

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
155 Alder Cr Caf 
[back to Index](#)

	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 Casey, Joe		Payroll												TOTAL		
155	OPS	AME	Public	FAB	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	-	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%				1,200	32%	900	26%	2,100	28%	2,100	10.5%	1,000	16,900			
			5.7%		0.0%	33.5%	<% after '8' driver			5.6%		2.4%						1.4%				
10	2019 Capital Impact			-		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%	4,200	26%	4,200	26%	20,200	25.3%	4,000	35,800			
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%	(700)	700			
15	2019 Budget	-	450,000	-	144,000	32.0%	74,500	173,000	247,500	23,200	31%	44,600	26%	67,800	27%	315,300	70.1%	74,300	(83,600)	84%		
	% to 2018 Budget	0%	44%	0%	33%	-7%	12%	20%	17%	4%	-7%	19%	-1%	13%	-4%	16%	-19%	47%	-28%	16%		
	% to 2018 Forecast(F)	0%	52%	0%	34%	-12%	4%	23%	17%	8%	4%	24%	0%	18%	1%	17%	-23%	16%	-42%	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

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
160 Maintenance
[back to Index](#)

	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		Payroll																
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%	21,081	(10,544)						
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%	34,700	(775,600)	0%					
	% to 2018 Budget	0%	0%	0%	0%	0%	3%	3%	-2%	-2%	-7%	-10%	-6%	-9%	0%	0%	-36%	-2%	0%					
	% to 2018 Forecast(F)	0%	0%	0%	0%	-1%	-2%	-2%	-1%	0%	-1%	1%	-1%	1%	-1%	0%	155%	1%	0%					
9	2019 Pricing/Costs	-	-	-	0.0%				1,000	28%	7,500	35%	8,500	34%	8,500	0.0%	2,000	(10,500)						
				0.0%	0.0%	<i><= after '8' driver</i>				4.0%	4.8%						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%	5,200	35%	5,200	35%	20,200	0.0%	-	(20,200)						
14	2019 Other	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(300)	300						
15	2019 Budget	-	-	-	0.0%	94,400	498,200	592,600	26,200	28%	170,400	34%	196,600	33%	789,200	0.0%	36,400	(825,600)	0%					
	% to 2018 Budget	0%	0%	0%	0%	3%	10%	9%	4%	1%	2%	-7%	2%	-6%	7%	0%	-33%	4%	0%					
	% to 2018 Forecast(F)	0%	0%	0%	0%	2%	4%	4%	5%	3%	9%	4%	8%	4%	5%	0%	167%	8%	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:			

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual

165 Facility Admin/Risk

[back to Index](#)

	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	Rosenfeld, Annie	Payroll											TOTAL					
	165	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%	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%	(417)	(1,250)						
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%	(290,200)	(333,600)	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%	-	-	-	2,800	22%	1,900	33%	4,700	24%	4,700	0.0%	-	(4,700)						
				0.0%	0.0%	<= after '8' driver				3.3%	5.9%						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%	-	(17,500)						
						3.0%	3.0%																	
12	2019 Ops/Strategic	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(10,000)	10,000						
13	2019 Regulatory	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-						
14	2019 Other	-	-	-	0.0%	56,000	(56,000)	-	12,400	22%	(18,300)	33%	(5,900)	0%	(5,900)	0.0%	-	5,900						
15	2019 Budget	-	-	-	0.0%	468,900	51,900	520,800	102,900	22%	16,400	32%	119,300	23%	640,100	0.0%	(300,200)	(339,900)	0%					
	% to 2018 Budget	0%	0%	0%	0%	21%	-50%	6%	11%	-8%	-54%	-7%	-7%	-12%	3%	0%	4%	3%	0%					
	% to 2018 Forecast(F)	0%	0%	0%	0%	18%	-51%	3%	21%	3%	-50%	3%	1%	-2%	3%	0%	4%	2%	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	24,800	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:																							
165	G2	GenComment2:																							
												Charge out To Capital:(Credit in Expense)		B15		B16		B17		B18		B19		chg	
												Development Fund		150,000		175,000		180,000		185,000		191,000		6,000	
												Replacement Reserve Fund		75,000		120,000		125,000		130,000		134,000		4,000	
														225,000		295,000		305,000		315,000		325,000		10,000	

