

Tahoe Donner Association
working model
Resort Budget Model

01 Revenue

2019 Budget - Annual 12,771,032 13,116,560 12,460,000 12,504,924 13,250,000 1,175,000 14,425,000 1,965,000 16% 1,920,076 15% 1,308,440 10% 1,627,495 14%

LOOKUP Report (1)

filter based on Shaded Cell Options below

| Dept\DeptNa | 2016 | 2017 | 2018 | 2018 | 2019 | 2019 Drivers | | 2019 Budget Change - Fav (Unfav) | | | | | | BDG'19 vs 16A 17A 18F 3yr avg |
|-----------------------------------|-----------|-----------|-----------|-------------|-------------|--------------|-----------|----------------------------------|-------|-------------------------|-------|--------------------|------|-------------------------------------|
| | Actual | Actual | Budget | Forecast(F) | Baseline(B) | DRIVERS TL | Budget | versus 2018 Budget | | versus 2018 Forecast(F) | | versus 2017 Actual | | |
| | | | | | | | | Amount | Pctg | Amount | Pctg | Amount | Pctg | |
| 005 General | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 010 Administration | 315,704 | 261,024 | 202,000 | 225,898 | 228,000 | (44,000) | 184,000 | (18,000) | -9% | (41,898) | -19% | (77,024) | -30% | (83,542) -31% |
| 015 Marketing.ComDep | 178,278 | 184,934 | 213,000 | 206,722 | 196,000 | 104,000 | 300,000 | 87,000 | 41% | 93,278 | 45% | 115,066 | 62% | 110,022 58% |
| 020 ASO & Community Services | 119,238 | 176,661 | 193,000 | 187,708 | 180,000 | 166,000 | 346,000 | 153,000 | 79% | 158,292 | 84% | 169,339 | 96% | 184,798 115% |
| 025 MIS | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 030 ACG/Purchasing | 5,100 | 5,910 | 5,000 | 5,360 | 6,000 | - | 6,000 | 1,000 | 20% | 640 | 12% | 90 | 2% | 544 10% |
| 035 Human Resources | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 040 Member Services | 36,743 | 33,340 | 32,000 | 32,539 | 34,000 | - | 34,000 | 2,000 | 6% | 1,461 | 4% | 660 | 2% | (207) -1% |
| 050 Forestry | 57,616 | 25,639 | 5,000 | 21,568 | 5,000 | 51,000 | 56,000 | 51,000 | 1020% | 34,432 | 160% | 30,361 | 118% | 21,059 60% |
| 051 Trails | 307 | 951 | 1,000 | 729 | 1,000 | - | 1,000 | - | 0% | 271 | 37% | 49 | 5% | 338 51% |
| 060 Marina | 627,652 | 686,296 | 686,000 | 681,982 | 699,000 | 51,000 | 750,000 | 64,000 | 9% | 68,018 | 10% | 63,704 | 9% | 84,690 13% |
| 080 Equestrian | 186,780 | 195,762 | 222,000 | 229,905 | 230,000 | 25,000 | 255,000 | 33,000 | 15% | 25,095 | 11% | 59,238 | 30% | 50,851 25% |
| 090 Tennis | 253,474 | 225,777 | 235,000 | 207,005 | 206,000 | 7,000 | 213,000 | (22,000) | -9% | 5,995 | 3% | (12,777) | -6% | (15,752) -7% |
| 100 Campground | 59,042 | 64,233 | 61,000 | 72,508 | 67,000 | 3,000 | 70,000 | 9,000 | 15% | (2,508) | -3% | 5,767 | 9% | 4,739 7% |
| 110 Cross Country Center | 978,088 | 1,005,397 | 925,000 | 838,243 | 988,000 | 55,000 | 1,043,000 | 118,000 | 13% | 204,757 | 24% | 37,603 | 4% | 102,424 11% |
| 120 Golf Course Operations | 1,119,109 | 994,199 | 1,150,000 | 1,154,508 | 1,111,000 | 49,000 | 1,160,000 | 10,000 | 1% | 5,492 | 0% | 165,801 | 17% | 70,728 6% |
| 125 Golf Course Maintenance | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 128 The Lodge | 2,312,246 | 2,444,853 | 2,300,000 | 2,380,557 | 2,525,000 | 100,000 | 2,625,000 | 325,000 | 14% | 244,443 | 10% | 180,147 | 7% | 245,781 10% |
| 130 Aquatics | 213,363 | 205,321 | 218,000 | 229,846 | 223,000 | 18,000 | 241,000 | 23,000 | 11% | 11,154 | 5% | 35,679 | 17% | 24,824 11% |
| 132 Trout Creek Rec Center | 937,774 | 1,000,613 | 994,000 | 1,055,674 | 998,000 | 96,000 | 1,094,000 | 100,000 | 10% | 38,326 | 4% | 93,387 | 9% | 95,979 10% |
| 140 Recreation | 185,697 | 183,184 | 175,000 | 170,775 | 180,000 | - | 180,000 | 5,000 | 3% | 9,225 | 5% | (3,184) | -2% | 114 0% |
| 141 Bikeworks | 86,888 | 110,155 | 109,000 | 113,697 | 114,000 | 6,000 | 120,000 | 11,000 | 10% | 6,303 | 6% | 9,845 | 9% | 16,420 16% |
| 145 Day Camp | 205,851 | 224,715 | 234,000 | 240,659 | 235,000 | 23,000 | 258,000 | 24,000 | 10% | 17,341 | 7% | 33,285 | 15% | 34,258 15% |
| 150 Pizza On The Hill | 518,060 | 518,002 | 524,000 | 569,949 | 562,000 | 34,000 | 596,000 | 72,000 | 14% | 26,051 | 5% | 77,998 | 15% | 60,663 11% |
| 155 Alder Cr Café | 353,697 | 399,681 | 313,000 | 296,615 | 350,000 | 100,000 | 450,000 | 137,000 | 44% | 153,385 | 52% | 50,319 | 13% | 100,002 29% |
| 160 Maintenance | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 165 Facility Admin/Risk | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 170 Summer F&B | 227,992 | 238,767 | 242,000 | 253,286 | 257,000 | 13,000 | 270,000 | 28,000 | 12% | 16,714 | 7% | 31,233 | 13% | 29,985 12% |
| 180 DHSki F&B | 463,249 | 456,172 | 395,000 | 362,352 | 449,000 | 32,000 | 481,000 | 86,000 | 22% | 118,648 | 33% | 24,828 | 5% | 53,742 13% |
| 190 Vehicle Maintenance | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 200 DHSki Marketing | - | - | - | 703 | - | - | - | - | - | (703) | -100% | - | - | (234) -100% |
| 210 DHSki Mtn Operations | 13,082 | 67,863 | 50,000 | 87,347 | 50,000 | - | 50,000 | - | 0% | (37,347) | -43% | (17,863) | -26% | (6,097) -11% |
| 211 DHSki Mtn Maint(Lifts&Eq) | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 212 DHSki Snowmaking | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 214 DHSki Retail | 144,689 | 164,857 | 128,000 | 125,996 | 147,000 | - | 147,000 | 19,000 | 15% | 21,004 | 17% | (17,857) | -11% | 1,819 1% |
| 215 DHSki Rental | 758,129 | 719,275 | 643,000 | 619,783 | 734,000 | 66,000 | 800,000 | 157,000 | 24% | 180,217 | 29% | 80,725 | 11% | 100,938 14% |
| 216 Snowplay | 290,166 | 263,541 | 269,000 | 213,944 | 269,000 | 13,000 | 282,000 | 13,000 | 5% | 68,056 | 32% | 18,459 | 7% | 26,117 10% |
| 220 DHSki School | 799,206 | 885,472 | 702,000 | 835,233 | 882,000 | 70,000 | 952,000 | 250,000 | 36% | 116,767 | 14% | 66,528 | 8% | 112,029 13% |
| 230 DHSki Snowflakes | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 240 DHSki Tickets | 1,323,812 | 1,373,967 | 1,234,000 | 1,083,835 | 1,324,000 | 137,000 | 1,461,000 | 227,000 | 18% | 377,165 | 35% | 87,033 | 6% | 200,462 16% |
| subtota Downhill Ski Consolidated | 3,502,168 | 3,667,605 | 3,152,000 | 3,115,249 | 3,586,000 | 305,000 | 3,891,000 | 739,000 | 23% | 775,751 | 25% | 223,395 | 6% | 462,659 13% |

