

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual

7,679,146	8,681,085	12,771,032	13,116,560	12,460,000	12,577,924	13,276,000	1,044,000	14,320,000	1,860,000	15%	1,742,076	14%	1,203,440	9%	1,498,161	13%
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LOOKUP Report (1)

filter based on Shaded Cell Options below

Dept\DeptNa	2014	2015	2016	2017	2018	2018	2019	2019 Drivers	
	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Baseline(B)	2019 DRIVERS TL	2019 Budget
005 General	-	-	-	-	-	-	-	-	-
010 Administration	216,094	223,676	315,704	261,024	202,000	225,898	228,000	(44,000)	184,000
015 Marketing.ComDep	209,636	197,557	178,278	184,934	213,000	206,722	196,000	14,000	210,000
020 ASO & Community Services	105,933	123,951	119,238	176,661	193,000	187,708	180,000	121,000	301,000
025 MIS	-	-	-	-	-	-	-	-	-
030 ACG/Purchasing	1,672	2,175	5,100	5,910	5,000	5,360	6,000	-	6,000
035 Human Resources	-	-	-	-	-	-	-	-	-
040 Member Services	31,064	27,445	36,743	33,340	32,000	32,539	34,000	-	34,000
050 Forestry	12,100	32,489	57,616	25,639	5,000	21,568	5,000	51,000	56,000
051 Trails	-	103	307	951	1,000	729	1,000	-	1,000
060 Marina	568,723	591,086	627,652	686,296	686,000	681,982	699,000	51,000	750,000
080 Equestrian	12,918	147,932	186,780	195,762	222,000	229,905	230,000	25,000	255,000
090 Tennis	250,613	290,157	253,474	225,777	235,000	207,005	206,000	7,000	213,000
100 Campground	52,044	52,729	59,042	64,233	61,000	72,508	67,000	3,000	70,000
110 Cross Country Center	438,906	435,764	978,088	1,005,397	925,000	838,243	988,000	55,000	1,043,000
120 Golf Course Operations	1,139,086	1,109,002	1,119,109	994,199	1,150,000	1,154,508	1,111,000	49,000	1,160,000
125 Golf Course Maintenance	-	-	-	-	-	-	-	-	-
128 The Lodge	2,001,709	1,997,593	2,312,246	2,444,853	2,300,000	2,420,557	2,530,000	100,000	2,630,000
130 Aquatics	209,747	195,379	213,363	205,321	218,000	229,846	223,000	18,000	241,000
132 Trout Creek Rec Center	887,724	885,774	937,774	1,000,613	994,000	1,055,674	998,000	96,000	1,094,000
140 Recreation	142,560	109,876	185,697	183,184	175,000	170,775	180,000	-	180,000
141 Bikeworks	-	65,424	86,888	110,155	109,000	110,697	111,000	6,000	117,000
145 Day Camp	183,423	198,237	205,851	224,715	234,000	255,659	252,000	23,000	275,000
150 Pizza On The Hill	347,020	473,254	518,060	518,002	524,000	589,949	569,000	34,000	603,000
155 Alder Cr Café	-	66,626	353,697	399,681	313,000	296,615	350,000	100,000	450,000
160 Maintenance	-	-	-	-	-	-	-	-	-
165 Facility Admin/Risk	-	-	-	-	-	-	-	-	-
170 Summer F&B	183,846	200,699	227,992	238,767	242,000	254,286	257,000	13,000	270,000
180 DHSki F&B	81,406	155,344	463,249	456,172	395,000	362,352	449,000	32,000	481,000
190 Vehicle Maintenance	-	-	-	-	-	-	-	-	-
200 DHSki Marketing	-	-	-	-	-	703	-	-	-
210 DHSki Mtn Operations	-	-	13,082	67,863	50,000	87,347	50,000	-	50,000
211 DHSki Mtn Maint(Lifts&Eq)	-	-	-	-	-	-	-	-	-
212 DHSki Snowmaking	-	-	-	-	-	-	-	-	-
214 DHSki Retail	30,289	47,940	144,689	164,857	128,000	125,996	147,000	-	147,000
215 DHSki Rental	122,730	236,008	758,129	719,275	643,000	619,783	734,000	66,000	800,000
216 Snowplay	69,890	126,246	290,166	263,541	269,000	213,944	269,000	13,000	282,000
220 DHSki School	111,675	227,364	799,206	885,472	702,000	835,233	882,000	70,000	952,000
230 DHSki Snowflakes	63,964	-	-	-	-	-	-	-	-
240 DHSki Tickets	204,376	461,252	1,323,812	1,373,967	1,234,000	1,083,835	1,324,000	141,000	1,465,000
subtotz Downhill Ski Consolidated	614,440	1,127,909	3,502,168	3,667,605	3,152,000	3,115,249	3,586,000	309,000	3,895,000