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
170 Summer F&B
[back to Index](#)

	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 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)	-	254,286	-	69,888	27.5%	35,876	111,329	147,206	13,153	37%	20,765	19%	33,918	23%	181,124	71.2%	86,670	(83,396)	75%				
7	2019 Normalization	-	2,714	-	112	4.1%	(76)	(29)	(106)	47	-62%	35	-119%	82	-78%	(24)	-0.9%	4,630	(2,004)					
8	2019 Baseline(B)	-	257,000	-	70,000	27.2%	35,800	111,300	147,100	13,200	37%	20,800	19%	34,000	23%	181,100	70.5%	91,300	(85,400)	75%				
	% to 2018 Budget	0%	6%	0%	-5%	-11%	0%	-22%	-17%	-18%	-17%	-17%	6%	-17%	0%	-17%	-22%	-2%	-41%	20%				
	% to 2018 Forecast(F)	0%	1%	0%	0%	-1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	-1%	5%	2%	0%				
9	2019 Pricing/Costs	-	13,000	-	-	0.0%	-	-	-	600	39%	(100)	19%	500	23%	500	3.8%	-	12,500					
			5.1%		0.0%	25.9%	<= after '8' driver			4.5%		-0.5%						0.0%						
10	2019 Capital Impact	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-					
11	2019 Merit	-	-	-	-	0.0%	1,100	3,300	4,400	200	18%	500	15%	700	16%	5,100	0.0%	-	(5,100)					
							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	119,600	156,500	19,000	51%	22,100	18%	41,100	26%	197,600	73.2%	90,400	(88,000)	75%				
	% to 2018 Budget	0%	12%	0%	-5%	-15%	3%	-16%	-12%	19%	16%	-12%	5%	0%	14%	-10%	-19%	-3%	-39%	20%				
	% to 2018 Forecast(F)	0%	6%	0%	0%	-6%	3%	7%	6%	44%	40%	6%	-1%	21%	14%	9%	3%	4%	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	S&W % REV	Expense Mix	
170	9	Pricing/Costs	Rev: Price increase of 5%	75% 2014Actual	Lunch 25%	2015Actual 73.7%	EE Meals 5,000 6%	
170	10	Capital Impact		74% 2015Actual	SnackBar 38%	2016Actual 67.4%	Linen Service 4,000 4%	
170	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.	67% 2016Actual	Pool BBQ 25%	2017Actual 71.3%	Paper Products 10,000 11%	
170	12	Ops/Strategic	Rev: EE housing SMR months JE1s, Exp: EE housing costs SMR months. Adv ep+2k	71% 2017Actual	Food Truck 4%	2018Budget 73.5%	Mktg Discounts 9,000 10%	< discounts contra
170	13	Regulatory	Wage:CAMIn wage increase, beyond Merit	73% 2018Budget	EE Housing 8%	2018Forecast(F) 57.9%	CC Fees 6,000 7%	
170	14	Other		58% 2018Forecast(F)		2019Budget 58.0%	Contra Lodge 14,000 15%	< consistent, +golf'16 \$3k
170	G1	GenComment1:	Salary: F&B Director Allocation, new beg, in 2017	58% 2019Budget			All Other 42,400 47%	< ee Housing \$28k
170	G2	GenComment2:	Rev: \$22k EE housing SMR months JE1s, Exp: \$22k EE housing costs SMR months				Total Bdg 90,400 100%	

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
180 DHSki F&B
[back to Index](#)

