

TAHOE DONNER ASSOCIATION **10/10/19**
2020 Budget - Annual

Draft

Budget Summary	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Payroll	Operating Costs Expense	Operating Costs Total (OCT)	2020 Budget	Operating Fund 2020			NORBO Budget 2019	Fav (Unfav)		
							NET OPERATING RESULTS (NORBO)	2020 Budget per Property				NOR Change		
								# Properties>	GM /	OCT /		NOR /	B 2 B	B 2 B %
Private Amenities														
Trout Creek Recreation Center	\$ 1,221,000	\$ (25,000)	\$ 1,196,000	\$ (688,500)	\$ (312,400)	\$ (1,000,900)	\$ 195,100	\$ 185	\$ (155)	\$ 30	\$ 93,100	\$ 102,000	110%	
Beach Club Marina	798,000	(49,800)	748,200	(321,200)	(73,800)	(395,000)	353,200	116	(61)	55	281,100	72,100	26%	
Tennis Center	244,000	(34,000)	210,000	(145,700)	(47,400)	(193,100)	16,900	32	(30)	3	(3,200)	20,100	628%	
Aquatics	281,000	0	281,000	(108,000)	(166,500)	(274,500)	6,500	43	(42)	1	(11,400)	17,900	157%	
Recreation Programms	190,000	(2,000)	188,000	(101,200)	(112,400)	(213,600)	(25,600)	29	(33)	(4)	(50,800)	25,200	50%	
Day Camps	292,000	0	292,000	(203,100)	(51,100)	(254,200)	37,800	45	(39)	6	36,100	1,700	5%	
Total Private Amenities	3,026,000	(110,800)	2,915,200	(1,567,700)	(763,600)	(2,331,300)	583,900	450	(360)	90	344,900	239,000	69%	
Public Amenities														
Downhill Ski Area	4,782,000	(202,000)	4,580,000	(2,128,500)	(918,700)	(3,047,200)	1,532,800	708	(471)	237	777,000	755,800	97%	
Cross Country Ski Area	1,242,000	(68,500)	1,173,500	(552,200)	(305,600)	(857,800)	315,700	181	(133)	49	197,700	118,000	60%	
Snowplay	296,000	(3,000)	293,000	(113,500)	(48,500)	(162,000)	131,000	45	(25)	20	116,100	14,900	13%	
Equestrian	254,000	(6,500)	247,500	(222,500)	(99,000)	(321,500)	(74,000)	38	(50)	(11)	(65,000)	(9,000)	-14%	
Campground	96,000	0	96,000	(47,900)	(34,900)	(82,800)	13,200	15	(13)	2	(5,500)	18,700	340%	
Trails	2,000	0	2,000	(160,800)	(17,000)	(177,800)	(175,800)	0	(27)	(27)	(172,100)	(3,700)	-2%	
Bikeworks	139,000	(50,000)	89,000	(57,900)	(15,500)	(73,400)	15,600	14	(11)	2	4,300	11,300	263%	
Golf	30,000	0	30,000	(360,800)	(161,900)	(522,700)	(492,700)	5	(81)	(76)	(104,400)	(388,300)	-372%	
Summer Food and Beverage	159,000	(39,000)	120,000	(133,200)	(71,300)	(204,500)	(84,500)	19	(32)	(13)	(88,000)	3,500	4%	