| | | | | | | | | | | | | | | | | |
|---------------|------------|------------|------------|------------|------------|------------|-----------|------------|-----------|-----|-----------|----|-----------|-----|-----------|-----|
| TOTAL: | 12,778,923 | 14,281,827 | 17,274,642 | 18,239,414 | 18,545,000 | 18,680,212 | 1,622,200 | 20,448,000 | 1,903,000 | 10% | 1,767,788 | 9% | 2,208,586 | 12% | 2,383,244 | 13% |
|---------------|------------|------------|------------|------------|------------|------------|-----------|------------|-----------|-----|-----------|----|-----------|-----|-----------|-----|

| LOOKUP Report (10) | | | | | T O C | | 2019 Drivers | | | | | | | 2019 Budget Change - Fav (Unfav) | | | | | | BDG'19 vs |
|--------------------------------------------|------------------------|--------|--------|---------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|--------------------|----------------------------------|-------------------------|------------|--------------------|-----------|----------------|-----------|
| Filter based on Shaded Cell Options below. | | | | | 2014 | 2015 | 2016 | 2017 | 2018 | 2018 | 2019 | 2019 | versus 2018 Budget | | versus 2018 Forecast(F) | | versus 2017 Actual | | 16A 17A 18F | |
| DeptNu | DeptNa | Group1 | Group2 | Group3 | Actual | Actual | Actual | Actual | Budget | Forecast(F) | DRIVERS TL | Budget | Amount | Pctg | Amount | Pctg | Amount | Pctg | 3yr avg | |
| 005 | General | OPS | HOA | HOA | 485,042 | 643,358 | 638,660 | 779,953 | 847,800 | 931,167 | 221,100 | 1,029,000 | 181,200 | 21% | 97,833 | 11% | 249,047 | 32% | 245,740 | 31% |
| 010 | Administration | OPS | HOA | HOA | 874,477 | 825,130 | 937,126 | 859,589 | 754,900 | 869,891 | 39,700 | 813,000 | 58,100 | 8% | (56,891) | -7% | (46,589) | -5% | (75,869) | -9% |
| 015 | Marketing.ComD | OPS | HOA | HOA | 580,304 | 588,109 | 604,550 | 612,750 | 723,600 | 715,201 | 70,500 | 786,000 | 62,400 | 9% | 70,799 | 10% | 173,250 | 28% | 141,833 | 22% |
| 020 | ASO & Commun | OPS | HOA | HOA | 206,801 | 236,569 | 276,428 | 307,554 | 420,600 | 385,468 | 243,400 | 651,000 | 230,400 | 55% | 265,532 | 69% | 343,446 | 112% | 327,850 | 101% |
| 025 | MIS | OPS | HOA | HOA | 518,005 | 556,614 | 579,495 | 619,108 | 655,000 | 652,392 | 26,300 | 680,000 | 25,000 | 4% | 27,608 | 4% | 60,892 | 10% | 63,002 | 10% |
| 030 | ACG/Purchasing | OPS | HOA | HOA | 638,126 | 669,031 | 728,212 | 711,201 | 797,400 | 794,359 | 40,900 | 828,000 | 30,600 | 4% | 33,641 | 4% | 116,799 | 16% | 83,409 | 11% |
| 035 | Human Resource | OPS | HOA | HOA | 233,791 | 273,708 | 307,806 | 372,504 | 382,200 | 389,333 | 50,100 | 440,000 | 57,800 | 15% | 50,667 | 13% | 67,496 | 18% | 83,452 | 23% |
| 040 | Member Services | OPS | HOA | HOA | 234,774 | 233,077 | 220,640 | 237,559 | 266,000 | 256,340 | 27,800 | 286,000 | 20,000 | 8% | 29,660 | 12% | 48,441 | 20% | 47,820 | 20% |
| 050 | Forestry | OPS | HOA | HOA | 583,609 | 843,170 | 901,653 | 835,369 | 870,200 | 921,259 | 264,800 | 1,139,000 | 268,800 | 31% | 217,741 | 24% | 303,631 | 36% | 252,906 | 29% |
| 051 | Trails | OPS | AME | Public | 64,248 | 70,177 | 109,468 | 102,418 | 148,600 | 161,698 | 19,800 | 173,900 | 25,300 | 17% | 12,202 | 8% | 71,482 | 70% | 49,372 | 40% |
| 060 | Marina | OPS | AME | Private | 291,678 | 320,390 | 354,011 | 397,471 | 451,300 | 441,193 | 30,200 | 470,800 | 19,500 | 4% | 29,607 | 7% | 73,329 | 18% | 73,242 | 18% |
| 080 | Equestrian | OPS | AME | Public | 139,406 | 228,409 | 270,229 | 298,911 | 309,000 | 308,849 | 15,200 | 322,600 | 13,600 | 4% | 13,751 | 4% | 23,689 | 8% | 29,937 | 10% |
| 090 | Tennis | OPS | AME | Private | 201,358 | 224,923 | 201,644 | 226,400 | 212,800 | 225,532 | 8,100 | 216,900 | 4,100 | 2% | (8,632) | -4% | (9,500) | -4% | (959) | 0% |
| 100 | Campground | OPS | AME | Public | 61,006 | 64,380 | 65,770 | 71,923 | 70,900 | 75,190 | 2,900 | 75,700 | 4,800 | 7% | 510 | 1% | 3,777 | 5% | 4,739 | 7% |
| 110 | Cross Country Ce | OPS | AME | Public | 358,306 | 461,410 | 773,840 | 832,373 | 798,000 | 714,496 | 27,700 | 858,000 | 60,000 | 8% | 143,504 | 20% | 25,627 | 3% | 84,430 | 11% |
| 120 | Golf Course Oper | OPS | AME | Public | 365,989 | 383,797 | 352,187 | 358,416 | 379,800 | 390,286 | 14,300 | 393,600 | 13,800 | 4% | 3,314 | 1% | 35,184 | 10% | 26,637 | 7% |