		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 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	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	-	4,400	19.1%			-	700	36%	400	29%	1,100	32%	1,100	4.8%	1,000	16,500			
			5.1%		3.4%	28.5%				3.7%		1.6%						2.4%				
10	2019 Capital Impact	1,000	9,000	\$9	2,600	28.9%	-	900	900	-	0%	300	33%	300	33%	1,200	13.3%	500	4,700			
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	137,000	28.5%	56,900	94,500	151,400	19,900	35%	27,400	29%	47,300	31%	198,700	41.3%	43,600	101,700	127%		
	% to 2018 Budget	13%	22%	8%	15%	-5%	5%	26%	17%	-7%	-11%	-2%	-22%	-4%	-18%	11%	-9%	14%	71%	8%		
	% to 2018 Forecast(F)	19%	33%	11%	23%	-8%	6%	13%	10%	7%	0%	12%	-1%	10%	-1%	10%	-17%	14%	215%	16%		

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

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual

190 Vehicle Maintenance

[back to Index](#)

		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				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	-	-	-	-	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%	#DIV/0!			
	% to 2018 Forecast(F)	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%	#DIV/0!			
	% to 2018 Forecast(F)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/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:	Baseline vs 3yrAvg	#DIV/0!	#DIV/0!	#DIV/0!
190 7 Normalization	Expense: addbacks 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:				

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
200 DHSki Marketing
[back to Index](#)

		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				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%	-	-	-	-	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 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	(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:							

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual

210 DHSki Mtn Operation

[back to Index](#)

		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%	10,692	(98,663)			
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%	553,300	(1,162,700)	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%	-	-	-	1,500	35%	(300)	24%	1,200	27%	1,200	0.0%	10,000	(11,200)			
					0.0%	0.0%	<= after '8' driver				3.4%		-0.3%					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	45,800	35%	98,500	23%	144,300	26%	703,700	1407.4%	587,800	(1,241,500)	4%		
	% to 2018 Budget	13%	0%	-11%	0%	0%	3%	25%	19%	17%	14%	-6%	-25%	0%	-16%	14%	14%	13%	14%	-12%		
	% to 2018 Forecast(F)	19%	-43%	-52%	0%	0%	2%	22%	17%	4%	2%	16%	-5%	12%	-4%	16%	102%	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%								135,029	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 12.00 effective 1/1/2019, +\$1.00, \$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																		

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual

211 DHSki Mtn Maint(Lift)
[back to Index](#)

		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																	
		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%	-	-	-	100	28%	1,800	36%	1,900	35%	1,900	0.0%	-	(1,900)							
					0.0%	0.0%	<= after '8' driver				3.4%		3.5%						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%	700	35%	700	35%	2,700	0.0%	-	(2,700)							
14	2019 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-							
15	2019 Budget	45,000	-	\$ 0	-	0.0%	11,100	157,500	168,600	3,000	27%	55,200	35%	58,200	35%	226,800	0.0%	3,400	(230,200)	0%						
	% to 2018 Budget	13%	0%	0%	0%	0%	2%	13%	12%	15%	13%	7%	-6%	7%	-5%	11%	0%	183%	12%	0%						
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	3%	9%	8%	2%	-1%	9%	0%	8%	0%	8%	0%	-165%	13%	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																

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual

212 DHSki Snowmaking
[back to Index](#)

		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														
		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%	-	36%	-	36%	-	0.0%	-	-				
					0.0%	0.0%	<= after '8' driver				0.0%		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%	8,700	35%	8,700	35%	33,400	0.0%	53,200	(86,600)	0%			
	% to 2018 Budget	13%	0%	0%	0%	0%	0%	20%	20%	0%	0%	34%	12%	34%	12%	23%	0%	60%	44%	0%			
	% to 2018 Forecast(F)	19%	0%	0%	0%	0%	0%	7%	7%	0%	0%	20%	13%	20%	13%	10%	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:						

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
214 DHSki Retail
[back to Index](#)