Alder Creek Café	543,000	(168,000)	375,000	(314,300)	(83,200)	(397,500)	(22,500)	58	(61)	(3)	(83,600)	61,100	73%	
The Lodge	2,337,000	(683,200)	1,653,800	(1,351,200)	(418,800)	(1,770,000)	(116,200)	255	(273)	(18)	80,000	(196,200)	-245%	
Pizza on the Hill	515,000	(145,000)	370,000	(322,400)	(72,100)	(394,500)	(24,500)	57	(61)	(4)	(33,200)	8,700	26%	
Total Public Amenities	10,395,000	(1,365,200)	9,029,800	(5,765,200)	(2,246,500)	(8,011,700)	1,018,100	1,395	(1,238)	157	623,300	394,800	63%	
Total Amenities	13,421,000	(1,476,000)	11,945,000	(7,332,900)	(3,010,100)	(10,343,000)	1,602,000	1,845	(1,598)	247	968,200	633,800	65%	
Homeowners Association														
General	0	0	0	(73,500)	(1,269,500)	(1,343,000)	(1,343,000)	-	(207)	(207)	(1,060,600)	(282,400)	-27%	
Communications	210,000	0	210,000	(563,800)	(197,200)	(761,000)	(551,000)	32	(118)	(85)	(533,700)	(17,300)	-3%	
Facility Administration	0	0	0	(301,500)	(24,600)	(326,100)	(326,100)	-	(50)	(50)	(339,900)	13,800	4%	
Administration	240,000	0	240,000	(631,500)	(138,500)	(770,000)	(530,000)	37	(119)	(82)	(625,200)	95,200	15%	
IT	0	0	0	(532,400)	(185,400)	(717,800)	(717,800)	-	(111)	(111)	(677,400)	(40,400)	-6%	
Accounting	6,000	0	6,000	(863,800)	(88,500)	(952,300)	(946,300)	1	(147)	(146)	(815,200)	(131,100)	-16%	
Human Resources	0	0	0	(233,400)	(146,000)	(379,400)	(379,400)	-	(59)	(59)	(412,400)	33,000	8%	
ASO & Community Services	175,000	0	175,000	(405,300)	(90,100)	(495,400)	(320,400)	27	(77)	(49)	(241,600)	(78,800)	-33%	
Member Services	32,000	0	32,000	(244,200)	(40,000)	(284,200)	(252,200)	5	(44)	(39)	(250,500)	(1,700)	-1%	
Forestry	56,000	0	56,000	(911,000)	(623,000)	(1,534,000)	(1,478,000)	9	(237)	(228)	(1,079,100)	(398,900)	-37%	
Maintenance	0	0	0	(811,700)	(33,100)	(844,800)	(844,800)	-	(131)	(131)	(825,600)	(19,200)	-2%	
Total Homeowners Association	719,000	0	719,000	(5,572,100)	(2,835,900)	(8,408,000)	(7,689,000)	111	(1,299)	(1,188)	(6,861,200)	(827,800)	-12%	
TOTAL OPERATING FUND	\$14,140,000	\$ (1,476,000)	\$ 12,664,000	\$ (12,905,000)	\$ (5,846,000)	\$ (18,751,000)	\$ (6,087,000)	\$ 1,956	\$ (2,897)	\$ (940)	\$ (5,893,000)	\$ (194,000)	-3%	
							\$ (2,000)	change from \$940	\$ (0)	0.0%				