| 125 | Golf Course Mair | OPS | AME | Public | 849,649 | 815,249 | 865,466 | 889,805 | 868,200 | 834,835 | 30,200 | 875,500 | 7,300 | 1% | 40,665 | 5% | (14,305) | -2% | 12,132 | 1% |
| 128 | The Lodge | OPS | AME | Public | 1,998,722 | 2,077,382 | 2,376,152 | 2,536,743 | 2,454,000 | 2,465,221 | 33,800 | 2,555,800 | 101,800 | 4% | 90,579 | 4% | 19,057 | 1% | 96,428 | 4% |
| 130 | Aquatics | OPS | AME | Private | 236,236 | 237,589 | 252,066 | 216,614 | 279,400 | 237,826 | 12,200 | 252,800 | (26,600) | -10% | 14,974 | 6% | 36,186 | 17% | 17,298 | 7% |
| 132 | Trout Creek Rec | OPS | AME | Private | 787,266 | 839,696 | 876,709 | 874,028 | 948,300 | 926,497 | 44,900 | 1,004,300 | 56,000 | 6% | 77,803 | 8% | 130,272 | 15% | 111,889 | 13% |
| 140 | Recreation | OPS | AME | Private | 216,008 | 168,042 | 222,036 | 203,611 | 230,000 | 227,748 | 5,400 | 231,600 | 1,600 | 1% | 3,852 | 2% | 27,989 | 14% | 13,802 | 6% |
| 141 | Bikeworks | OPS | AME | Public | - | 67,432 | 92,889 | 112,888 | 107,800 | 108,020 | 4,800 | 113,900 | 6,100 | 6% | 5,880 | 5% | 1,012 | 1% | 9,301 | 9% |
| 145 | Day Camp | OPS | AME | Private | 130,608 | 144,766 | 171,787 | 191,027 | 204,200 | 212,288 | 14,800 | 227,600 | 23,400 | 11% | 15,312 | 7% | 36,573 | 19% | 35,899 | 19% |
| 150 | Pizza On The Hill | OPS | AME | Public | 372,377 | 525,883 | 545,803 | 589,263 | 581,800 | 625,787 | 28,400 | 642,500 | 60,700 | 10% | 16,713 | 3% | 53,237 | 9% | 55,549 | 9% |
| 155 | Alder Cr Café | OPS | AME | Public | - | 78,085 | 396,050 | 504,583 | 429,300 | 441,299 | 59,300 | 535,300 | 106,000 | 25% | 94,001 | 21% | 30,717 | 6% | 87,989 | 20% |
| 160 | Maintenance | OPS | HOA | HOA | 590,726 | 626,958 | 655,442 | 725,045 | 792,000 | 765,056 | 55,400 | 831,000 | 39,000 | 5% | 65,944 | 9% | 105,955 | 15% | 115,819 | 16% |
| 165 | Facility Admin/R | OPS | HOA | HOA | 216,397 | 229,217 | 234,784 | 279,845 | 330,300 | 332,350 | 9,400 | 343,000 | 12,700 | 4% | 10,650 | 3% | 63,155 | 23% | 60,673 | 21% |
| 170 | Summer F&B | OPS | AME | Public | 273,095 | 304,284 | 314,137 | 369,243 | 385,800 | 346,682 | 17,000 | 368,600 | (17,200) | -4% | 21,918 | 6% | (643) | 0% | 25,246 | 7% |
| 180 | DHSki F&B | OPS | AME | Public | 120,849 | 167,545 | 353,873 | 363,624 | 335,400 | 330,038 | 21,100 | 379,800 | 44,400 | 13% | 49,762 | 15% | 16,176 | 4% | 30,622 | 9% |
| 190 | Vehicle Maintena | OPS | HOA | HOA | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 200 | DHSki Marketing | OPS | AME | Public | 88,331 | 131,480 | 116,044 | 67,209 | 69,000 | 68,429 | 17,000 | 86,000 | 17,000 | 25% | 17,571 | 26% | 18,791 | 28% | 2,106 | 3% |
| 210 | DHSki Mtn Oper | OPS | AME | Public | 506,606 | 589,175 | 1,135,928 | 1,265,002 | 1,137,100 | 1,151,384 | 82,800 | 1,295,700 | 158,600 | 14% | 144,316 | 13% | 30,698 | 2% | 111,595 | 9% |
| 211 | DHSki Mtn Main | OPS | AME | Public | 170,450 | 170,016 | 286,625 | 229,484 | 205,400 | 204,214 | 11,800 | 231,900 | 26,500 | 13% | 27,686 | 14% | 2,416 | 1% | (8,208) | -3% |
| 212 | DHSki Snowmak | OPS | AME | Public | - | 9,044 | 34,825 | 37,561 | 60,300 | 86,380 | 2,400 | 86,800 | 26,500 | 44% | 420 | 0% | 49,239 | 131% | 33,878 | 64% |
| 214 | DHSki Retail | OPS | AME | Public | 59,773 | 54,843 | 117,558 | 124,881 | 109,600 | 100,412 | 2,000 | 118,700 | 9,100 | 8% | 18,288 | 18% | (6,181) | -5% | 4,417 | 4% |
| 215 | DHSki Rental | OPS | AME | Public | 49,907 | 80,125 | 166,133 | 149,144 | 143,100 | 147,368 | 13,800 | 171,300 | 28,200 | 20% | 23,932 | 16% | 22,156 | 15% | 17,085 | 11% |
| 216 | Snowplay | OPS | AME | Public | 30,839 | 51,304 | 115,225 | 133,832 | 164,800 | 142,701 | 7,900 | 166,600 | 1,800 | 1% | 23,899 | 17% | 32,768 | 24% | 36,014 | 28% |
| 220 | DHSki School | OPS | AME | Public | 125,030 | 209,453 | 455,082 | 570,648 | 452,000 | 524,795 | 30,300 | 575,400 | 123,400 | 27% | 50,605 | 10% | 4,752 | 1% | 58,558 | 11% |
| 230 | DHSki Snowflake | OPS | AME | Public | 47,721 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 240 | DHSki Tickets | OPS | AME | Public | 71,413 | 82,006 | 168,307 | 181,835 | 169,100 | 168,229 | 14,700 | 190,400 | 21,300 | 13% | 22,171 | 13% | 8,565 | 5% | 17,610 | 10% |
| subtotal | Downhill Ski Consolida | OPS | | | 1,240,080 | 1,493,687 | 2,834,375 | 2,989,388 | 2,681,000 | 2,781,249 | 195,900 | 3,136,000 | 455,000 | 17% | 354,751 | 13% | 146,612 | 5% | 267,663 | 9% |