2019 Budget Change - Fav (Unfav)

versus 2018 Budget		versus 2018 Forecast(F)		versus 2017 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	-	-	-	-	-
(18,000)	-9%	(41,898)	-19%	(77,024)	-30%
(3,000)	-1%	3,278	2%	25,066	14%
108,000	56%	113,292	60%	124,339	70%
-	-	-	-	-	-
1,000	20%	640	12%	90	2%
-	-	-	-	-	-
2,000	6%	1,461	4%	660	2%
51,000	1020%	34,432	160%	30,361	118%
-	0%	271	37%	49	5%
64,000	9%	68,018	10%	63,704	9%
33,000	15%	25,095	11%	59,238	30%
(22,000)	-9%	5,995	3%	(12,777)	-6%
9,000	15%	(2,508)	-3%	5,767	9%
118,000	13%	204,757	24%	37,603	4%
10,000	1%	5,492	0%	165,801	17%
-	-	-	-	-	-
330,000	14%	209,443	9%	185,147	8%
23,000	11%	11,154	5%	35,679	17%
100,000	10%	38,326	4%	93,387	9%
5,000	3%	9,225	5%	(3,184)	-2%
8,000	7%	6,303	6%	6,845	6%
41,000	18%	19,341	8%	50,285	22%
79,000	15%	13,051	2%	84,998	16%
137,000	44%	153,385	52%	50,319	13%
-	-	-	-	-	-
-	-	-	-	-	-
28,000	12%	15,714	6%	31,233	13%
86,000	22%	118,648	33%	24,828	5%
-	-	-	-	-	-
-	-	(703)	-100%	-	-
-	0%	(37,347)	-43%	(17,863)	-26%
-	-	-	-	-	-
-	-	-	-	-	-
19,000	15%	21,004	17%	(17,857)	-11%
157,000	24%	180,217	29%	80,725	11%
13,000	5%	68,056	32%	18,459	7%
250,000	36%	116,767	14%	66,528	8%
-	-	-	-	-	-
231,000	19%	381,165	35%	91,033	7%
743,000	24%	779,751	25%	227,395	6%