**TAHOE DONNER ASSOCIATION
2020 Budget - Annual**

10/10/19 Draft

Budget Summary

	Operating Revenue	Cost of Goods Sold	Gross Margin (GM)	Operating Costs Total (OCT)	2020 Budget	Operating Fund 2020			NORBO Forecast 2019	Fav (Unfav) NOR Change	
					NET OPERATING RESULTS (NORBO)	2020 Budget per Property				B 2 F	B 2 F %
						# Properties>					
Private Amenities						6,473					
Trout Creek Recreation Center	\$ 1,221,000	\$ (25,000)	\$ 1,196,000	\$ (1,000,900)	\$ 195,100	\$ 185	\$ (155)	\$ 30	\$ 107,678	\$ 87,422	81%
Beach Club Marina	798,000	(49,800)	748,200	(395,000)	353,200	116	(61)	55	270,401	82,799	31%
Tennis Center	244,000	(34,000)	210,000	(193,100)	16,900	32	(30)	3	(8,064)	24,964	310%
Aquatics	281,000	0	281,000	(274,500)	6,500	43	(42)	1	(15,465)	21,965	142%
Recreation Programs	190,000	(2,000)	188,000	(213,600)	(25,600)	29	(33)	(4)	798	(26,398)	-3310%
Day Camps	292,000	0	292,000	(254,200)	37,800	45	(39)	6	14,400	23,400	163%
Total Private Amenities	3,026,000	(110,800)	2,915,200	(2,331,300)	583,900	450	(360)	90	369,747	214,153	58%
Public Amenities											
Downhill Ski Area	4,782,000	(202,000)	4,580,000	(3,047,200)	1,532,800	708	(471)	237	1,226,017	306,784	25%
Cross Country Ski Area	1,242,000	(68,500)	1,173,500	(857,800)	315,700	181	(133)	49	291,586	24,114	8%
Snowplay	296,000	(3,000)	293,000	(162,000)	131,000	45	(25)	20	104,819	26,181	25%
Equestrian	254,000	(6,500)	247,500	(321,500)	(74,000)	38	(50)	(11)	(72,341)	(1,659)	-2%
Campground	96,000	0	96,000	(82,800)	13,200	15	(13)	2	3,471	9,729	280%
Trails	2,000	0	2,000	(177,800)	(175,800)	0	(27)	(27)	(153,195)	(22,605)	-15%
Bikeworks	139,000	(50,000)	89,000	(73,400)	15,600	14	(11)	2	15,046	554	4%
Golf	30,000	0	30,000	(522,700)	(492,700)	5	(81)	(76)	(420,399)	(72,301)	-17%
Summer Food and Beverage	159,000	(39,000)	120,000	(204,500)	(84,500)	19	(32)	(13)	(75,462)	(9,038)	-12%
Alder Creek Café	543,000	(168,000)	375,000	(397,500)	(22,500)	58	(61)	(3)	(73,627)	51,127	69%
The Lodge	2,337,000	(683,200)	1,653,800	(1,770,000)	(116,200)	255	(273)	(18)	23,610	(139,810)	-592%
Pizza on the Hill	515,000	(145,000)	370,000	(394,500)	(24,500)	57	(61)	(4)	(30,252)	5,752	19%
Total Public Amenities	10,395,000	(1,365,200)	9,029,800	(8,011,700)	1,018,100	1,395	(1,238)	157	839,272	178,828	21%
Total Amenities	13,421,000	(1,476,000)	11,945,000	(10,343,000)	1,602,000	1,845	(1,598)	247	1,209,019	392,981	33%
Homeowners Association											
General	0	0	0	(1,343,000)	(1,343,000)	-	(207)	(207)	(1,138,873)	(204,127)	-18%
Communications	210,000	0	210,000	(761,000)	(551,000)	32	(118)	(85)	(434,438)	(116,562)	-27%
Facility Administration	0	0	0	(326,100)	(326,100)	-	(50)	(50)	(320,471)	(5,629)	-2%
Administration	240,000	0	240,000	(770,000)	(530,000)	37	(119)	(82)	(516,312)	(13,688)	-3%
MIS	0	0	0	(717,800)	(717,800)	-	(111)	(111)	(629,897)	(87,903)	-14%
Accounting	6,000	0	6,000	(952,300)	(946,300)	1	(147)	(146)	(838,405)	(107,895)	-13%
Human Resources	0	0	0	(379,400)	(379,400)	-	(59)	(59)	(432,982)	53,582	12%
ASO & Community Services	175,000	0	175,000	(495,400)	(320,400)	27	(77)	(49)	(238,975)	(81,425)	-34%
Member Services	32,000	0	32,000	(284,200)	(252,200)	5	(44)	(39)	(237,328)	(14,872)	-6%
Forestry	56,000	0	56,000	(1,534,000)	(1,478,000)	9	(237)	(228)	(1,068,464)	(409,536)	-38%
Building Maintenance	0	0	0	(844,800)	(844,800)	-	(131)	(131)	(771,142)	(73,658)	-10%
Total Homeowners Association	719,000	0	719,000	(8,408,000)	(7,689,000)	111	(1,299)	(1,188)	(6,627,286)	(1,061,714)	-16%
TOTAL OPERATING FUND	\$ 14,140,000	\$ (1,476,000)	\$ 12,664,000	\$ (18,751,000)	\$ (6,087,000)	\$1,956	\$ (2,897)	\$ (940)	\$ (5,418,268)	\$ (668,732)	-12%

