

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
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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																
150	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	-	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)	-	569,949	-	166,505	29.2%	122,822	168,575	291,396	40,141	33%	42,882	25%	83,023	28%	374,419	65.7%	84,863	(55,839)	91%				
7	2019 Normalization	-	(7,949)	-	(3,005)	37.8%	(2,522)	25	(2,496)	(541)	21%	18	71%	(523)	21%	(3,019)	38.0%	(5,663)	3,739					
8	2019 Baseline(B)	-	562,000	-	163,500	29.1%	120,300	168,600	288,900	39,600	33%	42,900	25%	82,500	29%	371,400	66.1%	79,200	(52,100)	92%				
	% to 2018 Budget	0%	7%	0%	5%	-2%	2%	15%	9%	-8%	-10%	3%	-11%	-3%	-11%	6%	-1%	2%	-10%	2%				
	% to 2018 Forecast(F)	0%	-1%	0%	-2%	0%	-2%	0%	-1%	-1%	1%	0%	0%	-1%	0%	-1%	1%	-7%	-7%	0%				
9	2019 Pricing/Costs	17,000	-	-	0.0%	-	-	-	5,300	37%	3,100	27%	8,400	31%	8,400	49.4%	1,500	7,100						
		3.0%		0.0%	28.2%	<= after '8' driver			13.4%		7.2%						1.9%							
10	2019 Capital Impact	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
11	2019 Merit	-	-	-	0.0%	3,500	5,100	8,600	600	17%	800	16%	1,400	16%	10,000	0.0%	-	(10,000)						
						2.9%	3.0%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
13	2019 Regulatory	17,000	-	-	0.0%	-	9,000	9,000	-	0%	2,500	28%	2,500	28%	11,500	67.6%	1,000	4,500						
14	2019 Other	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(800)	800						
15	2019 Budget	-	596,000	-	163,500	27.4%	123,800	182,700	306,500	45,500	37%	49,300	27%	94,800	31%	401,300	67.3%	80,900	(49,700)	92%				
	% to 2018 Budget	0%	14%	0%	5%	-8%	5%	25%	16%	6%	1%	18%	-5%	12%	-4%	15%	1%	5%	-14%	2%				
	% to 2018 Forecast(F)	0%	5%	0%	-2%	-6%	1%	8%	5%	13%	12%	15%	6%	14%	9%	7%	2%	-5%	-11%	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:																				
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	DISCUSSION - Close on Mondays in addition to Tue/Wed in the Winter nonpeak																	
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)
51%	2019Budget