BDG'19 vs
16A 17A 18F
3yr avg

TOTAL:	12,778,923	14,281,827	17,274,642	18,239,414	18,545,000	18,718,712	1,373,100	20,278,000
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1,733,000	9%	1,559,288	8%	2,038,586	11%
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2,200,411	12%
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LOOKUP Report (10)					T O C					2019 Drivers										
Filter based on Shaded Cell Options below.					2014	2015	2016	2017	2018	2018	2019	2019								
DeptNu	DeptNa	Group1	Group2	Group3	Actual	Actual	Actual	Actual	Budget	Forecast(F)	DRIVERS TL	Budget								
005	General	OPS	HOA	HOA	485,042	643,358	638,660	779,953	847,800	931,167	181,900	1,063,600								
010	Administration	OPS	HOA	HOA	874,477	825,130	937,126	859,589	754,900	869,891	35,900	809,200								
015	Marketing.Com	OPS	HOA	HOA	580,304	588,109	604,550	612,750	723,600	715,201	28,200	743,700								
020	ASO & Commun	OPS	HOA	HOA	206,801	236,569	276,428	307,554	420,600	385,468	102,700	510,300								
025	MIS	OPS	HOA	HOA	518,005	556,614	579,495	619,108	655,000	652,392	23,700	677,400								
030	ACG/Purchasing	OPS	HOA	HOA	638,126	669,031	728,212	711,201	797,400	794,359	128,900	915,500								
035	Human Resource	OPS	HOA	HOA	233,791	273,708	307,806	372,504	382,200	389,333	22,600	412,400								
040	Member Services	OPS	HOA	HOA	234,774	233,077	220,640	237,559	266,000	256,340	26,300	284,500								
050	Forestry	OPS	HOA	HOA	583,609	843,170	901,653	835,369	870,200	921,259	260,900	1,135,100								
051	Trails	OPS	AME	Public	64,248	70,177	109,468	102,418	148,600	161,698	19,000	173,100								
060	Marina	OPS	AME	Private	291,678	320,390	354,011	397,471	451,300	441,193	28,300	468,900								
080	Equestrian	OPS	AME	Public	139,406	228,409	270,229	298,911	309,000	308,849	12,700	320,000								
090	Tennis	OPS	AME	Private	201,358	224,923	201,644	226,400	212,800	225,532	7,400	216,200								
100	Campground	OPS	AME	Public	61,006	64,380	65,770	71,923	70,900	75,190	2,700	75,500								
110	Cross Country Ce	OPS	AME	Public	358,306	461,410	773,840	832,373	798,000	714,496	25,000	845,300								
120	Golf Course Oper	OPS	AME	Public	365,989	383,797	352,187	358,416	379,800	390,286	13,000	392,300								
125	Golf Course Mair	OPS	AME	Public	849,649	815,249	865,466	889,805	868,200	834,835	26,800	872,100								
128	The Lodge	OPS	AME	Public	1,998,722	2,077,382	2,376,152	2,536,743	2,454,000	2,480,221	22,800	2,550,000								
130	Aquatics	OPS	AME	Private	236,236	237,589	252,066	216,614	279,400	237,826	11,800	252,400								
132	Trout Creek Rec	OPS	AME	Private	787,266	839,696	876,709	874,028	948,300	926,497	40,800	1,000,900								
140	Recreation	OPS	AME	Private	216,008	168,042	222,036	203,611	230,000	227,748	4,600	230,800								
141	Bikeworks	OPS	AME	Public	-	67,432	92,889	112,888	107,800	108,020	4,500	112,700								
145	Day Camp	OPS	AME	Private	130,608	144,766	171,787	191,027	204,200	224,788	14,300	238,900								
150	Pizza On The Hill	OPS	AME	Public	372,377	525,883	545,803	589,263	581,800	645,787	13,600	636,200								
155	Alder Cr Café	OPS	AME	Public	-	78,085	396,050	504,583	429,300	441,299	57,600	533,600								
160	Maintenance	OPS	HOA	HOA	590,726	626,958	655,442	725,045	792,000	765,056	50,000	825,600								
165	Facility Admin/R	OPS	HOA	HOA	216,397	229,217	234,784	279,845	330,300	332,350	6,300	339,900								
170	Summer F&B	OPS	AME	Public	273,095	304,284	314,137	369,243	385,800	337,682	15,600	358,000								
180	DHski F&B	OPS	AME	Public	120,849	167,545	353,873	363,624	335,400	330,038	20,600	379,300								
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								
210	DHski Mtn Oper	OPS	AME	Public	506,606	589,175	1,135,928	1,265,002	1,137,100	1,151,384	78,800	1,291,500								
211	DHski Mtn Main	OPS	AME	Public	170,450	170,016	286,625	229,484	205,400	204,214	10,100	230,200								
212	DHski Snowmak	OPS	AME	Public	-	9,044	34,825	37,561	60,300	86,380	2,200	86,600								
214	DHski Retail	OPS	AME	Public	59,773	54,843	117,558	124,881	109,600	100,412	1,600	118,300								
215	DHski Rental	OPS	AME	Public	49,907	80,125	166,133	149,144	143,100	147,368	13,000	170,500								
216	Snowplay	OPS	AME	Public	30,839	51,304	115,225	133,832	164,800	142,701	7,100	165,900								
220	DHski School	OPS	AME	Public	125,030	209,453	455,082	570,648	452,000	524,795	20,700	565,800								
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	14,100	189,800								
subtotal	Downhill Ski Consolida	OPS			1,240,080	1,493,687	2,834,375	2,989,388	2,681,000	2,781,249	178,100	3,118,000	437,000	16%	336,751	12%	128,612	4%	249,663	9%