Tahoe Donner Association

		F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA
working model		DeptNu	Group1	Group2	Group3	Group4	Group5																
Resort Budget Model																							
2020 Budget - Annual		PICK ONLY ONE (1) of the six available Filters ABOVE. List Drop Down is available for each Filter option field.					Payroll															Per TL Units	
LOOKUP Report (1)							Payroll Direct					Payroll Burden					TOTAL						
Filter Selected:	Ops	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	AllocOH	NOR	CRR	6473
Operating Fund																							
1	2015 Actual	6,472	8,681,085	\$ 1,341	1,198,922	13.8%	3,303,169	4,001,445	7,304,614	908,342	27%	1,127,450	28%	2,035,792	27.9%	9,340,406	107.6%	3,742,500	(5,600,743)	-	(5,600,743)	61%	\$ (865.25)
2	2016 Actual	6,472	12,771,063	\$ 1,973	1,553,130	12.2%	3,498,098	5,432,040	8,930,137	949,189	27%	1,532,262	28%	2,481,451	27.8%	11,411,588	89.4%	4,309,915	(4,503,570)	-	(4,503,570)	74%	\$ (695.75)
3	2017 Actual	6,473	13,116,558	\$ 2,026	1,634,449	12.5%	3,593,792	5,978,095	9,571,886	940,423	26%	1,661,025	28%	2,601,447	27.2%	12,173,334	92.8%	4,431,630	(5,122,856)	-	(5,122,856)	72%	\$ (791.42)
4	2018 Actual	6,473	13,353,043	\$ 2,063	1,573,461	11.8%	4,078,049	6,072,656	10,150,705	991,902	24%	1,461,022	24%	2,452,924	24.2%	12,603,629	94.4%	4,610,318	(5,434,365)	-	(5,434,365)	71%	\$ (839.54)
5	2019 Budget	6,473	14,215,000	\$ 2,196	1,613,000	11.3%	4,084,000	6,431,000	10,515,000	1,130,000	28%	1,730,000	27%	2,860,000	27.2%	13,375,000	94.1%	5,120,000	(5,893,000)	(197,000)	(5,696,000)	71%	\$ (879.96)
6	2019 Forecast(F)	6,473	14,428,820	\$ 2,229	1,581,720	11.0%	4,083,753	6,317,488	10,401,241	1,074,778	26%	1,621,890	26%	2,696,668	25.9%	13,097,909	90.8%	5,167,459	(5,418,268)	(197,000)	(5,221,268)	73%	\$ (806.62)
7	2020 Normalization	-	270,180	-	21,280	7.9%	99,447	34,112	133,559	23,322	23%	(5,590)	-16%	17,732	13%	151,291	56.0%	(155,059)	252,668	-	252,668	1543%	\$ 39.03
8	2020 Baseline(B)	6,473	14,699,000	\$ 2,271	1,603,000	10.9%	4,183,200	6,351,600	10,534,800	1,098,100	26%	1,616,300	25%	2,714,400	25.8%	13,249,200	90.1%	5,012,400	(5,165,600)	(197,000)	(4,968,600)	75%	\$ (767.59)
	% to 2019 Budget	0%	3%	3%	-1%	-4%	2%	-1%	0%	-3%	-5%	-7%	-5%	-5%	-5%	-1%	-4%	-2%	-12%	-13%	5%	-13%	
	% to 2019 Forecast(F)	0%	2%	2%	1%	-1%	2%	1%	1%	2%	0%	0%	-1%	1%	-1%	1%	-1%	-3%	-5%	-5%	2%	-5%	
9	2020 Pricing/Costs	-	786,000	-	4,400	0.6%	-	-	-	20,000	0%	25,100	0%	45,100	0%	45,100	5.7%	78,300	658,200	-	658,200	615%	\$ 101.68
					0.3%	10.4%	<% after '8' driver				1.8%	1.6%					1.6%						