		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 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	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%	-	-	-	100	28%	500	49%	600	42%	600	0.0%	100	(700)				
					0.0%	44.9%	<= after '8' driver				3.4%	5.2%						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	3,000	27%	10,300	48%	13,300	41%	46,000	31.3%	6,300	28,700	124%			
	% to 2018 Budget	13%	15%	2%	10%	-4%	2%	10%	7%	15%	13%	2%	-7%	5%	-2%	6%	-7%	-2%	56%	6%			
	% to 2018 Forecast(F)	19%	17%	-2%	17%	0%	3%	25%	17%	3%	0%	15%	-8%	12%	-4%	15%	-1%	54%	12%	-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:	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						

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
215 DHSki Rental
[back to Index](#)

		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																
		215	OPS	AME	Public	DSL																	
								Payroll						TOTAL									
								Payroll Direct			Payroll Burden												
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	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%				100	28%	(100)	24%		25%		0.0%	2,000	48,000				
			6.8%		0.0%	0.0%	<= after '8' driver			3.4%		-0.4%						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	3,000	27%	25,800	24%	28,800	24%	146,400	18.3%	24,100	629,500	469%			
	% to 2018 Budget	13%	24%	11%	0%	0%	2%	25%	22%	20%	18%	14%	-9%	14%	-7%	21%	-3%	11%	26%	4%			
	% to 2018 Forecast(F)	19%	29%	8%	0%	0%	3%	13%	12%	4%	1%	11%	-2%	11%	-1%	12%	-13%	46%	33%	12%			

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																

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
216 Snowplay
[back to Index](#)

		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	(345)	-0.6%	(359)	9,981	9,622	(140)	39%	2,146	21%	2,005	21%	11,627	21.1%	4,817	38,958				
8	2019 Baseline(B)	18,000	269,000	14.94	4,000	1.5%	22,300	65,600	87,900	4,900	22%	18,300	28%	23,200	26%	111,100	41.3%	43,700	110,200	169%			
	% to 2018 Budget	-10%	0%	11%	-46%	-46%	0%	-2%	-1%	-4%	-4%	-8%	-6%	-7%	-6%	-3%	-3%	1%	6%	4%			
	% to 2018 Forecast(F)	22%	26%	3%	-8%	-27%	-2%	18%	12%	-3%	-1%	13%	-4%	9%	-3%	12%	-11%	12%	55%	13%			
9	2019 Pricing/Costs		25,000	-	-	0.0%			-	200	23%	200	28%	400	27%	400	1.6%	-	24,600				
			9.3%		0.0%	1.4%	<= after '8' driver			4.1%		1.1%						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%	300	10%	300	10%	3,300	0.0%	-	(3,300)				
14	2019 Other		-		-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	200	(200)				
15	2019 Budget	18,000	282,000	\$ 15.67	4,000	1.4%	23,100	70,600	93,700	5,200	23%	19,100	27%	24,300	26%	118,000	41.8%	43,900	116,100	170%			
	% to 2018 Budget	-10%	5%	16%	-46%	-48%	4%	6%	5%	2%	-2%	-4%	-9%	-3%	-7%	3%	-1%	2%	11%	4%			
	% to 2018 Forecast(F)	22%	32%	8%	-8%	-30%	2%	27%	20%	3%	1%	18%	-7%	15%	-4%	19%	-10%	13%	63%	13%			

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%					

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
220 DHSki School
[back to Index](#)