2019 Budget Change - Fav (Unfav)					
versus 2018 Budget		versus 2018 Forecast(F)		versus 2017 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
215,800	25%	132,433	14%	283,647	36%
54,300	7%	(60,691)	-7%	(50,389)	-6%
20,100	3%	28,499	4%	130,950	21%
89,700	21%	124,832	32%	202,746	66%
22,400	3%	25,008	4%	58,292	9%
118,100	15%	121,141	15%	204,299	29%
30,200	8%	23,067	6%	39,896	11%
18,500	7%	28,160	11%	46,941	20%
264,900	30%	213,841	23%	299,731	36%
24,500	16%	11,402	7%	70,682	69%
17,600	4%	27,707	6%	71,429	18%
11,000	4%	11,151	4%	21,089	7%
3,400	2%	(9,332)	-4%	(10,200)	-5%
4,600	6%	310	0%	3,577	5%
47,300	6%	130,804	18%	12,927	2%
12,500	3%	2,014	1%	33,884	9%
3,900	0%	37,265	4%	(17,705)	-2%
96,000	4%	69,779	3%	13,257	1%
(27,000)	-10%	14,574	6%	35,786	17%
52,600	6%	74,403	8%	126,872	15%
800	0%	3,052	1%	27,189	13%
4,900	5%	4,680	4%	(188)	0%
34,700	17%	14,112	6%	47,873	25%
54,400	9%	(9,587)	-1%	46,937	8%
104,300	24%	92,301	21%	29,017	6%
33,600	4%	60,544	8%	100,555	14%
9,600	3%	7,550	2%	60,055	21%
(27,800)	-7%	20,318	6%	(11,243)	-3%
43,900	13%	49,262	15%	15,676	4%
-	-	-	-	-	-
17,000	25%	17,571	26%	18,791	28%
154,400	14%	140,116	12%	26,498	2%
24,800	12%	25,986	13%	716	0%
26,300	44%	220	0%	49,039	131%
8,700	8%	17,888	18%	(6,581)	-5%
27,400	19%	23,132	16%	21,356	14%
1,100	1%	23,199	16%	32,068	24%
113,800	25%	41,005	8%	(4,848)	-1%
-	-	-	-	-	-
20,700	12%	21,571	13%	7,965	4%
437,000	16%	336,751	12%	128,612	4%

BDG'19 vs	
16A 17A 18F	
3yr avg	280,340 36%
	(79,669) -9%
	99,533 15%
	187,150 58%
	60,402 10%
	170,909 23%
	55,852 16%
	46,320 19%
	249,006 28%
	48,572 39%
	71,342 18%
	27,337 9%
	(1,659) -1%
	4,539 6%
	71,730 9%
	25,337 7%
	8,732 1%
	85,628 3%
	16,898 7%
	108,489 12%
	13,002 6%
	8,101 8%
	43,032 22%
	42,582 7%
	86,289 19%
	110,419 15%
	57,573 20%
	17,646 5%
	30,122 9%
	-
	-
	2,106 3%
	107,395 9%
	(9,908) -4%
	33,678 64%
	4,017 4%
	16,285 11%
	35,314 27%
	48,958 9%
	-
	-
	17,010 10%
	249,663 9%

TOTALS:

3,060,044	3,742,500	4,310,082	4,431,468	4,549,000	4,698,003	23,097	4,721,100	403,900	5,125,000
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(576,000)	-13%	(426,997)	-9%	(693,532)	-16%
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LOOKUP Report (3)		09 Expense		< pick an element here										2019 Drivers		2019 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.				2014	2015	2016	2017	2018	2018	2019	2019	2019	2019	2019	versus 2018 Budget		versus 2018 Forecast(F)		versus 2017 Actual		
DeptNu	DeptNa	Group2	Group3	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Normalization	Baseline(B)	DRIVERS TL	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg		
005	General	HOA	HOA	Admin	444,927	600,217	594,778	734,563	775,000	877,816	(68,316)	809,500	180,500	990,000	(215,000)	-28%	(112,184)	-13%	(255,437)	-35%	
010	Administration	HOA	HOA	Admin	87,505	96,567	100,557	106,081	115,000	120,573	(2,473)	118,100	22,900	141,000	(26,000)	-23%	(20,427)	-17%	(34,919)	-33%	
015	Marketing.ComD	HOA	HOA	Admin	232,144	231,336	235,692	245,336	248,000	258,605	(7,505)	251,100	8,500	259,600	(11,600)	-5%	(995)	0%	(14,264)	-6%	
020	ASO & Commun	HOA	HOA	Admin	14,237	16,577	17,647	27,169	26,000	26,117	(317)	25,800	15,000	40,800	(14,800)	-57%	(14,683)	-56%	(13,631)	-50%	
025	MIS	HOA	HOA	Admin	172,325	193,274	186,516	211,126	169,300	174,204	1,496	175,700	900	176,600	(7,300)	-4%	(2,396)	-1%	34,526	16%	
030	ACG/Purchasing	HOA	HOA	Admin	59,599	58,332	77,192	62,217	75,400	77,473	1,327	78,800	2,200	81,000	(5,600)	-7%	(3,527)	-5%	(18,783)	-30%	
035	Human Resource:	HOA	HOA	Admin	70,788	97,404	106,649	175,758	112,000	124,772	(2,372)	122,400	4,000	126,400	(14,400)	-13%	(1,628)	-1%	49,358	28%	
040	Member Services	HOA	HOA	Admin	32,335	36,412	39,201	43,167	43,000	40,590	1,810	42,400	(400)	42,000	1,000	2%	(1,410)	-3%	1,167	3%	
050	Forestry	HOA	HOA	MiscOps	176,644	410,617	376,727	217,730	301,400	315,398	(12,298)	303,100	93,000	396,100	(94,700)	-31%	(80,702)	-26%	(178,370)	-82%	
051	Trails	AME	Public	Public	(4,993)	2,013	10,584	(38,935)	17,000	17,688	(688)	17,000	-	17,000	-	0%	688	4%	(55,935)	144%	
060	Marina	AME	Private	Private	56,890	68,329	71,171	71,618	71,800	75,895	(2,895)	73,000	(200)	72,800	(1,000)	-1%	3,095	4%	(1,182)	-2%	
080	Equestrian	AME	Public	Public	50,869	74,017	91,905	93,387	93,200	90,876	24	90,900	3,200	94,100	(900)	-1%	(3,224)	-4%	(713)	-1%	
090	Tennis	AME	Private	Private	45,127	43,782	40,796	46,373	42,900	51,104	(7,004)	44,100	(100)	44,000	(1,100)	-3%	7,104	14%	2,373	5%	
100	Campground	AME	Public	MiscOps	29,751	31,250	31,073	32,189	31,600	34,380	(1,880)	32,500	300	32,800	(1,200)	-4%	1,580	5%	(611)	-2%	
110	Cross Country C	AME	Public	Public	95,216	130,758	238,207	269,018	283,100	240,091	54,009	294,100	5,400	299,500	(16,400)	-6%	(59,409)	-25%	(30,482)	-11%	
120	Golf Course Oper	AME	Public	Golf	79,517	87,232	87,390	92,811	86,800	103,346	(14,246)	89,100	(100)	89,000	(2,200)	-3%	14,346	14%	3,811	4%	
125	Golf Course Mair	AME	Public	Golf	264,951	224,673	226,406	236,878	228,900	221,537	8,663	230,200	700	230,900	(2,000)	-1%	(9,363)	-4%	5,978	3%	
128	The Lodge	AME	Public	FAB	362,813	366,022	429,480	428,589	407,000	420,315	10,185	430,500	3,400	433,900	(26,900)	-7%	(13,585)	-3%	(5,311)	-1%	