10	2020 BOD or Capital	-	(1,429,000)	-	(151,400)	10.6%	(72,400)	(327,600)	(400,000)	(23,700)	33%	(62,700)	19%	(86,400)	22%	(486,400)	34.0%	227,200	(1,018,400)	-	(1,018,400)	348%	\$ (157.33)
11	2020 Merit	-	-	-	-	0.0%	119,700	102,500	222,200	19,000	16%	16,300	16%	35,300	16%	257,500	0.0%	-	(257,500)	-	(257,500)	0%	\$ (39.78)
							2.9%	1.6%	2.1%														
12	2020 Ops/Strategic	-	84,000	-	20,000	23.8%	(33,500)	(48,100)	(81,600)	(9,800)	29%	(2,900)	6%	(12,700)	16%	(94,300)	-112.3%	32,000	126,300	-	126,300	-199%	\$ 19.51
13	2020 Regulatory	-	-	-	-	0.0%	12,100	189,900	202,000	3,500	29%	53,200	28%	56,700	28%	258,700	0.0%	190,000	(448,700)	-	(448,700)	0%	\$ (69.32)
14	2020 Other	-	-	-	-	0.0%	2,900	(300)	2,600	1,900	66%	5,700	-1900%	7,600	292%	10,200	0.0%	(28,900)	18,700	-	18,700	0%	\$ 2.89
15	2020 Budget	6,473	14,140,000	\$ 2,184	1,476,000	10.4%	4,212,000	6,268,000	10,480,000	1,109,000	26.3%	1,651,000	26.3%	2,760,000	26.3%	13,240,000	93.6%	5,511,000	(6,087,000)	(197,000)	(5,890,000)	71%	\$ (909.93)
	% to 2019 Budget	0%	-1%	-1%	-8%	-8%	3%	3%	0%	-2%	-5%	-5%	-2%	-3%	-3%	-1%	0%	8%	3%	0%	3%	-1%	3%
	% to 2019 Forecast(F)	0%	-2%	-2%	-7%	-5%	3%	-1%	1%	3%	0%	2%	3%	2%	2%	1%	3%	7%	12%	0%	13%	-4%	13%
See Forecast Adjustments Schedule for ADJ to Aug-Dec Bdg		(N) Normalization - adjust Forecast for known non-recurring Actuals/Forecast - var to Burden Recom																					
(F) Forecast - Actual (Jan-Jul) + Budget (Aug-Dec) + - ADJ		(B) Baseline - includes rounding (S) Salaries reviewed/input via Senior Mgmt master plan. Grid Ref 14i will mirror.																					
B 2 B Change		(75,000)	(137,000)		128,000	(163,000)	(35,000)	(21,000)	(79,000)	(100,000)	(135,000)	391,000	(194,000)									(30)	
		-1%	-8%		3%	-3%	0%	-2%	-5%	-3%	-1%	8%	3%									3%	
2020Budget		2019Budget																					
	Operating Revenue	14,140,000	70%	14,215,000	71%	-1%	(75,000)	Other* Salary															
	Assessment Revenue	6,087,000	30%	5,893,000	29%	3%	194,000	(52,000) Capitalized Salaries (golf maint) before Burden															
	Total Operating Costs (Revenue Requirement)	20,227,000	100%	20,108,000	100%	1%	119,000	147,000 FTR Base Bonus (010 Admin) (18k is 010Wage)															
								18,000 FTR Salary PTO Accrual (005 Gen)															
								23,000 Tennis Pro Commissions (090 Tennis)															
								- Rounding (030Acg)															
								136,000 Total Other Salary Direct															
Salary Budget Model		Other *	Salary Total																				
		4,076,000	136,000	4,212,000																			
2020 Budget		FTEs	44.5 Exempt	159.9 NonEx	204.4 Total																		