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	DEPTnu	Group1	Group2	Group3	Group4	Group5 Casey, Joe		Payroll																
155	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	-	-	-	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%	-	-	-	2,800	34%	3,000	27%	5,800	29%	5,800	29.0%	1,000	13,200						
		5.7%		0.0%	33.5%	<%= after '8' driver				13.0%	7.9%						1.4%							
10	2019 Capital Impact				0.0%					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%	4,400	28%	4,400	28%	20,400	25.5%	4,000	35,600						
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	24,800	33%	46,900	27%	71,700	29%	319,200	70.9%	74,300	(87,500)	84%					
	% to 2018 Budget	0%	44%	0%	33%	-7%	12%	20%	17%	11%	-1%	25%	4%	20%	2%	18%	-18%	47%	-25%	15%				
	% to 2018 Forecast(F)	0%	52%	0%	34%	-12%	4%	23%	17%	16%	12%	30%	5%	25%	7%	18%	-22%	16%	-40%	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															
		160	OPS	HOA	HOA	MiscOp	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	-	-	-	-	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%	20,881	(10,344)			
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%	34,500	(775,400)	0%		
	% to 2018 Budget	0%	0%	0%	0%	0%	0%	3%	3%	-2%	-2%	-7%	-10%	-6%	-9%	0%	0%	-37%	-2%	0%		
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	-1%	-2%	-2%	-1%	0%	-1%	1%	-1%	1%	-1%	0%	153%	1%	0%		
9	2019 Pricing/Costs	-	-	-	-	0.0%				2,600	30%	20,000	37%	22,600	36%	22,600	0.0%	2,000	(24,600)			
					0.0%	0.0%	<= after '8' driver			10.5%		12.9%						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%	5,600	37%	5,600	37%	20,600	0.0%	-	(20,600)			
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(300)	300			
15	2019 Budget	-	-	-	-	0.0%	94,400	498,200	592,600	27,800	29%	183,300	37%	211,100	36%	803,700	0.0%	36,200	(839,900)	0%		
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	10%	9%	10%	7%	10%	0%	10%	1%	9%	0%	-34%	6%	0%		
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	2%	4%	4%	11%	9%	17%	12%	16%	12%	7%	0%	166%	10%	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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	DEPTnu	Group1	Group2	Group3	Group4	Group5 Rosenfeld, Annie		Payroll														
	165	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%	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%	(217)	(1,450)				
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%	(290,000)	(333,800)	0%			
	% to 2018 Budget	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%	1%	-2%	0%	1%	0%	-1%	1%	0%	0%	0%	0%	0%	0%	0%			
9	2019 Pricing/Costs	-	-	-	0.0%				8,100	23%	4,800	35%	12,900	26%	12,900	0.0%	-	(12,900)				
					0.0%					9.4%		14.9%					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%	(10,000)	(7,500)				
						3.0%	3.0%															
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%	56,000	(56,000)	-	13,100	23%	(19,800)	35%	(6,700)	0%	(6,700)	0.0%	-	6,700				