		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						TOTAL									
								Payroll Direct			Payroll Burden												
		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%				1,600	38%	(200)	24%	1,400	27%	1,400	2.8%	1,500	47,100				
			5.7%		0.0%	0.0%	<= after '8' driver			4.0%		-0.3%						7.5%					
10	2019 Capital Impact	1,000	20,000	\$ 20	-	0.0%	-	8,000	8,000	-	0%	1,900	24%	1,900	24%	9,900	49.5%	800	9,300				
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%	-	(15,000)	(15,000)	-	0%	(3,600)	24%	(3,600)	24%	(18,600)	0.0%	-	18,600				
13	2019 Regulatory	-			-	0.0%	1,000	8,000	9,000	400	40%	1,900	24%	2,300	26%	11,300	0.0%	-	(11,300)				
14	2019 Other	-			-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-				
15	2019 Budget	45,000	952,000	\$ 21.16	-	0.0%	115,500	312,100	427,600	42,600	37%	73,400	24%	116,000	27%	543,600	57.1%	22,200	386,200	168%			
	% to 2018 Budget	13%	36%	21%	0%	0%	3%	48%	32%	0%	-3%	11%	-25%	6%	-19%	26%	-7%	17%	54%	8%			
	% to 2018 Forecast(F)	19%	14%	-4%	0%	0%	3%	9%	7%	5%	3%	7%	-2%	6%	-1%	7%	-6%	32%	24%	6%			

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																		
220	11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																		
220	12 Ops/Strategic	Wages: labor efficiency goal 5% on Baseline																		
220	13 Regulatory	Wage:CAMWage increase impact, after Merit																		
220	14 Other																			
220	G1 GenComment1:																			
220	G2 GenComment2:	Unit = Total Skier Visits																		

S&W TL as a % of Rev (220+230)	
66.1%	2014Actual
63.0%	2015Actual
38.8%	2016Actual
46.8%	2017Actual
46.1%	2018Budget
47.7%	2018Forecast(F)
44.9%	2019Budget

See driver

Tahoe Donner Association
working model
Resort Budget Model

2019 Budget - Annual
230 DHSki Snowflakes
[back to Index](#)

		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 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	-	#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

Tahoe Donner Association
working model
Resort Budget Model
2019 Budget - Annual
240 DHSki Tickets
[back to Index](#)

		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 McClendon, Robby		Payroll														(5,958,000)
		240	OPS	AME	Public	DSL	Payroll Direct				Payroll Burden				TOTAL				777,000				
		3,895,000																					
		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%	10,208	232,694	-	232,694		
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%	58,700	1,148,300	-	1,148,300	754%	
	% to 2018 Budget	10%	7%	-2%	0%	0%	-2%	1%	0%	-4%	-3%	-21%	-22%	-16%	-16%	-4%	-10%	23%	8%	0%	8%	3%	
	% to 2018 Forecast(F)	16%	22%	5%	0%	0%	-6%	0%	-2%	-6%	1%	0%	0%	-2%	1%	-2%	-20%	21%	25%	0%	25%	17%	
9	2019 Pricing/Costs		111,000	-	-	0.0%				100	25%	-	27%	100	26%	100	0.1%	4,300	106,600		106,600		
			8.4%		0.0%	0.0%	<% after '8' driver				1.2%		0.0%					7.3%					
10	2019 Capital Impact	1,000	30,000	\$ 30	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	3,900	26,100	-	26,100		
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%	500	25%	600	24%	3,100	0.0%		(3,100)	-	(3,100)		
14	2019 Other				-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(600)	600	-	600		
15	2019 Budget	45,000	1,465,000	\$ 32.56	-	0.0%	36,700	61,300	98,000	9,000	25%	16,500	27%	25,500	26%	123,500	8.4%	66,300	1,275,200	-	1,275,200	772%	
	% to 2018 Budget	13%	19%	6%	0%	0%	3%	8%	6%	0%	-3%	-17%	-23%	-12%	-17%	2%	-14%	39%	20%	0%	20%	6%	
	% to 2018 Forecast(F)	19%	35%	14%	0%	0%	-2%	6%	3%	-1%	1%	5%	-1%	3%	0%	3%	-24%	37%	39%	0%	39%	20%	

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%	20,544	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. Also, snowmaking DHS Eagle in DF Plan for 2019, impacts Dec'19.					
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)		