TOTALS: 8,930,137 9,571,886 9,676,000 9,849,724 9,939,200 718,800 10,658,000

(982,000) -10% (808,276) -8% (1,086,114) -11%

1,207,418 14%

| LOOKUP Report (2) | | | | | 05 S&W TL | | | | | 2019 Drivers | | 2019 Budget Change - Fav (Unfav) | | | | | | BDG'19 vs | | |
|--------------------------------------------|------------------------|--------|--------|---------|-----------|-----------|-----------|-------------|-------------|--------------|-----------|----------------------------------|------|-------------------------|------|--------------------|-------|-----------|------|-----|
| Filter based on Shaded Cell Options below. | | | | | 2016 | 2017 | 2018 | 2018 | 2019 | 2019 | | versus 2018 Budget | | versus 2018 Forecast(F) | | versus 2017 Actual | | 16A | 17A | 18F |
| DeptNu | DeptNa | Group1 | Group2 | Group3 | Actual | Actual | Budget | Forecast(F) | Baseline(B) | DRIVERS TL | Budget | Amount | Pctg | Amount | Pctg | Amount | Pctg | | | |
| 005 | General | OPS | HOA | HOA | 35,774 | 41,162 | 64,800 | 47,740 | 64,800 | 1,000 | 65,800 | (1,000) | -2% | (18,060) | -38% | (24,638) | -60% | 24,241 | 58% | |
| 010 | Administration | OPS | HOA | HOA | 704,356 | 612,073 | 510,500 | 610,801 | 519,500 | 14,100 | 533,600 | (23,100) | -5% | 77,201 | 13% | 78,473 | 13% | (108,810) | -17% | |
| 015 | Marketing.ComDOPS | HOA | HOA | HOA | 302,215 | 304,680 | 382,000 | 377,072 | 381,700 | 13,500 | 395,200 | (13,200) | -3% | (18,128) | -5% | (90,520) | -30% | 67,211 | 20% | |
| 020 | ASO & Commun | OPS | HOA | HOA | 193,768 | 216,468 | 286,100 | 267,816 | 290,300 | 145,700 | 436,000 | (149,900) | -52% | (168,184) | -63% | (219,532) | -101% | 209,982 | 93% | |
| 025 | MIS | OPS | HOA | HOA | 322,252 | 339,624 | 382,800 | 384,288 | 384,100 | 15,500 | 399,600 | (16,800) | -4% | (15,312) | -4% | (59,976) | -18% | 50,879 | 15% | |
| 030 | ACG/Purchasing | OPS | HOA | HOA | 510,887 | 507,082 | 552,300 | 558,827 | 551,700 | 24,400 | 576,100 | (23,800) | -4% | (17,273) | -3% | (69,018) | -14% | 50,501 | 10% | |
| 035 | Human Resource | OPS | HOA | HOA | 162,298 | 158,280 | 207,000 | 210,907 | 213,200 | 8,400 | 221,600 | (14,600) | -7% | (10,693) | -5% | (63,320) | -40% | 44,439 | 25% | |
| 040 | Member Services | OPS | HOA | HOA | 141,786 | 153,397 | 168,500 | 165,270 | 165,300 | 10,300 | 175,600 | (7,100) | -4% | (10,330) | -6% | (22,203) | -14% | 22,116 | 14% | |
| 050 | Forestry | OPS | HOA | HOA | 421,786 | 501,405 | 459,500 | 493,527 | 464,600 | 132,800 | 597,400 | (137,900) | -30% | (103,873) | -21% | (95,995) | -19% | 125,161 | 27% | |
| 051 | Trails | OPS | AME | Public | 75,744 | 115,850 | 104,000 | 115,689 | 109,600 | 12,700 | 122,300 | (18,300) | -18% | (6,611) | -6% | (6,450) | -6% | 19,872 | 19% | |
| 060 | Marina | OPS | AME | Private | 187,149 | 214,485 | 252,400 | 249,627 | 251,600 | 16,600 | 268,200 | (15,800) | -6% | (18,573) | -7% | (53,715) | -25% | 51,113 | 24% | |
| 080 | Equestrian | OPS | AME | Public | 133,560 | 153,373 | 159,600 | 161,609 | 160,600 | 7,900 | 168,500 | (8,900) | -6% | (6,891) | -4% | (15,127) | -10% | 18,986 | 13% | |
| 090 | Tennis | OPS | AME | Private | 109,732 | 121,351 | 110,700 | 119,166 | 111,100 | 6,300 | 117,400 | (6,700) | -6% | 1,766 | 1% | 3,951 | 3% | 650 | 1% | |
| 100 | Campground | OPS | AME | Public | 29,138 | 33,429 | 32,300 | 33,532 | 33,100 | 2,000 | 35,100 | (2,800) | -9% | (1,568) | -5% | (1,671) | -5% | 3,067 | 10% | |
| 110 | Cross Country Cc | OPS | AME | Public | 376,558 | 415,510 | 372,400 | 337,997 | 379,000 | 16,400 | 395,400 | (23,000) | -6% | (57,403) | -17% | 20,110 | 5% | 18,712 | 5% | |
| 120 | Golf Course Oper | OPS | AME | Public | 163,619 | 163,132 | 184,600 | 176,881 | 182,600 | 10,500 | 193,100 | (8,500) | -5% | (16,219) | -9% | (29,968) | -18% | 25,223 | 15% | |
| 125 | Golf Course Mair | OPS | AME | Public | 508,456 | 516,649 | 520,400 | 496,552 | 498,100 | 20,000 | 518,100 | 2,300 | 0% | (21,548) | -4% | (1,451) | 0% | 10,881 | 2% | |
| 128 | The Lodge | OPS | AME | Public | 959,933 | 1,044,169 | 994,000 | 1,016,793 | 1,035,800 | 11,300 | 1,047,100 | (53,100) | -5% | (30,307) | -3% | (2,931) | 0% | 40,135 | 4% | |
| 130 | Aquatics | OPS | AME | Private | 95,089 | 95,965 | 98,700 | 74,944 | 80,000 | 8,400 | 88,400 | 10,300 | 10% | (13,456) | -18% | (28,435) | -47% | 11,734 | 15% | |
| 132 | Trout Creek Rec | OPS | AME | Private | 419,863 | 448,848 | 493,300 | 466,846 | 493,500 | 28,800 | 522,300 | (29,000) | -6% | (55,454) | -12% | (73,452) | -16% | 77,114 | 17% | |
| 140 | Recreation | OPS | AME | Private | 81,617 | 70,274 | 80,900 | 74,205 | 76,300 | 4,300 | 80,600 | 300 | 0% | (6,395) | -9% | (10,326) | -15% | 5,235 | 7% | |
| 141 | Bikeworks | OPS | AME | Public | 37,808 | 38,800 | 40,000 | 44,208 | 44,200 | 2,300 | 46,500 | (6,500) | -16% | (2,292) | -5% | (7,700) | -20% | 6,228 | 15% | |
| 145 | Day Camp | OPS | AME | Private | 103,049 | 120,305 | 125,100 | 132,133 | 132,200 | 11,000 | 143,200 | (18,100) | -14% | (11,067) | -8% | (22,895) | -19% | 24,705 | 21% | |
| 150 | Pizza On The Hill | OPS | AME | Public | 240,173 | 266,031 | 264,200 | 291,396 | 288,900 | 17,600 | 306,500 | (42,300) | -16% | (15,104) | -5% | (40,469) | -15% | 40,633 | 15% | |
| 155 | Alder Cr Caf  | OPS | AME | Public | 177,324 | 226,437 | 210,900 | 212,006 | 222,300 | 25,200 | 247,500 | (36,600) | -17% | (35,494) | -17% | (21,063) | -9% | 42,244 | 21% | |
| 160 | Maintenance | OPS | HOA | HOA | 492,997 | 550,759 | 545,400 | 569,513 | 560,700 | 31,900 | 592,600 | (47,200) | -9% | (23,087) | -4% | (41,841) | -8% | 54,843 | 10% | |
| 165 | Facility Admin/R | OPS | HOA | HOA | 409,315 | 459,194 | 492,500 | 504,337 | 505,700 | 15,100 | 520,800 | (28,300) | -6% | (16,463) | -3% | (61,606) | -13% | 63,185 | 14% | |
| 170 | Summer F&B | OPS | AME | Public | 153,583 | 170,150 | 177,800 | 155,206 | 155,100 | 9,700 | 164,800 | 13,000 | 7% | (9,594) | -6% | 5,350 | 3% | 5,154 | 3% | |
| 180 | DHSki F&B | OPS | AME | Public | 117,220 | 138,554 | 129,300 | 137,098 | 142,200 | 9,200 | 151,400 | (22,100) | -17% | (14,302) | -10% | (12,846) | -9% | 20,443 | 16% | |
| 190 | Vehicle Mainten  | OPS | HOA | HOA | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| 200 | DHSki Marketing | OPS | AME | Public | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| 210 | DHSki Mtn Oper | OPS | AME | Public | 499,723 | 526,748 | 471,200 | 480,005 | 522,200 | 37,200 | 559,400 | (88,200) | -19% | (79,395) | -17% | (32,652) | -6% | 57,241 | 11% | |
| 211 | DHSki Mtn Main | OPS | AME | Public | 184,949 | 162,042 | 149,900 | 155,661 | 161,800 | 6,800 | 168,600 | (18,700) | -12% | (12,939) | -8% | (6,558) | -4% | 1,049 | 1% | |
| 212 | DHSki Snowmak | OPS | AME | Public | 3,720 | 13,597 | 20,600 | 23,134 | 23,000 | 1,700 | 24,700 | (4,100) | -20% | (1,566) | -7% | (11,103) | -82% | 11,216 | 83% | |
| 214 | DHSki Retail | OPS | AME | Public | 31,886 | 30,792 | 30,500 | 28,036 | 31,800 | 900 | 32,700 | (2,200) | -7% | (4,664) | -17% | (1,908) | -6% | 2,462 | 8% | |
| 215 | DHSki Rental | OPS | AME | Public | 103,641 | 97,166 | 96,200 | 104,854 | 108,800 | 880000% | 117,600 | (21,400) | -22% | (12,746) | -12% | (20,434) | -21% | 15,713 | 15% | |
| 216 | Snowplay | OPS | AME | Public | 44,325 | 70,956 | 89,200 | 78,278 | 87,900 | 5,800 | 93,700 | (4,500) | -5% | (15,422) | -20% | (22,744) | -32% | 29,180 | 45% | |
| 220 | DHSki School | OPS | AME | Public | 309,990 | 414,508 | 323,900 | 398,796 | 413,200 | 1940000% | 432,600 | (108,700) | -34% | (33,804) | -8% | (18,092) | -4% | 58,169 | 16% | |
| 230 | DHSki Snowflak | OPS | AME | Public | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| 240 | DHSki Tickets | OPS | AME | Public | 84,856 | 94,637 | 92,500 | 94,974 | 92,700 | 5,300 | 98,000 | (5,500) | -6% | (3,026) | -3% | (3,363) | -4% | 6,511 | 7% | |
| subtotal | Downhill Ski Consolida | OPS | | | 1,335,985 | 1,478,043 | 1,314,100 | 1,422,558 | 1,495,700 | 89,300 | 1,585,000 | (270,900) | -21% | (162,442) | -11% | (106,957) | -7% | 172,805 | 12% | |

