

**TAHOE DONNER ASSOCIATION  
2019 Budget - Annual**

Budget Summary	2019 Budget			B'19 vs B'18			2019 Budget			B'19 vs B'18			2019 Budget			9/5/18 Draft			2019 Budget			2019 Budget			NOR					
	Operating Revenue			REVENUE Change			Total Operating Costs (TOC)			TOC Change			NET OPERATING RESULTS (NOR)			Fav (Unfav) NOR Change			Allocated Overhead (AO)			NOR Less (AO)			Capital Charge (CC)			NOR Less AO and CC		
	B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %		B 2 B	B 2 B %	
<b>Private Amenities</b>																														
Trout Creek Recreation Center	\$ 1,094,000	\$ 100,000	10%	\$ (1,004,300)	\$ (56,000)	6%	\$ 89,700	\$ 44,000	96%	\$ (278,270)	(188,570)	\$ (181,474)	(370,044)																	
Beach Club Marina	750,000	64,000	9%	(470,800)	(19,500)	4%	279,200	44,500	19%	(131,694)	147,506	(89,032)	58,474																	
Tennis Center	213,000	(22,000)	-9%	(216,900)	(4,100)	2%	(3,900)	(26,100)	-118%	(88,677)	(92,577)	(143,953)	(236,530)																	
Aquatics	241,000	23,000	11%	(252,800)	26,600	-10%	(11,800)	49,600	81%	(196,688)	(208,488)	(136,239)	(344,727)																	
Recreation Programs	180,000	5,000	3%	(231,600)	(1,600)	1%	(51,600)	3,400	6%	(131,208)	(182,808)	(41,436)	(224,244)																	
Day Camps	258,000	24,000	10%	(227,600)	(23,400)	11%	30,400	600	2%	(65,463)	(35,063)		(35,063)																	
<b>Total Private Amenities</b>	<b>2,736,000</b>	<b>194,000</b>	<b>8%</b>	<b>(2,404,000)</b>	<b>(78,000)</b>	<b>3%</b>	<b>332,000</b>	<b>116,000</b>	<b>54%</b>	<b>(892,000)</b>	<b>(560,000)</b>	<b>(592,134)</b>	<b>(1,152,134)</b>																	
<b>Public Amenities</b>																														
Downhill Ski Area	3,891,000	739,000	23%	(3,136,000)	(455,000)	17%	755,000	284,000	60%	(477,082)	277,918	(1,005,239)	(727,321)																	
Cross Country Ski Area	1,043,000	118,000	13%	(858,000)	(60,000)	8%	185,000	58,000	46%	(217,643)	(32,643)	(328,407)	(361,050)																	
Snowplay	282,000	13,000	5%	(166,600)	(1,800)	1%	115,400	11,200	11%	(54,871)	60,529	(14,585)	45,944																	
Equestrian	255,000	33,000	15%	(322,600)	(13,600)	4%	(67,600)	19,400	22%	(73,891)	(141,491)	(82,114)	(223,605)																	
Campground	70,000	9,000	15%	(75,700)	(4,800)	7%	(5,700)	4,200	42%	(35,040)	(40,740)	(58,693)	(99,433)																	
Trails	1,000	0	0%	(173,900)	(25,300)	17%	(172,900)	(25,300)	-17%	(60,272)	(233,172)	(141,813)	(374,985)																	
Bikeworks	120,000	11,000	10%	(113,900)	(6,100)	6%	6,100	4,900	408%	(32,208)	(26,108)	(1,732)	(27,840)																	
Golf	1,160,000	10,000	1%	(1,269,100)	(21,100)	2%	(109,100)	(11,100)	-11%	(219,463)	(328,563)	(887,283)	(1,215,846)																	
Summer Food and Beverage	270,000	28,000	12%	(368,600)	17,200	-4%	(98,600)	45,200	31%	(50,036)	(148,636)	(12,788)	(161,424)																	
Alder Creek Café	450,000	137,000	44%	(535,300)	(106,000)	25%	(85,300)	31,000	27%	(86,003)	(171,303)	(12,738)	(184,041)																	
