

**Tahoe Donner Association**  
**2019 Budget Drivers Recap**  
 2019 Budget - Annual

**Operating Fund - 2019 Drivers Recap**

			<b>Operating Fund - 10/19/18 Draft</b>						Capital	Including		
Department	Change Description	Increase (Decrease)						Fav (Unfav)	Per	RRF	Capital	
		Revenue	/6473	%toB18	Costs	/6473	%toB18	NOR	6473			
1	ALL	Pricing Increases, Costs Inflation, cc fees on revenue incr from pricing ir	755,000	117	6.1%	161,700	25	0.9%	593,300	91.7	-	593,300
2	ALL	Merit 3% CAP			0.0%	323,800	50	1.7%	(323,800)	(50.0)	-	(323,800)
3	ALL	Regulatory (ca min wage incr \$1.00/9%) impact			0.0%	245,200	38	1.3%	(245,200)	(37.9)	-	(245,200)
4	General	Insurance addtl coverage			0.0%	60,000	9	0.3%	(60,000)	(9.3)	-	(60,000)
5	General	Insurance renewal \$51k,Consultant \$30k,BrdExp\$20k,PropTax \$14k			0.0%	115,000	18	0.6%	(115,000)	(17.8)	-	(115,000)
6	General	Governing Documents update			0.0%	-	0	0.0%	0	0.0	100,000	(100,000)
7	Trails	Trails Manager 9mth to 12mth			0.0%	14,300	2	0.1%	(14,300)	(2.2)	-	(14,300)
8	DHSki	Capital impact, more from existing snowmaking	75,000	12	0.6%	36,400	6	0.2%	38,600	6.0	-	38,600
9	DHSki	Ski School, labor efficiency goal			0.0%	(15,000)	(2)	-0.1%	15,000	2.3	-	15,000
10	Forestry	add 3rd Chipping Crew \$52.2k Payroll, \$5k expense			0.0%	57,200	9	0.3%	(57,200)	(8.8)	130,000	(187,200)
11	Forestry	Defensible Space 8yr to 6yr cycle DFC&SeasnLead\$30k \$91.2k, Exp\$73k			0.0%	164,900	25	0.9%	(164,900)	(25.5)	153,000	(317,900)
12	ASO	STR reg fee Covenants supv position \$72.7k, Exp \$15k	105,000	16	0.8%	87,700	14	0.5%	17,300	2.7	-	17,300
13	Acg/Fin	added Financial Planning/Analysis position			0.0%	91,500	14	0.5%	(91,500)	(14.1)	-	(91,500)
14	Equestrian	Capital impact from past capex investment \$5k, BRP impact \$10k	15,000	2	0.1%	1,500	0	0.0%	13,500	2.1	-	13,500
15	Golf	NonPeak Group Golf Growth	7,000	1	0.1%	1,500	0	0.0%	5,500	0.8	-	5,500
16	Admin	Management training			0.0%	20,000	3	0.1%	(20,000)	(3.1)	-	(20,000)
17	The Lodge	labor efficiency goal			0.0%	(30,000)	(5)	-0.2%	30,000	4.6	-	30,000
18	Pizza	labor efficiency goal			0.0%	(10,000)	(2)	-0.1%	10,000	1.5	-	10,000
19	Alder Cr Café	banquets opportunity goal	80,000	12	0.6%	44,200	7	0.2%	35,800	5.5	-	35,800
20	ALL	Costs savings efficiency goal			0.0%	(34,600)	(5)	-0.2%	34,600	5.3	-	34,600
21	ALL/Misc	all other changes net, refinements, miscellaneous	7,000	1	0.1%	37,800	6	0.2%	(30,800)	(4.8)	-	(30,800)
<b>2019 Drivers</b>			<b>1,044,000</b>	161	8.4%	<b>1,373,100</b>	212	7.4%	<b>(329,100)</b>	<b>(50.8)</b>	<b>383,000</b>	<b>(712,100)</b>
<b>Costs to Revenue Ratio</b>												
Normalization ADJ from B18 to Baseline 2019 (G02.6)			816,000	126	6.5%	359,900	56	1.9%	456,100	70.5		
Budget 2018			12,460,000	1,925	0.0%	18,545,000	2,865	0.0%	(6,085,000)	(940.1)		
<b>Budget 2019</b>			<b>14,320,000</b>	2,212	14.9%	<b>20,278,000</b>	3,133	9.3%	<b>(5,958,000)</b>	<b>(920.4)</b>		

**Costs to Revenue Ratio**  
 149% B'18  
 142% B'19

Refer to G01 for drivers by NOR component: - p47 Revenue, p50 Payroll Direct, p54 Payroll Burden, p57 Expenses. Refer to G10 for drivers detail by Department. Refer to G02.6 for detailed rollford of Normalizaiton to Baseline.

- 1 Revenue driver, pricing increases across all existing product lines. Costs, inflation impacts on utilities, health care, and other services, partially offset by favorable workers compensation renewal
- 5 Expenses: Insurance renewal on existing coverage \$51k (not in Inflation row 1 driver), amenity consultant \$30k, board expense trend over Baseline \$20k, PropTax \$14k
- 10 Capital - \$77,100 Chip Truck in 2019 \$53,000 Chipper New Equipment in 2019
- 11 Payroll - DefSp Coord FTYR \$62,900, Seasonal Lead \$29,000 Expense \$70,000 (33 acres) + \$3,000 other related expenses. Capital \$153,300 Yr3 storm damage RRF component add 2019 Expenditure
- 12 Expenses: \$10,000 after hours call service, \$3,000 cc fees on revenue and \$2,000 other str/covenants related.