| | | | | | | | | | | | | | |
|----------------------|----------------|-----------|-----------|-----------|-----------|-----------|---------|-----------|----------------|----------------|----------------|---------|-----|
| 2019 Budget - Annual | TOTALS: | 4,310,082 | 4,431,468 | 4,549,000 | 4,696,003 | 4,653,000 | 532,000 | 5,185,000 | (636,000) -14% | (488,997) -10% | (753,532) -17% | 705,815 | 16% |
|----------------------|----------------|-----------|-----------|-----------|-----------|-----------|---------|-----------|----------------|----------------|----------------|---------|-----|

| LOOKUP Report (3) 09 Expense < pick an element here | | | | | 2019 Drivers | | | | | | | | 2019 Budget Change - Fav (Unfav) | | | | | | vs 3Yr Avg | |
|-----------------------------------------------------|---------------------------|--------|---------|---------|--------------|-----------|-----------|-------------|-------------|------------|-----------|--------------------|----------------------------------|-------------------------|-------|--------------------|-------|----------|------------|--|
| Filter based on Shaded Cell Options below. | | | | | 2016 | 2017 | 2018 | 2018 | 2019 | 2019 | 2019 | versus 2018 Budget | | versus 2018 Forecast(F) | | versus 2017 Actual | | | | |
| DeptNu | DeptNa | Group2 | Group3 | Group4 | Actual | Actual | Budget | Forecast(F) | Baseline(B) | DRIVERS TL | Budget | Amount | Pctg | Amount | Pctg | Amount | Pctg | | | |
| 005 | General | HOA | HOA | Admin | 594,778 | 734,563 | 775,000 | 877,816 | 735,700 | 219,500 | 955,200 | (180,200) | -23% | (77,384) | -9% | (220,637) | -30% | 219,481 | 30% | |
| 010 | Administration | HOA | HOA | Admin | 100,557 | 106,081 | 115,000 | 120,573 | 118,100 | 22,900 | 141,000 | (26,000) | -23% | (20,427) | -17% | (34,919) | -33% | 31,930 | 29% | |
| 015 | Marketing.ComD | HOA | HOA | Admin | 235,692 | 245,336 | 248,000 | 258,605 | 251,100 | 48,500 | 299,600 | (51,600) | -21% | (40,995) | -16% | (54,264) | -22% | 53,055 | 22% | |
| 020 | ASO & Commun | HOA | HOA | Admin | 17,647 | 27,169 | 26,000 | 26,117 | 25,800 | 40,000 | 65,800 | (39,800) | -153% | (39,683) | -152% | (38,631) | -142% | 42,156 | 178% | |
| 025 | MIS | HOA | HOA | Admin | 186,516 | 211,126 | 169,300 | 174,204 | 175,700 | 900 | 176,600 | (7,300) | -4% | (2,396) | -1% | 34,526 | 16% | (14,015) | -7% | |
| 030 | ACG/Purchasing | HOA | HOA | Admin | 77,192 | 62,217 | 75,400 | 77,473 | 78,800 | 200 | 79,000 | (3,600) | -5% | (1,527) | -2% | (16,783) | -27% | 6,706 | 9% | |
| 035 | Human Resource | HOA | HOA | Admin | 106,649 | 175,758 | 112,000 | 124,772 | 122,500 | 30,000 | 152,500 | (40,500) | -36% | (27,728) | -22% | 23,258 | 13% | 16,774 | 12% | |
| 040 | Member Services | HOA | HOA | Admin | 39,201 | 43,167 | 43,000 | 40,590 | 42,400 | (400) | 42,000 | 1,000 | 2% | (1,410) | -3% | 1,167 | 3% | 1,014 | 2% | |
| 050 | Forestry | HOA | HOA | MiscOps | 376,727 | 217,730 | 301,400 | 315,398 | 303,100 | 93,000 | 396,100 | (94,700) | -31% | (80,702) | -26% | (178,370) | -82% | 92,815 | 31% | |
| 051 | Trails | AME | Public | Public | 10,584 | (38,935) | 17,000 | 17,688 | 17,000 | - | 17,000 | - | 0% | 688 | 4% | (55,935) | 144% | 20,554 | -578% | |
| 060 | Marina | AME | Private | Private | 71,171 | 71,618 | 71,800 | 75,895 | 73,000 | (200) | 72,800 | (1,000) | -1% | 3,095 | 4% | (1,182) | -2% | (94) | 0% | |
| 080 | Equestrian | AME | Public | Public | 91,905 | 93,387 | 93,200 | 90,876 | 91,000 | 3,200 | 94,200 | (1,000) | -1% | (3,324) | -4% | (813) | -1% | 2,144 | 2% | |
| 090 | Tennis | AME | Private | Private | 40,796 | 46,373 | 42,900 | 51,104 | 44,100 | (100) | 44,000 | (1,100) | -3% | 7,104 | 14% | 2,373 | 5% | (2,091) | -5% | |
| 100 | Campground | AME | Public | MiscOps | 31,073 | 32,189 | 31,600 | 34,380 | 32,500 | 300 | 32,800 | (1,200) | -4% | 1,580 | 5% | (611) | -2% | 253 | 1% | |
| 110 | Cross Country Cc | AME | Public | Public | 238,207 | 269,018 | 283,100 | 240,091 | 304,100 | 5,600 | 309,700 | (26,600) | -9% | (69,609) | -29% | (40,682) | -15% | 60,594 | 24% | |
| 120 | Golf Course Oper | AME | Public | Golf | 87,390 | 92,811 | 86,800 | 103,346 | 89,100 | (100) | 89,000 | (2,200) | -3% | 14,346 | 14% | 3,811 | 4% | (5,515) | -6% | |