The Lodge	2,625,000	325,000	14%	(2,555,800)	(101,800)	4%	69,200	223,200	145%	(413,273)	(344,073)	(379,490)	(723,563)																	
Pizza on the Hill	596,000	72,000	14%	(642,500)	(60,700)	10%	(46,500)	11,300	20%	(116,217)	(162,717)	(36,859)	(199,576)																	
<b>Total Public Amenities</b>	<b>10,763,000</b>	<b>1,495,000</b>	<b>16%</b>	<b>(10,218,000)</b>	<b>(839,000)</b>	<b>9%</b>	<b>545,000</b>	<b>656,000</b>	<b>591%</b>	<b>(1,836,000)</b>	<b>(1,291,000)</b>	<b>(2,961,741)</b>	<b>(4,252,741)</b>																	
<b>Total Amenities</b>	<b>13,499,000</b>	<b>1,689,000</b>	<b>14%</b>	<b>(12,622,000)</b>	<b>(917,000)</b>	<b>8%</b>	<b>877,000</b>	<b>772,000</b>	<b>735%</b>	<b>(2,728,000)</b>	<b>(1,851,000)</b>	<b>(3,553,875)</b>	<b>(5,404,875)</b>																	
<b>Homeowners Association</b>																														
General	0	0	#DIV/0!	(1,029,000)	(181,200)	21%	(1,029,000)	(181,200)	-21%	(1,255,943)	(2,284,943)		(2,284,943)																	
Communications	300,000	87,000	41%	(786,000)	(62,400)	9%	(486,000)	24,600	5%	486,000	-		-																	
Facility Administration	0	0	#DIV/0!	(343,000)	(12,700)	4%	(343,000)	(12,700)	-4%	343,000	-		-																	
Administration	184,000	(18,000)	-9%	(813,000)	(58,100)	8%	(629,000)	(76,100)	-14%	629,000	-	(458,260)	(458,260)																	
IT	0	0	#DIV/0!	(680,000)	(25,000)	4%	(680,000)	(25,000)	-4%	680,000	-	(117,594)	(117,594)																	
Accounting	6,000	1,000	20%	(828,000)	(30,600)	4%	(822,000)	(29,600)	-4%	822,000	-		-																	
Human Resources	0	0	#DIV/0!	(440,000)	(57,800)	15%	(440,000)	(57,800)	-15%	440,000	-		-																	
ASO & Community Services	346,000	153,000	79%	(651,000)	(230,400)	55%	(305,000)	(77,400)	-34%	(120,298)	(425,298)		(425,298)																	
Member Services	34,000	2,000	6%	(286,000)	(20,000)	8%	(252,000)	(18,000)	-8%	252,000	-		-																	
Forestry	56,000	51,000	1020%	(1,139,000)	(268,800)	31%	(1,083,000)	(217,800)	-25%	(181,758)	(1,264,758)	(131,663)	(1,396,421)																	
Maintenance	0	0	#DIV/0!	(831,000)	(39,000)	5%	(831,000)	(39,000)	-5%	831,000	-	(334,608)	(334,608)																	
<b>Total Homeowners Association</b>	<b>926,000</b>	<b>276,000</b>	<b>42%</b>	<b>(7,826,000)</b>	<b>(986,000)</b>	<b>14%</b>	<b>(6,900,000)</b>	<b>(710,000)</b>	<b>-11%</b>	<b>2,925,000</b>	<b>(3,975,000)</b>	<b>(1,042,125)</b>	<b>(5,017,125)</b>																	
<b>TOTAL OPERATING FUND</b>	<b>\$14,425,000</b>	<b>\$ 1,965,000</b>	<b>16%</b>	<b>\$ (20,448,000)</b>	<b>\$ (1,903,000)</b>	<b>10%</b>	<b>\$ (6,023,000)</b>	<b>\$ 62,000</b>	<b>1%</b>	<b>\$ 197,000</b>	<b>(5,826,000)</b>	<b>\$ (4,596,000)</b>	<b>(10,422,000)</b>																	
	incl fac admin for \$325,000 in B, consistent with prior years			AO to CapEx \$526,000, (which is \$200k greater than current)			(197,000)																							