130	Aquatics	AME	Private	RecPool	102,873	126,463	135,729	144,577	162,100	148,121	(3,321)	144,800	1,600	146,400	15,700	10%	1,721	1%	(1,823)	-1%	
132	Trout Creek Rec	AME	Private	RecPool	245,307	292,585	317,482	268,096	284,700	298,779	721	299,500	1,500	301,000	(16,300)	-6%	(2,221)	-1%	(32,904)	-12%	
140	Recreation	AME	Private	RecPool	75,472	76,912	114,467	111,969	121,700	129,378	(4,678)	124,700	(1,200)	123,500	(1,800)	-1%	5,878	5%	(11,531)	-10%	
141	Bikeworks	AME	Public	Public	-	5,498	17,340	19,986	17,500	14,605	1,095	15,700	500	16,200	1,300	7%	(1,595)	-11%	3,786	19%	
145	Day Camp	AME	Private	RecPool	39,634	36,633	46,470	41,591	48,900	51,122	(222)	50,900	500	51,400	(2,500)	-5%	(278)	-1%	(9,809)	-24%	
150	Pizza On The Hil	AME	Public	FAB	48,998	78,344	75,717	77,032	77,300	85,863	(6,263)	79,600	1,700	81,300	(4,000)	-5%	4,563	5%	(4,268)	-6%	
155	Alder Cr Caf�	AME	Public	FAB	-	6,922	58,022	76,547	50,500	64,124	5,876	70,000	4,300	74,300	(23,800)	-47%	(10,176)	-16%	2,247	3%	
160	Maintenance	HOA	HOA	MiscOps	39,802	7,978	4,127	10,958	54,500	13,619	21,081	34,700	1,700	36,400	18,100	33%	(22,781)	-167%	(25,442)	-232%	
165	Facility Admin/R	HOA	HOA	MiscOps	(191,643)	(203,967)	(273,996)	(278,342)	(290,000)	(289,783)	(417)	(290,200)	(10,000)	(300,200)	10,200	-4%	10,417	-4%	21,858	-8%	
170	Summer F&B	AME	Public	FAB	50,552	56,874	54,612	88,074	93,000	86,670	4,630	91,300	(900)	90,400	2,600	3%	(3,730)	-4%	(2,326)	-3%	
180	DHSki F&B	AME	Public	DSL	14,235	21,460	44,473	44,917	38,100	38,158	4,342	42,500	1,100	43,600	(5,500)	-14%	(5,442)	-14%	1,317	3%	
190	Vehicle Maintena	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
200	DHSki Marketing	AME	Public	DSL	88,331	131,480	116,044	67,209	69,000	68,429	571	69,000	17,000	86,000	(17,000)	-25%	(17,571)	-26%	(18,791)	-28%	
210	DHSki Mtn Oper	AME	Public	DSL	225,558	269,333	442,872	555,017	521,900	542,608	10,692	553,300	34,500	587,800	(65,900)	-13%	(45,192)	-8%	(32,783)	-6%	
211	DHSki Mtn Main	AME	Public	DSL	9,745	5,174	20,662	865	1,200	(5,209)	8,609	3,400	-	3,400	(2,200)	-183%	(8,609)	165%	(2,535)	-293%	
212	DHSki Snowmak	AME	Public	DSL	-	7,972	29,772	19,439	33,200	56,007	(2,807)	53,200	-	53,200	(20,000)	-60%	2,807	5%	(33,761)	-174%	
214	DHSki Retail	AME	Public	DSL	1,552	2,737	8,979	5,729	6,400	4,092	2,208	6,300	-	6,300	100	2%	(2,208)	-54%	(571)	-10%	
215	DHSki Rental	AME	Public	DSL	2,813	7,698	20,794	19,267	21,700	16,456	5,345	21,800	2,300	24,100	(2,400)	-11%	(7,645)	-46%	(4,833)	-25%	
216	Snowplay	AME	Public	MiscOps	14,308	23,086	46,635	36,460	43,200	38,883	4,817	43,700	200	43,900	(700)	-2%	(5,017)	-13%	(7,440)	-20%	
220	DHSki School	AME	Public	DSL	4,725	4,353	18,085	12,922	19,000	16,811	3,089	19,900	2,300	22,200	(3,200)	-17%	(5,389)	-32%	(9,278)	-72%	
230	DHSki Snowflak	AME	Public	DSL	55	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
240	DHSki Tickets	AME	Public	DSL	17,082	16,153	49,822	54,082	47,700	48,492	10,208	58,700	7,600	66,300	(18,600)	-39%	(17,808)	-37%	(12,218)	-23%	
subtotal	Downhill Ski Consolidated			DSL	364,095	466,359	751,504	779,446	758,200	785,842	42,258	828,100	64,800	892,900	(134,700)	-18%	(107,058)	-14%	(113,454)	-15%	