15	2019 Budget	-	-	-	0.0%	468,900	51,900	520,800	108,900	23%	17,800	34%	126,700	24%	647,500	0.0%	(300,000)	(347,500)	0%			
	% to 2018 Budget	0%	0%	0%	0%	21%	-50%	6%	18%	-2%	-50%	1%	-1%	-6%	4%	0%	3%	5%	0%			
	% to 2018 Forecast(F)	0%	0%	0%	0%	18%	-51%	3%	28%	9%	-46%	12%	8%	4%	4%	0%	4%	5%	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	25,000	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:		Development Fund	150,000	175,000
165	G2	GenComment2:		Replacement Reserve Fund	75,000	120,000
					225,000	295,000
						180,000
						125,000
						130,000
						305,000
						315,000
						191,000
						134,000
						325,000
						6,000
						4,000
						10,000

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	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)	-	253,286	-	69,888	27.6%	35,876	119,329	155,206	13,153	37%	21,765	18%	34,918	22%	190,124	75.1%	86,670	(93,396)	73%				
7	2019 Normalization	-	3,714	-	112	3.0%	(76)	(29)	(106)	47	-62%	35	-119%	82	-78%	(24)	-0.6%	4,830	(1,204)					
8	2019 Baseline(B)	-	257,000	-	70,000	27.2%	35,800	119,300	155,100	13,200	37%	21,800	18%	35,000	23%	190,100	74.0%	91,500	(94,600)	73%				
	% to 2018 Budget	0%	6%	0%	-5%	-11%	0%	-16%	-13%	-18%	-17%	-13%	4%	-15%	-2%	-13%	-18%	-2%	-34%	17%				
	% to 2018 Forecast(F)	0%	1%	0%	0%	-1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	-1%	6%	1%	0%				
9	2019 Pricing/Costs	-	13,000	-	-	0.0%	-	-	-	1,500	41%	600	19%	2,100	24%	2,100	16.2%	-	10,900					
			5.1%		0.0%	25.9%	<= after '8' driver			11.4%		2.8%						0.0%						
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	1,100	3,600	4,700	200	18%	600	17%	800	17%	5,500	0.0%	-	(5,500)					
							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	127,900	164,800	19,900	54%	23,900	19%	43,800	27%	208,600	77.3%	90,600	(99,200)	73%				
	% to 2018 Budget	0%	12%	0%	-5%	-15%	3%	-10%	-7%	24%	21%	-4%	6%	7%	15%	-5%	-15%	-3%	-31%	17%				
	% to 2018 Forecast(F)	0%	7%	0%	0%	-6%	3%	7%	6%	51%	47%	10%	2%	25%	18%	10%	3%	5%	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	Wage Mix	Expense Mix	
170	9	Pricing/Costs	Rev: Price increase of 5%	75% 2014Actual	Lunch	34%	EE Meals	5,000 6%
170	10	Capital Impact		74% 2015Actual	SnackBar	36%	Linen Service	3,000 3%
170	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	67% 2016Actual	Pool BBQ	25%	Paper Products	9,000 10%
170	12	Ops/Strategic	Rev: EE housing SMR months JE1s, Exp: EE housing costs SMR months. Adv epX+2k	71% 2017Actual	Food Truck	5%	Mktg Discounts	7,000 8% < discounts contra
170	13	Regulatory	Wage:CAMIn wage increase, beyond Merit	73% 2018Budget			CC Fees	6,000 7%
170	14	Other		61% 2018Forecast(F)			Contra Lodge	14,000 15% < consistent, +golf'16 \$3k
170	G1	GenComment1:	Salary: F&B Director Allocation, new for 2017	61% 2019Budget			All Other	46,600 51% < ee Housing \$28k
170	G2	GenComment2:	Rev: \$22k EE housing SMR months JE1s, Exp: \$22k EE housing costs SMR months				Total Bdg'17	90,600 100%