**TAHOE DONNER ASSOCIATION  
2019 Budget - Annual**

9/5/18 Draft

**Budget Summary**

	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Total (OCT)	2019 Budget	Operating Fund 2019			NOR Forecast 2018	Fav (Unfav) NOR Change	
					NET OPERATING RESULTS (NOR)	2019 Budget per Property				B 2 F	B 2 F %
						# Properties>					
						6,473					
<b>Private Amenities</b>											
Trout Creek Recreation Center	\$ 1,094,000	\$ (30,000)	\$ 1,064,000	\$ (974,300)	\$ 89,700	\$ 164	\$ (151)	\$ 14	\$ 129,178	\$ (39,478)	-31%
Beach Club Marina	750,000	(53,000)	697,000	(417,800)	279,200	108	(65)	43	240,789	38,411	16%
Tennis Center	213,000	(32,900)	180,100	(184,000)	(3,900)	28	(28)	(1)	(18,527)	14,627	79%
Aquatics	241,000	0	241,000	(252,800)	(11,800)	37	(39)	(2)	(7,980)	(3,820)	-48%
Recreation Programs	180,000	(4,000)	176,000	(227,600)	(51,600)	27	(35)	(8)	(56,972)	5,372	9%
Day Camps	258,000	0	258,000	(227,600)	30,400	40	(35)	5	28,371	2,029	7%
<b>Total Private Amenities</b>	<b>2,736,000</b>	<b>(119,900)</b>	<b>2,616,100</b>	<b>(2,284,100)</b>	<b>332,000</b>	<b>404</b>	<b>(353)</b>	<b>51</b>	<b>314,858</b>	<b>17,142</b>	<b>5%</b>
<b>Public Amenities</b>											
Downhill Ski Area	3,891,000	(202,200)	3,688,800	(2,933,800)	755,000	570	(453)	117	334,001	420,999	126%
Cross Country Ski Area	1,043,000	(59,000)	984,000	(799,000)	185,000	152	(123)	29	123,748	61,252	49%
Snowplay	282,000	(3,900)	278,100	(162,700)	115,400	43	(25)	18	71,242	44,158	62%
Equestrian	255,000	(6,500)	248,500	(316,100)	(67,600)	38	(49)	(10)	(78,943)	11,343	14%
Campground	70,000	0	70,000	(75,700)	(5,700)	11	(12)	(1)	(2,682)	(3,018)	-113%
Trails	1,000	0	1,000	(173,900)	(172,900)	0	(27)	(27)	(160,969)	(11,931)	-7%
Bikeworks	120,000	(40,000)	80,000	(73,900)	6,100	12	(11)	1	5,677	423	7%
Golf	1,160,000	(61,000)	1,099,000	(1,208,100)	(109,100)	170	(187)	(17)	(70,612)	(38,488)	-55%
Summer Food and Beverage	270,000	(70,000)	200,000	(298,600)	(98,600)	31	(46)	(15)	(93,396)	(5,204)	-6%
Alder Creek Café	450,000	(144,000)	306,000	(391,300)	(85,300)	47	(60)	(13)	(144,684)	59,384	41%
The Lodge	2,625,000	(735,000)	1,890,000	(1,820,800)	69,200	292	(281)	11	(84,664)	153,864	182%
Pizza on the Hill	596,000	(163,500)	432,500	(479,000)	(46,500)	67	(74)	(7)	(55,839)	9,339	17%
<b>Total Public Amenities</b>	<b>10,763,000</b>	<b>(1,485,100)</b>	<b>9,277,900</b>	<b>(8,732,900)</b>	<b>545,000</b>	<b>1,433</b>	<b>(1,349)</b>	<b>84</b>	<b>(157,123)</b>	<b>702,123</b>	<b>447%</b>
<b>Total Amenities</b>	<b>13,499,000</b>	<b>(1,605,000)</b>	<b>11,894,000</b>	<b>(11,017,000)</b>	<b>877,000</b>	<b>1,837</b>	<b>(1,702)</b>	<b>135</b>	<b>157,735</b>	<b>719,265</b>	<b>456%</b>
<b>Homeowners Association</b>											
General	0	0	0	(1,029,000)	(1,029,000)	-	(159)	(159)	(931,167)	(97,833)	-11%
Communications	300,000	0	300,000	(786,000)	(486,000)	46	(121)	(75)	(508,479)	22,479	4%
Facility Administration	0	0	0	(343,000)	(343,000)	-	(53)	(53)	(332,350)	(10,650)	-3%
Administration	184,000	0	184,000	(813,000)	(629,000)	28	(126)	(97)	(643,994)	14,994	2%
MIS	0	0	0	(680,000)	(680,000)	-	(105)	(105)	(652,392)	(27,608)	-4%
Accounting	6,000	0	6,000	(828,000)	(822,000)	1	(128)	(127)	(788,999)	(33,001)	-4%
Human Resources	0	0	0	(440,000)	(440,000)	-	(68)	(68)	(389,333)	(50,667)	-13%
ASO & Community Services	346,000	0	346,000	(651,000)	(305,000)	53	(101)	(47)	(197,761)	(107,239)	-54%
Member Services	34,000	0	34,000	(286,000)	(252,000)	5	(44)	(39)	(223,801)	(28,199)	-13%
Forestry	56,000	0	56,000	(1,139,000)	(1,083,000)	9	(176)	(167)	(899,691)	(183,309)	-20%
Building Maintenance	0	0	0	(831,000)	(831,000)	-	(128)	(128)	(765,056)	(65,944)	-9%
<b>Total Homeowners Association</b>	<b>926,000</b>	<b>0</b>	<b>926,000</b>	<b>(7,826,000)</b>	<b>(6,900,000)</b>	<b>143</b>	<b>(1,209)</b>	<b>(1,066)</b>	<b>(6,333,023)</b>	<b>(566,977)</b>	<b>-9%</b>
<b>TOTAL OPERATING FUND</b>	<b>\$ 14,425,000</b>	<b>\$ (1,605,000)</b>	<b>\$ 12,820,000</b>	<b>\$ (18,843,000)</b>	<b>\$ (6,023,000)</b>	<b>\$1,981</b>	<b>\$ (2,911)</b>	<b>\$ (930)</b>	<b>\$ (6,175,288)</b>	<b>\$ 152,288</b>	<b>2%</b>

