	Public	DSL	74,736	24,044	41,746	93,521	72,000	82,871	85,300		
216	Snowplay	OPS	AME	Public	MiscOps	33,250	10,935	17,484	44,325	60,300	57,013	66,900		
220	DHSki School	OPS	AME	Public	DSL	132,564	36,501	88,468	252,833	161,800	282,323	241,500		
230	DHSki Snowflake	OPS	AME	Public	DSL	55,848	24,375	-	-	-	-	-		
240	DHSki Tickets	OPS	AME	Public	DSL	39,622	12,148	17,059	52,131	46,600	58,223	56,800		
subtotal	Downhill Ski Consolida	OPS	DSL			703,831	288,618	410,121	1,006,677	755,100	1,079,230	980,400		

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(8,000)	-200%	(12,000)	-
42,800	23%	33,306	19%	67,277	32%
(12,700)	-9%	7,142	4%	(7,905)	-5%
(60,000)	-36%	(69,762)	-45%	(87,574)	-64%
(14,500)	-10%	(24,260)	-18%	(40,254)	-35%
(13,100)	-5%	(27,701)	-11%	(18,804)	-7%
(18,300)	-114%	(5,866)	-21%	(15,414)	-82%
30,600	22%	(5,225)	-5%	(23,663)	-27%
(62,000)	-27%	(22,901)	-8%	(21,891)	-8%
(800)	-2%	(1,488)	-3%	(20,685)	-68%
(29,500)	-24%	(16,370)	-12%	(34,809)	-29%
(9,600)	-13%	(5,433)	-7%	(16,443)	-24%
(2,000)	-5%	6,805	13%	(3,120)	-7%
100	1%	(256)	-3%	173	2%
(68,700)	-37%	17,706	7%	21,570	8%
3,200	2%	(13,265)	-11%	(5,375)	-4%
(1,300)	0%	(3,556)	-1%	(11,891)	-3%
(32,300)	-5%	34,426	5%	(51,777)	-8%
19,600	17%	(27,060)	-38%	(3,611)	-4%
(16,000)	-5%	(38,571)	-13%	(74,078)	-28%
(3,100)	-5%	(5,043)	-8%	9,779	12%
(2,700)	-19%	(1,506)	-10%	(1,964)	-13%
17,900	15%	14,031	12%	949	1%
(19,200)	-15%	(9,069)	-7%	(11,142)	-8%
(63,700)	-75%	13,028	8%	17,805	11%
(30,100)	-7%	2,185	0%	(59,069)	-15%
(8,600)	-9%	(5,996)	-6%	(16,177)	-18%
(4,100)	-3%	(13,130)	-10%	(13,619)	-10%
(22,100)	-42%	3,848	5%	1,412	2%
-	-	-	-	-	-
-	-	-	-	-	-
(82,600)	-32%	36,243	10%	31,236	8%
(8,200)	-6%	17,349	11%	(6,544)	-5%
(6,600)	-47%	1,399	6%	(16,880)	-454%
(2,600)	-15%	274	1%	2,167	10%
(13,300)	-18%	(2,429)	-3%	8,221	9%
(6,600)	-11%	(9,887)	-17%	(22,575)	-51%
(79,700)	-49%	40,823	14%	11,333	4%
-	-	-	-	-	-
(10,200)	-22%	1,423	2%	(4,669)	-9%
(225,300)	-30%	98,930	9%	26,277	3%