1% is approx 5% of non-fixed expenses (fixed-utilities, insurance, ccfes)
 -1.0% All depts, other, expense cost savings Target Challenge.
 1-2% for past 3 year's Budgets, and Loss Recovery cost containments pasts 2 yrs.
 a 1% blanket %savings for B'20 has been applied to all depts.

10/10/2019 Draft Ops Operating Fund

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X	Y
		DeptNu	Group1	Group2	Group3	Group4	Group5														
							back to Index														
		PICK ONLY ONE (1) of the six available Filters ABOVE. List Drop Down is available for each Filter option field.																			
		Payroll															Per				
		Payrol Direct					Payroll Burden					TOTAL					TL Units				
Filter Selected:	DSL	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR	6473
Downhill Ski																					
1	2015 Actual	16,524	1,127,909	\$ 68	66,063	5.9%	255,158	410,121	665,279	111,415	44%	184,571	45%	295,986	44%	961,265	85.2%	466,359	(365,778)	76%	\$ (56.51)
2	2016 Actual	48,152	3,502,168	\$ 72.7	205,359	5.9%	329,308	1,006,677	1,335,985	135,599	41%	405,928	40%	541,527	41%	1,877,512	53.6%	751,504	667,793	124%	\$ 103.17
3	2017 Actual	47,516	3,667,605	\$ 77.2	205,947	5.6%	327,544	1,150,499	1,478,043	122,639	37%	403,313	35%	525,952	36%	2,003,995	54.6%	779,446	678,217	123%	\$ 104.78
4	2018 Actual	38,809	3,431,021	\$ 88.4	172,636	5.0%	366,358	1,095,815	1,462,173	121,768	33%	263,344	24%	385,112	26%	1,847,285	53.8%	757,308	653,792	124%	\$ 101.00
5	2019 Budget	45,000	3,895,000	\$ 86.6	203,000	5.2%	374,900	1,205,100	1,580,000	126,300	34%	315,800	26%	442,100	28%	2,022,100	51.9%	892,900	777,000	108%	\$ 45.43
6	2019 Forecast(F)	44,667	4,422,435	\$ 99.0	192,122	4.3%	380,556	1,268,078	1,648,634	127,948	34%	311,096	25%	439,044	27%	2,087,678	47.2%	916,618	1,226,017	120%	\$ 114.80
7	2020 Normalization	(667)	(64,435)	\$ 97	(122)	0.2%	(2,156)	(21,978)	(24,134)	(648)	30%	(4,696)	21%	(5,344)	22%	(29,478)	45.7%	(51,718)	16,884	79%	\$ 2.61
8	2020 Baseline(B)	44,000	4,358,000	\$ 99	192,000	4.4%	378,400	1,246,100	1,624,500	127,300	34%	306,400	25%	433,700	27%	2,058,200	47.2%	864,900	1,242,900	121%	\$ 117.41
	% to 2019 Budget	-2%	12%	14%	-5%	-15%	1%	3%	3%	1%	0%	-3%	-6%	-2%	-5%	2%	-9%	-3%	60%	12%	158%
	% to 2019 Forecast(F)	-1%	-1%	0%	0%	1%	-1%	-2%	-1%	-1%	0%	-2%	0%	-1%	0%	-1%	0%	-6%	1%	1%	2%
9	2020 Pricing/Costs	-	293,000	-	4,400	1.5%	-	-	-	(14,500)	0%	(20,500)	0%	(35,000)	0%	(35,000)	-11.9%	22,200	301,400	-3488%	\$ 46.56
			6.7%		2.3%	4.2%	<% after '8' driver				-11.4%		-6.7%					2.6%			
10	2020 BOD or Capital	1,000	131,000	\$ 131	5,600	4.3%	-	28,800	28,800	-	0%	5,900	20%	5,900	20%	34,700	26.5%	34,000	56,700	176%	\$ 8.76
11	2020 Merit	-	-	-	-	0.0%	11,400	15,200	26,600	1,800	16%	2,400	16%	4,200	16%	30,800	0.0%	-	(30,800)	0%	\$ (4.76)
							3.0%	1.2%													
12	2020 Ops/Strategic	-	-	-	-	0.0%	(10,300)	(11,000)	(21,300)	(3,300)	32%	(2,200)	20%	(5,500)	26%	(26,800)	0.0%	-	26,800	0%	\$ 4.14
13	2020 Regulatory	-	-	-	-	0.0%	1,800	53,500	55,300	500	28%	10,600	20%	11,100	20%	66,400	0.0%	5,000	(71,400)	0%	\$ (11.03)
14	2020 Other	-	-	-	-	0.0%	200	-	200	-	0%	-	0%	-	0%	200	0.0%	(7,400)	7,200	0%	\$ 1.11
					2020 Budget	FTEs	4.8	35.2	40.0												
15	2020 Budget	45,000	4,782,000	\$ 106.3	202,000	4.2%	381,500	1,332,600	1,714,100	111,800	29%	302,600	23%	414,400	24.2%	2,128,500	44.5%	918,700	1,532,800	128%	\$ 162.20
	% to 2019 Budget	0%	23%	23%	0%	-19%	2%	11%	8%	-11%	-13%	-4%	-13%	-6%	-14%	5%	-14%	3%	97%	18%	257%
	% to 2019 Forecast(F)	1%	8%	7%	5%	-3%	0%	5%	4%	-13%	-13%	-3%	-7%	-6%	-9%	2%	-6%	0%	25%	7%	41%