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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						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	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	-	3,400	14.8%			-	1,900	38%	1,700	31%	3,600	33%	3,600	15.7%	1,000	15,000	
			5.1%		2.6%	28.3%		<= after '8' driver		10.1%		6.8%						2.4%		
10	2019 Capital Impact	1,000	9,000	\$9	2,500	27.8%	-	900	900	-	0%	300	33%	300	33%	1,200	13.3%	500	4,800	
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	135,900	28.3%	56,900	94,500	151,400	21,100	37%	28,700	30%	49,800	33%	201,200	41.8%	43,600	100,300	126%
	% to 2018 Budget	13%	22%	8%	14%	-6%	5%	26%	17%	-1%	-6%	3%	-18%	1%	-14%	13%	-7%	14%	68%	7%
	% to 2018 Forecast(F)	19%	33%	11%	22%	-8%	6%	13%	10%	13%	6%	18%	4%	16%	5%	12%	-16%	14%	210%	15%

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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190 Vehicle Maintenance

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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						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	-	-	-	-	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%	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%	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%											
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%	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%	0%	0%	#DIV/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!	#DIV/0!	#DIV/0!
190 7 Normalization	Expense: adback 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				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%	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 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	(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%	10,892	(98,863)					
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%	553,500	(1,162,900)	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%	-	-	-	4,300	38%	2,400	24%	6,700	28%	6,700	0.0%	10,000	(16,700)					
					0.0%	0.0%	<= after '8' driver			9.9%		2.6%						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	48,600	37%	101,200	24%	149,800	27%	709,200	1418.4%	588,000	(1,247,200)	4%				
	% to 2018 Budget	13%	0%	-11%	0%	0%	3%	25%	19%	25%	21%	-4%	-23%	4%	-12%	15%	15%	13%	15%	-12%				
	% to 2018 Forecast(F)	19%	-43%	-52%	0%	0%	2%	22%	17%	10%	8%	19%	-2%	16%	0%	16%	104%	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%									135,229		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 11.00 effective 1/1/2018, \$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																
		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%	-	-	-	300	30%	5,400	38%	5,700	37%	5,700	0.0%	-	(5,700)				
					0.0%	0.0%	<= after '8' driver			10.3%		10.4%						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%	800	40%	800	40%	2,800	0.0%	-	(2,800)				
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	-	\$ 0	-	0.0%	11,100	157,500	168,600	3,200	29%	58,900	37%	62,100	37%	230,700	0.0%	3,400	(234,100)	0%			
	% to 2018 Budget	13%	0%	0%	0%	0%	2%	13%	12%	23%	21%	14%	1%	14%	2%	13%	0%	183%	14%	0%			
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	3%	9%	8%	9%	5%	16%	7%	16%	7%	10%	0%	-165%	15%	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																
		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%	200	37%	200	37%	200	0.0%	-	(200)				
					0.0%	0.0%	<% after '8' driver				0.0%		2.4%					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%	8,900	36%	8,900	36%	33,600	0.0%	53,200	(86,800)	0%			
	% to 2018 Budget	13%	0%	0%	0%	0%	0%	20%	20%	0%	0%	37%	14%	37%	14%	24%	0%	60%	44%	0%			
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	0%	7%	7%	0%	0%	23%	15%	23%	15%	11%	0%	-5%	0%	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!	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%	44.9%	<= after '8' driver		-	300	30%	1,300	52%	1,600	45%	1,600	0.0%	100	(1,700)	
					0.0%					10.3%		13.4%						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	3,200	29%	11,100	51%	14,300	44%	47,000	32.0%	6,300	27,700	123%
	% to 2018 Budget	13%	15%	2%	10%	-4%	2%	10%	7%	23%	21%	10%	0%	13%	5%	9%	-5%	-2%	51%	6%
	% to 2018 Forecast(F)	19%	17%	-2%	17%	0%	3%	25%	17%	10%	7%	24%	-1%	20%	3%	18%	1%	54%	8%	-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:	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%				300	30%	600	25%	900	26%	900	1.8%	2,000	47,100				
			6.8%		0.0%	0.0%	<= after '8' driver			10.3%		2.5%						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	3,200	29%	26,500	25%	29,700	25%	147,300	18.4%	24,100	628,600	467%			
	% to 2018 Budget	13%	24%	11%	0%	0%	2%	25%	22%	28%	26%	17%	-6%	18%	-4%	21%	-2%	11%	26%	4%			
	% to 2018 Forecast(F)	19%	29%	8%	0%	0%	3%	13%	12%	11%	8%	14%	1%	14%	2%	13%	-13%	46%	33%	11%			

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																	

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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	(445)	-0.8%	(359)	9,981	9,622	(140)	39%	2,146	21%	2,005	21%	11,627	21.1%	4,817	39,058				
8	2019 Baseline(B)	18,000	269,000	14.94	3,900	1.4%	22,300	65,600	87,900	4,900	22%	18,300	28%	23,200	26%	111,100	41.3%	43,700	110,300	170%			
	% to 2018 Budget	-10%	0%	11%	-47%	-47%	0%	-2%	-1%	-4%	-4%	-8%	-6%	-7%	-6%	-3%	-3%	1%	6%	4%			
	% to 2018 Forecast(F)	22%	26%	3%	-10%	-29%	-2%	18%	12%	-3%	-1%	13%	-4%	9%	-3%	12%	-11%	12%	55%	13%			
9	2019 Pricing/Costs		25,000	-	-	0.0%				500	24%	1,200	30%	1,700	28%	1,700	6.8%	-	23,300				
			9.3%		0.0%	1.3%	<% after '8' driver				10.2%	6.6%						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%	400	13%	400	13%	3,400	0.0%	-	(3,400)				
14	2019 Other		-		-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	200	(200)				
15	2019 Budget	18,000	282,000	\$ 15.67	3,900	1.4%	23,100	70,600	93,700	5,500	24%	20,200	29%	25,700	27%	119,400	42.3%	43,900	114,800	169%			
	% to 2018 Budget	-10%	5%	16%	-47%	-50%	4%	6%	5%	8%	4%	2%	-4%	3%	-2%	5%	0%	2%	10%	3%			
	% to 2018 Forecast(F)	22%	32%	8%	-10%	-32%	2%	27%	20%	9%	7%	25%	-1%	21%	1%	20%	-9%	13%	61%	12%			