Resort Budget Model

2018 Budget - Annual

29.2% 28.2% 28.2% 34.2% 30.6% 29.4%

TOTAL: 1,066,811 1,044,019 1,127,450 1,532,262 1,804,000 1,767,862 **1,723,000** 81,000 4% 44,862 3% (190,738) -12%

LOOKUP Report (8)		07 BdnWage				< pick an element here						
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget
005	General	OPS	HOA	HOA	Admin	-	50	-	-	-	-	-
010	Administration	OPS	HOA	HOA	Admin	40,234	40,660	31,710	40,731	61,400	55,894	37,900
015	Marketing.ComD	OPS	HOA	HOA	Admin	36,547	33,660	31,673	32,242	38,800	35,489	38,700
020	ASO	OPS	HOA	HOA	Admin	29,674	30,327	30,510	49,684	69,000	55,012	89,200
025	MIS	OPS	HOA	HOA	Admin	19,769	27,495	28,042	29,365	40,100	32,229	47,900
030	ACG/Purchasing	OPS	HOA	HOA	Admin	77,502	68,754	66,341	72,261	99,500	79,607	91,400
035	Human Resources	OPS	HOA	HOA	Admin	16,784	13,531	12,572	4,568	8,200	7,605	8,900
040	Member Services	OPS	HOA	HOA	Admin	23,742	29,855	29,125	24,863	41,200	31,262	33,000
050	Forestry	OPS	HOA	HOA	MiscOps	46,472	40,302	43,317	57,624	59,800	66,516	67,100
051	Trails	OPS	AME	Public	Public	-	6,203	2,755	6,435	11,000	5,581	4,900
060	Marina	OPS	AME	Private	Private	14,352	20,750	24,158	29,431	29,800	33,547	40,000
080	Equestrian	OPS	AME	Public	Public	14,399	7,951	17,937	23,139	25,000	25,237	22,100
090	Tennis	OPS	AME	Private	Private	9,061	8,820	11,199	9,116	9,300	11,959	9,100
100	Campground	OPS	AME	Public	MiscOps	1,694	1,919	2,193	1,905	1,800	1,879	1,800
110	Cross Country Ce	OPS	AME	Public	Public	35,330	17,981	26,655	61,443	41,500	58,496	46,900
120	Golf Course Oper	OPS	AME	Public	Golf	21,560	24,865	28,319	34,109	35,600	30,851	28,800
125	Golf Course Main	OPS	AME	Public	Golf	68,674	76,554	76,698	84,707	113,800	102,478	96,600
128	The Lodge	OPS	AME	Public	FAB	88,107	132,714	153,286	165,329	286,700	249,067	254,400
130	Aquatics	OPS	AME	Private	RecPool	23,132	31,085	20,956	21,247	26,000	14,730	17,100
132	Trout Creek Rec	OPS	AME	Private	RecPool	63,318	72,951	63,192	61,726	112,100	94,796	107,100
140	Recreation	OPS	AME	Private	RecPool	22,304	10,863	6,695	17,066	20,200	19,288	19,100
141	Bikeworks	OPS	AME	Public	Public	-	-	2,245	2,720	2,600	3,131	3,200
145	Day Camp	OPS	AME	Private	RecPool	14,443	16,896	20,282	22,254	31,000	29,210	17,200
150	Pizza On The Hill	OPS	AME	Public	FAB	20,556	24,869	35,025	35,095	44,600	40,519	39,000
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	7,311	38,365	30,800	41,917	37,200
160	Maintenance	OPS	HOA	HOA	MiscOps	126,402	125,073	124,413	128,679	166,000	147,719	160,700
165	Facility Admin/Ri	OPS	HOA	HOA	MiscOps	15,328	13,961	14,191	27,981	33,800	29,014	31,100
170	Summer F&B	OPS	AME	Public	FAB	18,754	22,521	24,811	26,880	27,800	25,758	24,700
180	DHSki F&B	OPS	AME	Public	DSL	12,457	8,352	14,547	31,443	21,200	28,891	28,400
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	141,653	90,600	135,058	100,600
211	DHSki Mtn Main	OPS	AME	Public	DSL	42,304	46,594	44,932	64,854	68,600	70,723	58,300
212	DHSki Snowmaki	OPS	AME	Public	DSL	-	-	135	1,333	5,800	9,105	6,900
214	DHSki Retail	OPS	AME	Public	DSL	-	1,842	4,762	8,226	11,600	10,845	9,500
215	DHSki Rental	OPS	AME	Public	DSL	19,820	10,357	17,118	37,139	27,800	31,105	25,400
216	Snowplay	OPS	AME	Public	MiscOps	9,163	5,086	7,268	17,369	26,800	22,106	20,700
220	DHSki School	OPS	AME	Public	DSL	40,361	15,602	36,130	101,333	67,600	108,876	80,900
230	DHSki Snowflake	OPS	AME	Public	DSL	13,414	10,605	-	-	-	-	-
240	DHSki Tickets	OPS	AME	Public	DSL	8,204	5,443	7,012	19,948	16,600	22,362	17,200
subtotal	Downhill Ski Consolidate	OPS	DSL			209,511	138,325	184,571	405,928	309,800	416,964	327,200

2018 Budget Change - Fav (Unfav)					
versus 2017 Budget		versus 2017 Forecast(F)		versus 2016 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	-	-	-	-	-
23,500	38%	17,994	32%	2,831	7%
100	0%	(3,211)	-9%	(6,458)	-20%
(20,200)	-29%	(34,188)	-62%	(39,516)	-80%
(7,800)	-19%	(15,671)	-49%	(18,535)	-63%
8,100	8%	(11,793)	-15%	(19,139)	-26%
(700)	-9%	(1,295)	-17%	(4,332)	-95%
8,200	20%	(1,738)	-6%	(8,137)	-33%
(7,300)	-12%	(584)	-1%	(9,476)	-16%
6,100	55%	681	12%	1,535	24%
(10,200)	-34%	(6,453)	-19%	(10,569)	-36%
2,900	12%	3,137	12%	1,039	4%
200	2%	2,859	24%	16	0%
-	0%	79	4%	105	6%
(5,400)	-13%	11,596	20%	14,543	24%
6,800	19%	2,051	7%	5,309	16%
17,200	15%	5,878	6%	(11,893)	-14%
32,300	11%	(5,333)	-2%	(89,071)	-54%
8,900	34%	(2,370)	-16%	4,147	20%
5,000	4%	(12,304)	-13%	(45,374)	-74%
1,100	5%	188	1%	(2,034)	-12%
(600)	-23%	(69)	-2%	(480)	-18%
13,800	45%	12,010	41%	5,054	23%
5,600	13%	1,519	4%	(3,905)	-11%
(6,400)	-21%	4,717	11%	1,165	3%
5,300	3%	(12,981)	-9%	(32,021)	-25%
2,700	8%	(2,086)	-7%	(3,119)	-11%
3,100	11%	1,058	4%	2,180	8%
(7,200)	-34%	491	2%	3,043	10%
-	-	-	-	-	-
-	-	-	-	-	-
(10,000)	-11%	34,458	26%	41,053	29%
10,300	15%	12,423	18%	6,554	10%
(1,100)	-19%	2,205	24%	(5,567)	-418%
2,100	18%	1,345	12%	(1,274)	-15%
2,400	9%	5,705	18%	11,739	32%
6,100	23%	1,406	6%	(3,331)	-19%
(13,300)	-20%	27,976	26%	20,433	20%
-	-	-	-	-	-
(600)	-4%	5,162	23%	2,748	14%
(17,400)	-6%	89,764	22%	78,728	19%