		F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	Z	AA					
		PICK ONLY ONE (1) of the six available Filters ABOVE. List Drop Down is available for each Filter option field.					Payroll																			
LOOKUP Report (1)							Payroll Direct			Payroll Burden				TOTAL												
Filter Selected:	Ops	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR	6473					
Operating Fund																										
1	2014 Actual	6,472	7,679,146	\$ 1,187	1,053,005	13.7%	3,161,961	3,574,240	6,736,201	885,654	28%	1,044,019	29%	1,929,673	28.6%	8,665,874	112.8%	3,060,044	(5,099,776)	60%	\$ (787.85)					
2	2015 Actual	6,472	8,681,116	\$ 1,341	1,199,080	13.8%	3,303,169	4,001,445	7,304,614	908,342	27%	1,127,450	28%	2,035,792	27.9%	9,340,406	107.6%	3,742,333	(5,600,703)	61%	\$ (865.24)					
3	2016 Actual	6,473	12,771,030	\$ 1,973	1,552,809	12.2%	3,498,098	5,432,040	8,930,137	949,189	27%	1,532,262	28%	2,481,451	27.8%	11,411,588	89.4%	4,310,244	(4,503,611)	74%	\$ (695.75)					
4	2017 Actual	6,473	13,116,557	\$ 2,026	1,634,550	12.5%	3,593,792	5,978,095	9,571,886	940,423	26%	1,661,025	28%	2,601,447	27.2%	12,173,334	92.8%	4,431,526	(5,122,854)	72%	\$ (791.42)					
5	2018 Budget	6,473	12,460,000	\$ 1,925	1,520,000	12.2%	3,868,000	5,808,000	9,676,000	1,106,400	29%	1,693,600	29%	2,800,000	28.9%	12,476,000	100.1%	4,549,000	(6,085,000)	67%	\$ (940.06)					
6	2018 Forecast(F)	6,473	12,504,924	\$ 1,932	1,509,480	12.1%	3,988,412	5,861,311	9,849,724	1,058,379	27%	1,566,626	27%	2,625,005	26.7%	12,474,729	99.8%	4,696,003	(6,175,288)	67%	\$ (954.01)					
7	2019 Normalization	-	745,076	-	68,320	9.2%	(90,312)	179,789	89,476	(6,279)	7%	37,074	21%	30,795	34%	120,271	16.1%	(43,003)	599,488	512%	\$ 92.61					
8	2019 Baseline(B)	6,473	13,250,000	\$ 2,047	1,577,800	11.9%	3,898,100	6,041,100	9,939,200	1,052,100	27%	1,603,700	27%	2,655,800	26.7%	12,595,000	95.1%	4,653,000	(5,575,800)	70%	\$ (861.39)					
	% to 2018 Budget	0%	6%	6%	4%	-2%	1%	4%	3%	-5%	-6%	-5%	-9%	-5%	-8%	1%	-5%	2%	-8%	5%	-8%					
	% to 2018 Forecast(F)	0%	6%	6%	5%	-1%	-2%	3%	1%	-1%	2%	2%	-1%	1%	0%	1%	-5%	-1%	-10%	5%	-10%					
9	2019 Pricing/Costs	-	684,000	-	3,700	0.5%	-	-	-	67,900	0%	87,200	0%	155,100	0%	155,100	22.7%	80,900	444,300	285%	\$ 68.64					
					0.2%	11.3%	<% after '8' driver			6.5%		5.4%					1.7%									
10	2019 Capital Impact	-	84,000	-	3,500	4.2%	-	54,500	54,500	-	0%	11,200	21%	11,200	21%	65,700	78.2%	41,700	(26,900)	76%	\$ (4.16)					
11	2019 Merit	-	-	-	-	0.0%	112,900	166,400	279,300	18,000	16%	26,600	16%	44,600	16%	323,900	0.0%	(10,000)	(313,900)	0%	\$ (48.49)					
							2.9%	2.8%	2.8%																	
12	2019 Ops/Strategic	-	390,000	-	20,000	5.1%	-	197,200	197,200	(1,600)	0%	69,400	35%	67,800	34%	265,000	67.9%	283,100	(178,100)	69%	\$ (27.51)					
13	2019 Regulatory	-	17,000	-	-	0.0%	10,400	177,500	187,900	7,900	76%	51,100	29%	59,000	31%	246,900	1452.4%	151,000	(380,900)	4%	\$ (58.84)					
14	2019 Other	-	-	-	-	0.0%	62,600	(62,700)	(100)	15,700	25%	(9,200)	15%	6,500	-6500%	6,400	0.0%	(14,700)	8,300	0%	\$ 1.28					
15	2019 Budget	6,473	14,425,000	\$ 2,228	1,605,000	11.1%	4,084,000	6,574,000	10,658,000	1,160,000	28.4%	1,840,000	28.0%	3,000,000	28.1%	13,658,000	94.7%	5,185,000	(6,023,000)	71%	\$ (930.48)					
	% to 2018 Budget	0%	16%	16%	6%	-9%	6%	3%	10%	5%	-1%	9%	-4%	7%	-3%	9%	-5%	14%	-1%	5%	-1%					
	% to 2018 Forecast(F)	0%	15%	15%	6%	-8%	2%	12%	8%	10%	7%	17%	5%	14%	6%	9%	-5%	10%	-2%	5%	-2%					