| 125 | Golf Course Main | AME | Public | Golf | 226,406 | 236,878 | 228,900 | 221,537 | 230,200 | 700 | 230,900 | (2,000) | -1% | (9,363) | -4% | 5,978 | 3% | 2,626 | 1% | |
| 128 | The Lodge | AME | Public | FAB | 429,480 | 428,589 | 407,000 | 420,315 | 428,100 | 3,400 | 431,500 | (24,500) | -6% | (11,185) | -3% | (2,911) | -1% | 5,372 | 1% | |
| 130 | Aquatics | AME | Private | RecPool | 135,729 | 144,577 | 162,100 | 148,121 | 144,800 | 1,600 | 146,400 | 15,700 | 10% | 1,721 | 1% | (1,823) | -1% | 3,591 | 3% | |
| 132 | Trout Creek Rec | AME | Private | RecPool | 317,482 | 268,096 | 284,700 | 298,779 | 298,800 | 1,500 | 300,300 | (15,600) | -5% | (1,521) | -1% | (32,204) | -12% | 5,514 | 2% | |
| 140 | Recreation | AME | Private | RecPool | 114,467 | 111,969 | 121,700 | 129,378 | 124,700 | (1,200) | 123,500 | (1,800) | -1% | 5,878 | 5% | (11,531) | -10% | 4,895 | 4% | |
| 141 | Bikeworks | AME | Public | Public | 17,340 | 19,986 | 17,500 | 14,605 | 14,600 | 500 | 15,100 | 2,400 | 14% | (495) | -3% | 4,886 | 24% | (2,210) | -13% | |
| 145 | Day Camp | AME | Private | RecPool | 46,470 | 41,591 | 48,900 | 50,122 | 50,600 | 500 | 51,100 | (2,200) | -4% | (978) | -2% | (9,509) | -23% | 5,039 | 11% | |
| 150 | Pizza On The Hil | AME | Public | FAB | 75,717 | 77,032 | 77,300 | 84,863 | 79,200 | 1,700 | 80,900 | (3,600) | -5% | 3,963 | 5% | (3,868) | -5% | 1,696 | 2% | |
| 155 | Alder Cr Café | AME | Public | FAB | 58,022 | 76,547 | 50,500 | 64,124 | 70,000 | 4,300 | 74,300 | (23,800) | -47% | (10,176) | -16% | 2,247 | 3% | 8,069 | 12% | |
| 160 | Maintenance | HOA | HOA | MiscOps | 4,127 | 10,958 | 54,500 | 13,619 | 34,700 | 1,700 | 36,400 | 18,100 | 33% | (22,781) | -167% | (25,442) | -232% | 26,832 | 280% | |
| 165 | Facility Admin/R | HOA | HOA | MiscOps | (273,996) | (278,342) | (290,000) | (289,783) | (290,200) | (10,000) | (300,200) | 10,200 | -4% | 10,417 | -4% | 21,858 | -8% | (19,493) | 7% | |
| 170 | Summer F&B | AME | Public | FAB | 54,612 | 88,074 | 93,000 | 86,670 | 91,500 | (900) | 90,600 | 2,400 | 3% | (3,930) | -5% | (2,526) | -3% | 14,148 | 19% | |
| 180 | DHSki F&B | AME | Public | DSL | 44,473 | 44,917 | 38,100 | 38,158 | 42,500 | 1,100 | 43,600 | (5,500) | -14% | (5,442) | -14% | 1,317 | 3% | 1,084 | 3% | |
| 190 | Vehicle Maintena | HOA | HOA | MiscOps | - | - | - | - | - | - | - | - | - | - | - | - | - | - | #DIV/0! | |
| 200 | DHSki Marketing | AME | Public | DSL | 116,044 | 67,209 | 69,000 | 68,429 | 69,000 | 17,000 | 86,000 | (17,000) | -25% | (17,571) | -26% | (18,791) | -28% | 2,106 | 3% | |
| 210 | DHSki Mtn Oper | AME | Public | DSL | 442,872 | 555,017 | 521,900 | 542,608 | 553,500 | 34,500 | 588,000 | (66,100) | -13% | (45,392) | -8% | (32,983) | -6% | 74,501 | 15% | |
| 211 | DHSki Mtn Main | AME | Public | DSL | 20,662 | 865 | 1,200 | (5,209) | 3,400 | - | 3,400 | (2,200) | -183% | (8,609) | 165% | (2,535) | -293% | (2,039) | -37% | |
| 212 | DHSki Snowmak | AME | Public | DSL | 29,772 | 19,439 | 33,200 | 56,007 | 53,200 | - | 53,200 | (20,000) | -60% | 2,807 | 5% | (33,761) | -174% | 18,127 | 52% | |
| 214 | DHSki Retail | AME | Public | DSL | 8,979 | 5,729 | 6,400 | 4,092 | 6,300 | - | 6,300 | 100 | 2% | (2,208) | -54% | (571) | -10% | 34 | 1% | |
| 215 | DHSki Rental | AME | Public | DSL | 20,794 | 19,267 | 21,700 | 16,456 | 21,800 | 2,300 | 24,100 | (2,400) | -11% | (7,645) | -46% | (4,833) | -25% | 5,261 | 28% | |
| 216 | Snowplay | AME | Public | MiscOps | 46,635 | 36,460 | 43,200 | 38,883 | 43,700 | 200 | 43,900 | (700) | -2% | (5,017) | -13% | (7,440) | -20% | 3,240 | 8% | |
| 220 | DHSki School | AME | Public | DSL | 18,085 | 12,922 | 19,000 | 16,811 | 19,900 | 2,300 | 22,200 | (3,200) | -17% | (5,389) | -32% | (9,278) | -72% | 6,261 | 39% | |
| 230 | DHSki Snowflak | AME | Public | DSL | - | - | - | - | - | - | - | - | - | - | - | - | - | - | #DIV/0! | |
| 240 | DHSki Tickets | AME | Public | DSL | 49,822 | 54,082 | 47,700 | 48,492 | 58,700 | 7,500 | 66,200 | (18,500) | -39% | (17,708) | -37% | (12,118) | -22% | 15,401 | 30% | |
| subtotal | Downhill Ski Consolidated | | | DSL | 751,504 | 779,446 | 758,200 | 785,842 | 828,300 | 64,700 | 893,000 | (134,800) | -18% | (107,158) | -14% | (113,554) | -15% | 120,736 | 16% | |