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) (6,140,788) (5,958,000)

(127,000) 2% (182,788) 3% 835,145 -16%

(702,249) 13%

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)	(1,063,600)
010	Administration	HOA	(658,383)	(601,454)	(621,422)	(598,566)	(552,900)	(643,994)	(625,200)
015	Marketing.ComD	HOA	(370,668)	(390,552)	(426,273)	(427,816)	(510,600)	(508,479)	(533,700)
020	ASO & Commun	HOA	(100,869)	(112,618)	(157,190)	(130,893)	(227,600)	(197,761)	(209,300)
025	MIS	HOA	(518,005)	(556,614)	(579,495)	(619,108)	(655,000)	(652,392)	(677,400)
030	ACG/Purchasing	HOA	(636,455)	(666,856)	(723,113)	(705,291)	(792,400)	(788,999)	(909,500)
035	Human Resource	HOA	(233,791)	(273,708)	(307,806)	(372,504)	(382,200)	(389,333)	(412,400)
040	Member Services	HOA	(203,709)	(205,632)	(183,897)	(204,219)	(234,000)	(223,801)	(250,500)
050	Forestry	HOA	(571,509)	(810,681)	(844,037)	(809,730)	(865,200)	(899,691)	(1,079,100)
051	Trails	AME	(64,248)	(70,074)	(109,161)	(101,467)	(147,600)	(160,969)	(172,100)
060	Marina	AME	277,046	270,696	273,641	288,824	234,700	240,789	281,100
080	Equestrian	AME	(126,488)	(80,477)	(83,449)	(103,149)	(87,000)	(78,943)	(65,000)
090	Tennis	AME	49,255	65,234	51,830	(623)	22,200	(18,527)	(3,200)
100	Campground	AME	(8,962)	(11,651)	(6,728)	(7,690)	(9,900)	(2,682)	(5,500)
110	Cross Country Ct	AME	80,600	(25,646)	204,248	173,025	127,000	123,748	197,700
120	Golf Course Oper	AME	773,097	725,206	766,921	635,784	770,200	764,222	767,700
125	Golf Course Main	AME	(849,649)	(815,249)	(865,466)	(889,805)	(868,200)	(834,835)	(872,100)
128	The Lodge	AME	2,987	(79,790)	(63,905)	(91,890)	(154,000)	(59,664)	80,000
130	Aquatics	AME	(26,489)	(42,211)	(38,703)	(11,293)	(61,400)	(7,980)	(11,400)
132	Trout Creek Rec	AME	100,458	46,078	61,065	126,585	45,700	129,178	93,100
140	Recreation	AME	(73,448)	(58,166)	(36,339)	(20,427)	(55,000)	(56,972)	(50,800)
141	Bikeworks	AME	-	(2,008)	(6,001)	(2,733)	1,200	2,677	4,300
145	Day Camp	AME	52,815	53,471	34,064	33,688	29,800	30,871	36,100
150	Pizza On The Hill	AME	(25,357)	(52,629)	(27,743)	(71,261)	(57,800)	(55,839)	(33,200)
155	Alder Cr Caf�	AME	-	(11,459)	(42,353)	(104,902)	(116,300)	(144,684)	(83,600)
160	Maintenance	HOA	(590,726)	(626,958)	(655,442)	(725,045)	(792,000)	(765,056)	(825,600)
165	Facility Admin/R	HOA	(216,397)	(229,217)	(234,784)	(279,845)	(330,300)	(332,350)	(339,900)
170	Summer F&B	AME	(89,249)	(103,585)	(86,145)	(130,475)	(143,800)	(83,396)	(88,000)
180	DHSki F&B	AME	(39,444)	(12,201)	109,376	92,548	59,600	32,314	101,700
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)	(1,241,500)
211	DHSki Mtn Main	AME	(170,450)	(170,016)	(286,625)	(229,484)	(205,400)	(204,214)	(230,200)
212	DHSki Snowmak	AME	-	(9,044)	(34,825)	(37,561)	(60,300)	(86,380)	(86,600)
214	DHSki Retail	AME	(29,484)	(6,903)	27,131	39,976	18,400	25,585	28,700
215	DHSki Rental	AME	72,823	155,883	591,997	570,130	499,900	472,414	629,500
216	Snowplay	AME	39,051	74,943	174,941	129,708	104,200	71,242	116,100
220	DHSki School	AME	(13,355)	17,911	344,125	314,824	250,000	310,438	386,200
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	1,275,200
subtotal	Downhill Ski Consolidated		(625,640)	(365,778)	667,793	678,217	471,000	334,001	777,000