See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg

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

- var to Burden Recom

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

(B) Baseline - includes rounding

(S) Salaries reviewed/input via Senior Mgmt master plan. Grid Ref 14I will mirror.

B 2 B Change	1,965,000	85,000	216,000	766,000	982,000	53,600	146,400	200,000	1,182,000	636,000	62,000	10
	16%	6%	6%	13%	10%	5%	9%	7%	9%	14%	-1%	-1%

	2019Budget	2018Budget
Operating Revenue	14,425,000 71%	12,460,000 67%
Assessment Revenue	6,023,000 29%	6,085,000 33%
Total Operating Costs (Revenue Requirement)	20,448,000 100%	18,545,000 100%

Salary Budget Model	Other *	Salary Total
3,900,000	184,000	4,084,000

Other\* Salary  
 - 0  
 143,000 FTR Base Bonus (010 Admin) (18k is 010Wage)  
 18,000 FTR Salary PTO Accrual (005 Gen)  
 23,000 Tennis Pro Commissions (090 Tennis)  
 - Rounding (030Acg)  
 184,000 Total Other Salary Direct

1% is approx 5% of non-fixed expenses (fixed-utilities, insurance, ccfees)

-1.0% All depts, other, expense cost savings Target Challenge.

1-2% for past 3 year's Budgets, and Loss Recovery cost containments pasts 2 yrs.

a 1% blanket %savings for B'18 has been applied to all depts.

9/5/2018 Draft Ops Operating Fund