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

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

128%

Notes: If Filter equals a Department, notes are below. For all other Filter selections, refer to Notes Filter page.

- DSL 6 Normalization: see NotesFilter page
- DSL 8 Price/Cost: see NotesFilter page
- DSL 9 Capital: see NotesFilter page
- DSL 10 Merit: see NotesFilter page
- DSL 11 Organizational: see NotesFilter page
- DSL 12 Operational: see NotesFilter page
- DSL 13 Other: see NotesFilter page
- DSL G1 GenComment1: see NotesFilter page
- DSL G2 GenComment2: see NotesFilter page

S&W % of Revenue	
2017Actual	40.3%
2018Actual	42.6%
2019Budget	40.6%
2019Forecast(F)	37.3%
2020Budget	35.8%

2020 Budget -- 45,000 TSV	
View 1	43,650 - 3yr avg (F'19, A'18, A'17)
	350 rounding/misc
	1,000 addtl snowmaking ER impact
45,000 Budget 2020	
View 2	39,134 - 5yr avg (F'19, A'18, A'17, A'16, A'15)
	6,000 snowmkg impact, not in all 5yrs
	(134) rounding
45,000 Budget 2020	

10/10/2019 Draft

DSL Downhill Ski

		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	X	Y	
		DeptNu	Group1	Group2	Group3	Group4	Group5															
						Golf																
		PICK ONLY ONE (1) of the six available Filters ABOVE. A						Payroll														Per
		LOOKUP Report (1)						Payrol Direct		Payroll Burden						TOTAL		TL Units				
Filter Selected:		Golf	Unit	Revenue	R/U	Cogs	Cogs%	Salaries	Wages	S&W TL	BdnSaly	BU%	BdnWage	BU%	Burden TL	BU%	PAYROLL	PR%R	Expense	NORBO	CRR	6473
Golf Course																						
1	2015 Actual	19,944	1,109,002	\$ 56	64,383	5.8%	208,632	451,901	660,533	57,208	27%	105,017	23%	162,225	25%	822,758	74.2%	311,904	(90,043)	92%	\$ (13.91)	
2	2016 Actual	19,494	1,119,109	\$ 57	58,706	5.2%	177,090	494,984	672,075	54,261	31%	118,816	24%	173,077	26%	845,151	75.5%	313,796	(98,545)	92%	\$ (15.22)	
3	2017 Actual	17,010	994,199	\$ 58	59,577	6.0%	172,132	507,650	679,781	53,850	31%	125,323	25%	179,173	26%	858,954	86.4%	329,689	(254,021)	80%	\$ (39.24)	
4	2018 Actual	18,000	1,102,824	\$ 61	62,154	5.6%	130,595	529,865	660,460	49,397	38%	101,945	19%	151,342	23%	811,803	73.6%	342,014	(113,147)	91%	\$ (17.48)	
5	2019 Budget	18,000	1,160,000	\$ 64	61,000	5.3%	151,100	560,100	711,200	54,700	36%	117,600	21%	172,300	24%	883,500	76.2%	319,900	(104,400)	78%	\$ (50.56)	
6	2019 Forecast(F)	13,800	786,827	\$ 57	45,716	5.8%	198,753	470,230	668,982	57,660	29%	101,866	22%	159,526	24%	828,509	105.3%	333,002	(420,399)	55%	\$ (99.38)	