2019 Budget Change - Fav (Unfav)					
versus 2018 Budget		versus 2018 Forecast(F)		versus 2017 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
215,800	-25%	132,433	-14%	283,647	-36%
72,300	-13%	(18,794)	3%	26,634	-4%
23,100	-5%	25,221	-5%	105,884	-25%
(18,300)	8%	11,539	-6%	78,407	-60%
22,400	-3%	25,008	-4%	58,292	-9%
117,100	-15%	120,501	-15%	204,209	-29%
30,200	-8%	23,067	-6%	39,896	-11%
16,500	-7%	26,699	-12%	46,281	-23%
213,900	-25%	179,409	-20%	269,370	-33%
24,500	-17%	11,131	-7%	70,633	-70%
(46,400)	-20%	(40,311)	-17%	7,724	3%
(22,000)	25%	(13,943)	18%	(38,149)	37%
25,400	114%	(15,327)	83%	2,577	-414%
(4,400)	44%	2,818	-105%	(2,190)	28%
(70,700)	-56%	(73,952)	-60%	(24,675)	-14%
2,500	0%	(3,478)	0%	(131,916)	-21%
3,900	0%	37,265	-4%	(17,705)	2%
(234,000)	152%	(139,664)	234%	(171,890)	187%
(50,000)	81%	3,420	-43%	107	-1%
(47,400)	-104%	36,078	28%	33,485	26%
(4,200)	8%	(6,172)	11%	30,373	-149%
(3,100)	-258%	(1,623)	-61%	(7,033)	257%
(6,300)	-21%	(5,229)	-17%	(2,412)	-7%
(24,600)	43%	(22,639)	41%	(38,061)	53%
(32,700)	28%	(61,084)	42%	(21,302)	20%
33,600	-4%	60,544	-8%	100,555	-14%
9,600	-3%	7,550	-2%	60,055	-21%
(55,800)	39%	4,604	-6%	(42,475)	33%
(42,100)	-71%	(69,386)	-215%	(9,152)	-10%
-	-	-	-	-	-
17,000	-25%	18,274	-27%	18,791	-28%
154,400	-14%	177,463	-17%	44,360	-4%
24,800	-12%	25,986	-13%	716	0%
26,300	-44%	220	0%	49,039	-131%
(10,300)	-56%	(3,115)	-12%	11,276	28%
(129,600)	-26%	(157,086)	-33%	(59,370)	-10%
(11,900)	-11%	(44,858)	-63%	13,608	10%
(136,200)	-54%	(75,762)	-24%	(71,376)	-23%
-	-	-	-	-	-
(210,300)	-20%	(359,594)	-39%	(83,068)	-7%
(306,000)	-65%	(442,999)	-133%	(98,783)	-15%

BDG'19 vs
16A 17A 18F
3yr avg
(280,340) 36%
(3,873) 1%
(79,511) 18%
(47,352) 29%
(60,402) 10%
(170,366) 23%
(227,947) 27%
(48,234) 39%
13,348 5%
23,514 -27%
(14,093) -129%
200 -4%
30,693 18%
45,391 6%
(8,732) 1%
151,820 -211%
7,925 -41%
(12,509) -12%
(12,887) 34%
6,319 -313%
3,226 10%
18,415 -36%
13,713 -14%
(110,419) 15%
(57,573) 20%
12,006 -12%
23,621 30%
-
(2,341) 3%
(113,492) 10%
9,908 -4%
(33,678) 64%
(2,197) -7%
84,653 16%
(9,197) -7%
63,071 20%
-
187,453 17%
216,997 39%