Tahoe Donner Association
working model
Resort Budget Model
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Cogs asa% of Revenue	12.3%	13.7%	13.8%	12.2%	12.4%	12.3%	12.3%	-11.8%
TOTAL:	1,173,523	1,053,005	1,198,922	1,552,972	1,360,000	1,594,645	1,520,000	12.3% (160,000)

LOOKUP Report (9)		02 Cogs		< pick an element here											
Filter based on Shaded Cell Options below.						2013	2014	2015	2016	2017	2017	2018	as a %	Fav (unfav)	
DeptNu	DeptNa	Group1	Group2	Group3	Group4	Actual	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	48,733	50,200	55,945	57,100	8.5%	(6,900)	
080	Equestrian	OPS	AME	Public	Public	4,730	-	3,393	4,694	5,000	5,450	5,000	2.4%	-	
090	Tennis	OPS	AME	Private	Private	42,548	35,867	42,061	30,657	32,300	38,180	38,200	16.3%	(5,900)	
100	Campground	OPS	AME	Public	MiscOps	-	-	-	-	-	-	-	0.0%	-	
110	Cross Country C	OPS	AME	Public	Public	50,200	19,290	37,527	65,781	43,000	56,453	54,000	5.9%	(11,000)	
120	Golf Course Oper	OPS	AME	Public	Golf	81,900	69,377	64,383	58,706	69,000	58,906	61,000	5.4%	8,000	
125	Golf Course Maint	OPS	AME	Public	Golf	-	-	-	-	-	-	-	0.0%	-	
128	The Lodge	OPS	AME	Public	FAB	592,279	625,873	636,962	716,951	667,000	733,488	706,000	30.7%	(39,000)	
130	Aquatics	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	0.0%	-	
132	Trout Creek Rec	OPS	AME	Private	RecPool	40,017	36,884	35,331	33,335	36,000	27,869	32,000	3.3%	4,000	
140	Recreation	OPS	AME	Private	RecPool	9,120	10,675	1,531	2,328	3,300	3,518	4,000	2.3%	(700)	
141	Bikeworks	OPS	AME	Public	Public	-	-	21,098	28,589	27,000	37,595	39,000	35.8%	(12,000)	
145	Day Camp	OPS	AME	Private	RecPool	-	-	-	-	-	-	-	0.0%	-	
150	Pizza On The Hill	OPS	AME	Public	FAB	116,583	108,255	134,980	155,956	143,000	160,637	155,500	29.7%	(12,500)	
155	Alder Cr Café	OPS	AME	Public	FAB	-	-	29,590	119,884	70,000	126,497	108,000	34.6%	(38,000)	
160	Maintenance	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-	
165	Facility Admin/R	OPS	HOA	HOA	MiscOps	-	-	-	-	-	-	-	0.0%	-	
170	Summer F&B	OPS	AME	Public	FAB	65,397	60,077	71,542	75,103	74,000	73,797	74,000	31.2%	-	
180	DHSki F&B	OPS	AME	Public	DSL	87,542	24,985	44,209	141,452	89,000	134,900	118,800	30.1%	(29,800)	
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	63,907	45,000	73,575	60,000	46.9%	(15,000)	
215	DHSki Rental	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-	
216	Snowplay	OPS	AME	Public	MiscOps	1,786	511	3,465	6,895	6,200	7,834	7,400	2.8%	(1,200)	
220	DHSki School	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-	
230	DHSki Snowflak	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-	
240	DHSki Tickets	OPS	AME	Public	DSL	-	-	-	-	-	-	-	0.0%	-	
subtotal	Downhill Ski Consolida	OPS			DSL	131,735	40,872	66,063	205,359	134,000	208,475	178,800	5.7%	(44,800)	