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual **TOTAL:** (5,099,776) (5,600,743) (4,503,610) (5,122,855) (6,085,000) (6,175,288) (6,023,000)

(62,000) 1% (152,288) 2% 900,145 -18%

(755,749) 14%

LOOKUP Report (4) | NOR

| based on Shaded Cell Options b | | | 2014 | 2015 | 2016 | 2017 | 2018 | 2018 | 2019 |
|--------------------------------|---------------------------|--------|-----------|-----------|-------------|-------------|-------------|-------------|-------------|
| DeptNu | DeptNa | Group2 | Actual | Actual | Actual | Actual | Budget | Forecast(F) | Budget |
| 005 | General | HOA | (485,042) | (643,358) | (638,660) | (779,953) | (847,800) | (931,167) | (1,029,000) |
| 010 | Administration | HOA | (658,383) | (601,454) | (621,422) | (598,566) | (552,900) | (643,994) | (629,000) |
| 015 | Marketing.ComD | HOA | (370,668) | (390,552) | (426,273) | (427,816) | (510,600) | (508,479) | (486,000) |
| 020 | ASO & Commun | HOA | (100,869) | (112,618) | (157,190) | (130,893) | (227,600) | (197,761) | (305,000) |
| 025 | MIS | HOA | (518,005) | (556,614) | (579,495) | (619,108) | (655,000) | (652,392) | (680,000) |
| 030 | ACG/Purchasing | HOA | (636,455) | (666,856) | (723,113) | (705,291) | (792,400) | (788,999) | (822,000) |
| 035 | Human Resource | HOA | (233,791) | (273,708) | (307,806) | (372,504) | (382,200) | (389,333) | (440,000) |
| 040 | Member Services | HOA | (203,709) | (205,632) | (183,897) | (204,219) | (234,000) | (223,801) | (252,000) |
| 050 | Forestry | HOA | (571,509) | (810,681) | (844,037) | (809,730) | (865,200) | (899,691) | (1,083,000) |
| 051 | Trails | AME | (64,248) | (70,074) | (109,161) | (101,467) | (147,600) | (160,969) | (172,900) |
| 060 | Marina | AME | 277,046 | 270,696 | 273,641 | 288,824 | 234,700 | 240,789 | 279,200 |
| 080 | Equestrian | AME | (126,488) | (80,477) | (83,449) | (103,149) | (87,000) | (78,943) | (67,600) |
| 090 | Tennis | AME | 49,255 | 65,234 | 51,830 | (623) | 22,200 | (18,527) | (3,900) |
| 100 | Campground | AME | (8,962) | (11,651) | (6,728) | (7,690) | (9,900) | (2,682) | (5,700) |
| 110 | Cross Country Ct | AME | 80,600 | (25,646) | 204,248 | 173,025 | 127,000 | 123,748 | 185,000 |
| 120 | Golf Course Oper | AME | 773,097 | 725,206 | 766,921 | 635,784 | 770,200 | 764,222 | 766,400 |
| 125 | Golf Course Main | AME | (849,649) | (815,249) | (865,466) | (889,805) | (868,200) | (834,835) | (875,500) |
| 128 | The Lodge | AME | 2,987 | (79,790) | (63,905) | (91,890) | (154,000) | (84,664) | 69,200 |
| 130 | Aquatics | AME | (26,489) | (42,211) | (38,703) | (11,293) | (61,400) | (7,980) | (11,800) |
| 132 | Trout Creek Rec | AME | 100,458 | 46,078 | 61,065 | 126,585 | 45,700 | 129,178 | 89,700 |
| 140 | Recreation | AME | (73,448) | (58,166) | (36,339) | (20,427) | (55,000) | (56,972) | (51,600) |
| 141 | Bikeworks | AME | - | (2,008) | (6,001) | (2,733) | 1,200 | 5,677 | 6,100 |
| 145 | Day Camp | AME | 52,815 | 53,471 | 34,064 | 33,688 | 29,800 | 28,371 | 30,400 |
| 150 | Pizza On The Hill | AME | (25,357) | (52,629) | (27,743) | (71,261) | (57,800) | (55,839) | (46,500) |
| 155 | Alder Cr Caf  | AME | - | (11,459) | (42,353) | (104,902) | (116,300) | (144,684) | (85,300) |
| 160 | Maintenance | HOA | (590,726) | (626,958) | (655,442) | (725,045) | (792,000) | (765,056) | (831,000) |
| 165 | Facility Admin/R | HOA | (216,397) | (229,217) | (234,784) | (279,845) | (330,300) | (332,350) | (343,000) |
| 170 | Summer F&B | AME | (89,249) | (103,585) | (86,145) | (130,475) | (143,800) | (93,396) | (98,600) |
| 180 | DHSki F&B | AME | (39,444) | (12,201) | 109,376 | 92,548 | 59,600 | 32,314 | 101,200 |
| 190 | Vehicle Maintenc | HOA | - | - | - | - | - | - | - |
| 200 | DHSki Marketing | AME | (88,331) | (131,480) | (116,044) | (67,209) | (69,000) | (67,726) | (86,000) |
| 210 | DHSki Mtn Oper | AME | (506,606) | (589,175) | (1,122,846) | (1,197,140) | (1,087,100) | (1,064,037) | (1,245,700) |
| 211 | DHSki Mtn Main | AME | (170,450) | (170,016) | (286,625) | (229,484) | (205,400) | (204,214) | (231,900) |
| 212 | DHSki Snowmak | AME | - | (9,044) | (34,825) | (37,561) | (60,300) | (86,380) | (86,800) |
| 214 | DHSki Retail | AME | (29,484) | (6,903) | 27,131 | 39,976 | 18,400 | 25,585 | 28,300 |
| 215 | DHSki Rental | AME | 72,823 | 155,883 | 591,997 | 570,130 | 499,900 | 472,414 | 628,700 |
| 216 | Snowplay | AME | 39,051 | 74,943 | 174,941 | 129,708 | 104,200 | 71,242 | 115,400 |
| 220 | DHSki School | AME | (13,355) | 17,911 | 344,125 | 314,824 | 250,000 | 310,438 | 376,600 |
| 230 | DHSki Snowflak | AME | 16,243 | - | - | - | - | - | - |
| 240 | DHSki Tickets | AME | 132,963 | 379,246 | 1,155,505 | 1,192,132 | 1,064,900 | 915,606 | 1,270,600 |
| subtotal | Downhill Ski Consolidated | | (625,640) | (365,778) | 667,793 | 678,217 | 471,000 | 334,001 | 755,000 |