7	2020 Normalization	1,900	373,173	\$ 196	15,284	4.1%	4,247	38,270	42,518	940	22%	11,534	30%	12,474	29%	54,991	14.7%	(13,102)	315,999	653%	\$ 48.82	
8	2020 Baseline(B)	15,700	1,160,000	\$ 74	61,000	5.3%	203,000	508,500	711,500	58,600	29%	113,400	22%	172,000	24%	883,500	76.2%	319,900	(104,400)	78%	\$ (50.56)	
% to 2019 Budget		-13%	0%	15%	0%	0%	34%	-9%	0%	7%	-20%	-4%	6%	0%	0%	0%	0%	0%	0%	0%	0%	
% to 2019 Forecast(F)		14%	47%	30%	33%	-9%	2%	8%	6%	2%	0%	11%	3%	8%	1%	7%	-28%	-4%	-75%	42%	-49%	
9	2020 Pricing/Costs	-	-	-	-	0.0%	-	-	-	3,300	0%	3,500	0%	6,800	0%	6,800	0.0%	3,500	(10,300)	0%	\$ (1.59)	
		0.0%		0.0%		5.3% <% after '8' driver				5.6%		3.1%						1.1%				
10	2020 BOD or Capital	(15,700)	(1,130,000)	\$ 72	(61,000)	5.4%	(72,400)	(383,400)	(455,800)	(23,700)	33%	(88,000)	23%	(111,700)	25%	(567,500)	50.2%	(157,300)	(344,200)	144%	\$ (53.17)	
11	2020 Merit	-	-	-	-	0.0%	5,100	11,300	16,400	800	16%	1,800	16%	2,600	16%	19,000	0.0%	-	(19,000)	0%	\$ (2.94)	
								2.5%		2.2%												
12	2020 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	#DIV/0!	\$ -	
13	2020 Regulatory	-	-	-	-	0.0%	500	14,900	15,400	100	20%	3,400	23%	3,500	23%	18,900	0.0%	-	(18,900)	0%	\$ (2.92)	
14	2020 Other	-	-	-	-	0.0%	100	-	100	-	0%	-	0%	-	0%	100	0.0%	(4,200)	4,100	0%	\$ 0.63	
15	2020 Budget	-	30,000	-	-	0.0%	136,300	151,300	287,600	39,100	29%	34,100	23%	73,200	25.5%	360,800	1202.7%	161,900	(492,700)	4%	\$ (110.55)	
% to 2019 Budget		-100%	-97%	#VALUE!	-100%	-100%	-10%	-73%	-60%	-29%	-21%	-71%	7%	-58%	5%	-59%	1479%	-49%	372%	-95%	119%	
% to 2019 Forecast(F)		-100%	-96%	#VALUE!	-100%	-100%	-31%	-68%	-57%	-32%	-1%	-67%	4%	-54%	7%	-56%	1042%	-51%	17%	-93%	11%	
		(1,130,000) B2B Rev Chg																				4%

(N) Normalization - adjust Forecast for known non-recurring Actuals/Forecast
 (B) Baseline - includes rounding

Golf Conisd. NOR METRICS

		/ Round	/ 18 Holes	/6472 PO units
Golf	2015Actual	\$ (4.5)	\$ (5,002)	\$ (14)
Golf	2016Actual	\$ (5.1)	\$ (5,475)	\$ (15)
Golf	2017Actual	\$ (14.9)	\$ (14,112)	\$ (39)
Golf	2019Budget	\$ (5.8)	\$ (5,800)	\$ (16)
Golf	2019Forecast(F)	\$ (30.5)	\$ (23,356)	\$ (65)
Golf	2020Budget	#DIV/0!	\$ (27,372)	\$ (76)
Golf	G1 GenComment1:	(72,301)	-17%	NOR - B'15 versus F'14
Golf	G2 GenComment2:	(388,300)	-372%	NOR - B'15 versus B'14

10/10/2019 Draft

Golf Golf Course