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%				4,400	40%	1,900	24%	6,300	29%	6,300	12.6%	1,500	42,200			
			5.7%		0.0%	0.0%	<= after '8' driver			11.0%		2.6%						7.5%				
10	2019 Capital Impact	1,000	20,000	\$ 20	-	0.0%	-	8,000	8,000	-	0%	2,000	25%	2,000	25%	10,000	50.0%	800	9,200			
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%	-	(10,000)	(10,000)	-	0%	(2,400)	24%	(2,400)	24%	(12,400)	0.0%	-	12,400			
13	2019 Regulatory	-			-	0.0%	1,000	8,000	9,000	400	40%	2,000	25%	2,400	27%	11,400	0.0%	-	(11,400)			
14	2019 Other	-			-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-			
15	2019 Budget	45,000	952,000	\$ 21.16	-	0.0%	115,500	317,100	432,600	45,400	39%	76,900	24%	122,300	28%	554,900	58.3%	22,200	374,900	165%		
	% to 2018 Budget	13%	36%	21%	0%	0%	3%	50%	34%	6%	3%	16%	-23%	12%	-16%	28%	-6%	17%	50%	6%		
	% to 2018 Forecast(F)	19%	14%	-4%	0%	0%	3%	11%	8%	12%	9%	12%	1%	12%	3%	9%	-4%	32%	21%	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:	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					S&W TL as a % of Rev (220+230)	
220	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.					66.1%	2014Actual
220	12 Ops/Strategic	labor efficiency initiative					63.0%	2015Actual
220	13 Regulatory	Wage:CAMWage increase impact, after Merit					38.8%	2016Actual
220	14 Other						46.8%	2017Actual
220	G1 GenComment1:						46.1%	2018Budget
220	G2 GenComment2:	Unit = Total Skier Visits					47.7%	2018Forecast(F)
							45.4%	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 David Walker		Payroll											TOTAL			
		230	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	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%	-	-	#DIV/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%	-	-	#DIV/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%	-	-	#DIV/0!			
11	2019 Merit	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/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%	-	-	#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	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 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!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#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

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		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															
		240	OPS	AME	Public	DSL	McClendon, Robby															
		3,878,000																				
								Payroll														
								Payroll Direct						Payroll Burden						TOTAL		
																				741,300		
		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%	7,208	235,694	-	235,694	
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%	55,700	1,151,300	-	1,151,300	767%
	% to 2018 Budget	10%	7%	-2%	0%	0%	-2%	1%	0%	-4%	-3%	-21%	-22%	-16%	-16%	-4%	-10%	17%	8%	0%	8%	5%
	% to 2018 Forecast(F)	16%	22%	5%	0%	0%	-6%	0%	-2%	-6%	1%	0%	0%	-2%	1%	-2%	-20%	15%	26%	0%	26%	19%
9	2019 Pricing/Costs		94,000	-	-	0.0%				400	26%	400	28%	800	27%	800	0.9%	3,800	89,400		89,400	
			7.1%		0.0%	0.0%	<% after '8' driver			4.7%		2.5%						6.8%				
10	2019 Capital Impact	1,000	30,000	\$ 30	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	900	29,100	-	29,100	
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%	600	30%	700	28%	3,200	0.0%		(3,200)	-	(3,200)	
14	2019 Other				-	0.0%					0%		0%		0%		0.0%	(600)	600	-	600	
15	2019 Budget	45,000	1,448,000	\$ 32.18	-	0.0%	36,700	61,300	98,000	9,300	25%	17,000	28%	26,300	27%	124,300	8.6%	59,800	1,263,900	-	1,263,900	787%
	% to 2018 Budget	13%	17%	4%	0%	0%	3%	8%	6%	3%	1%	-15%	-21%	-9%	-14%	2%	-13%	25%	19%	0%	19%	8%
	% to 2018 Forecast(F)	19%	34%	12%	0%	0%	-2%	6%	3%	2%	4%	9%	2%	6%	3%	4%	-22%	23%	38%	0%	38%	22%

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%	17,544	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.						
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)			