| 2019 Budget Change - Fav (Unfav) | | | | | |
|----------------------------------|-------|-------------------------|-------|--------------------|-------|
| versus 2018 Budget | | versus 2018 Forecast(F) | | versus 2017 Actual | |
| Amount | Pctg | Amount | Pctg | Amount | Pctg |
| 181,200 | -21% | 97,833 | -11% | 249,047 | -32% |
| 76,100 | -14% | (14,994) | 2% | 30,434 | -5% |
| (24,600) | 5% | (22,479) | 4% | 58,184 | -14% |
| 77,400 | -34% | 107,239 | -54% | 174,107 | -133% |
| 25,000 | -4% | 27,608 | -4% | 60,892 | -10% |
| 29,600 | -4% | 33,001 | -4% | 116,709 | -17% |
| 57,800 | -15% | 50,667 | -13% | 67,496 | -18% |
| 18,000 | -8% | 28,199 | -13% | 47,781 | -23% |
| 217,800 | -25% | 183,309 | -20% | 273,270 | -34% |
| 25,300 | -17% | 11,931 | -7% | 71,433 | -70% |
| (44,500) | -19% | (38,411) | -16% | 9,624 | 3% |
| (19,400) | 22% | (11,343) | 14% | (35,549) | 34% |
| 26,100 | 118% | (14,627) | 79% | 3,277 | -526% |
| (4,200) | 42% | 3,018 | -113% | (1,990) | 26% |
| (58,000) | -46% | (61,252) | -49% | (11,975) | -7% |
| 3,800 | 0% | (2,178) | 0% | (130,616) | -21% |
| 7,300 | -1% | 40,665 | -5% | (14,305) | 2% |
| (223,200) | 145% | (153,864) | 182% | (161,090) | 175% |
| (49,600) | 81% | 3,820 | -48% | 507 | -4% |
| (44,000) | -96% | 39,478 | 31% | 36,885 | 29% |
| (3,400) | 6% | (5,372) | 9% | 31,173 | -153% |
| (4,900) | -408% | (423) | -7% | (8,833) | 323% |
| (600) | -2% | (2,029) | -7% | 3,288 | 10% |
| (11,300) | 20% | (9,339) | 17% | (24,761) | 35% |
| (31,000) | 27% | (59,384) | 41% | (19,602) | 19% |
| 39,000 | -5% | 65,944 | -9% | 105,955 | -15% |
| 12,700 | -4% | 10,650 | -3% | 63,155 | -23% |
| (45,200) | 31% | 5,204 | -6% | (31,875) | 24% |
| (41,600) | -70% | (68,886) | -213% | (8,652) | -9% |
| - | - | - | - | - | - |
| 17,000 | -25% | 18,274 | -27% | 18,791 | -28% |
| 158,600 | -15% | 181,663 | -17% | 48,560 | -4% |
| 26,500 | -13% | 27,686 | -14% | 2,416 | -1% |
| 26,500 | -44% | 420 | 0% | 49,239 | -131% |
| (9,900) | -54% | (2,715) | -11% | 11,676 | 29% |
| (128,800) | -26% | (156,286) | -33% | (58,570) | -10% |
| (11,200) | -11% | (44,158) | -62% | 14,308 | 11% |
| (126,600) | -51% | (66,162) | -21% | (61,776) | -20% |
| - | - | - | - | - | - |
| (205,700) | -19% | (354,994) | -39% | (78,468) | -7% |
| (284,000) | -60% | (420,999) | -126% | (76,783) | -11% |

BDG'19 vs
16A 17A 18F
3yr avg
(245,740) 31%
(7,673) 1%
(31,811) 7%
(143,052) 88%
(63,002) 10%
(82,866) 11%
(83,452) 23%
(48,027) 24%
(231,847) 27%
(49,034) 40%
11,448 4%
20,914 -24%
(14,793) -136%
(0) 0%
17,993 11%
44,091 6%
(12,132) 1%
149,353 -186%
7,525 -39%
(15,909) -15%
(13,687) 36%
7,119 -699%
(1,641) -5%
5,115 -10%
12,013 -12%
(115,819) 16%
(60,673) 21%
4,739 -5%
23,121 30%
-
(2,341) 3%
(117,692) 10%
8,208 -3%
(33,878) 64%
(2,597) -8%
83,853 15%
(9,897) -8%
53,471 17%
-
182,853 17%
194,997 35%