

# SEE BOOKMARKS FOR INDEX

Tahoe Donner Association  
working model  
Resort Budget Model  
2020 Budget - Annual

	8,681,085	12,771,032	13,116,560	13,353,046	14,215,000	14,428,820	14,699,000	(559,000)	14,140,000	(75,000)	-1%	(288,820)	-2%	786,954	6%	507,191	4%
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### LOOKUP Report (1)

filter based on Shaded Cell Options below

Dept\DeptNa	2015	2016	2017	2018	2019	2019	2020	2020 Drivers	
	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Baseline(B)	DRIVERS TL	Budget
005 General	-	-	-	-	-	-	-	-	-
010 Administration	223,676	315,704	261,024	245,029	184,000	249,794	240,000	-	240,000
015 Marketing ComDep	197,557	178,278	184,934	202,366	210,000	222,096	210,000	-	210,000
020 ASO & Community Services	123,951	119,238	176,661	201,683	196,000	172,047	170,000	5,000	175,000
025 MIS	-	-	-	-	-	-	-	-	-
030 ACG/Purchasing	2,175	5,100	5,910	6,287	6,000	5,473	6,000	-	6,000
035 Human Resources	-	-	-	-	-	-	-	-	-
040 Member Services	27,445	36,743	33,340	32,379	34,000	31,155	32,000	-	32,000
050 Forestry	32,489	57,616	25,639	137,410	56,000	55,055	56,000	-	56,000
051 Trails	103	307	951	504	1,000	2,612	2,000	-	2,000
060 Marina	591,086	627,652	686,296	678,416	750,000	706,389	725,000	73,000	798,000
080 Equestrian	147,932	186,780	195,762	227,394	255,000	243,926	244,000	10,000	254,000
090 Tennis	290,157	253,474	225,777	222,645	213,000	216,783	228,000	16,000	244,000
100 Campground	52,729	59,042	64,233	86,757	70,000	86,348	87,000	9,000	96,000
110 Cross Country Center	435,764	978,088	1,005,397	957,163	1,043,000	1,229,739	1,117,000	125,000	1,242,000
120 Golf Course Operations	1,109,002	1,119,109	994,199	1,102,824	1,160,000	786,827	1,160,000	(1,130,000)	30,000
125 Golf Course Maintenance	-	-	-	-	-	-	-	-	-
128 The Lodge	1,997,593	2,312,246	2,444,853	2,534,642	2,630,000	2,625,179	2,662,000	(325,000)	2,337,000
130 Aquatics	195,379	213,363	205,321	226,025	241,000	253,150	246,000	35,000	281,000
132 Trout Creek Rec Center	885,774	937,774	1,000,613	1,076,701	1,094,000	1,095,401	1,100,000	121,000	1,221,000
140 Recreation	109,876	185,697	183,184	181,645	180,000	199,328	190,000	-	190,000
141 Bikeworks	65,424	86,888	110,155	106,887	117,000	134,410	134,000	5,000	139,000
145 Day Camp	198,237	205,851	224,715	256,667	275,000	247,234	267,000	25,000	292,000
150 Pizza On The Hill	473,254	518,060	518,002	590,922	603,000	469,962	500,000	15,000	515,000
155 Alder Cr Café	66,626	353,697	399,681	387,892	450,000	478,203	443,000	100,000	543,000
160 Maintenance	-	-	-	-	-	-	-	-	-
165 Facility Admin/Risk	-	-	-	-	-	-	-	-	-
170 Summer F&B	200,699	227,992	238,767	258,217	270,000	229,581	254,000	(95,000)	159,000
180 DHSki F&B	155,344	463,249	456,172	379,890	481,000	469,765	466,000	33,000	499,000
190 Vehicle Maintenance	-	-	-	-	-	-	-	-	-
200 DHSki Marketing	-	-	-	703	-	-	-	-	-
210 DHSki Mtn Operations	-	13,082	67,863	95,743	50,000	85,493	90,000	-	90,000
211 DHSki Mtn Maint(Lifts&Eq)	-	-	-	-	-	-	-	-	-
212 DHSki Snowmaking	-	-	-	-	-	-	-	-	-
214 DHSki Retail	47,940	144,689	164,857	135,533	147,000	155,677	154,000	6,000	160,000
215 DHSki Rental	236,008	758,129	719,275	652,675	800,000	757,693	745,000	65,000	810,000
216 Snowplay	126,246	290,166	263,541	201,572	282,000	265,691	268,000	28,000	296,000
220 DHSki School	227,364	799,206	885,472	927,989	952,000	1,144,759	1,134,000	140,000	1,274,000
230 DHSki Snowflakes	-	-	-	-	-	-	-	-	-
240 DHSki Tickets	461,252	1,323,812	1,373,967	1,238,488	1,465,000	1,809,048	1,769,000	180,000	1,949,000
subtotz Downhill Ski Consolidated	<b>1,127,909</b>	<b>3,502,168</b>	<b>3,667,605</b>	<b>3,431,021</b>	<b>3,895,000</b>	<b>4,422,435</b>	<b>4,358,000</b>	<b>424,000</b>	<b>4,782,000</b>

### 2020 Budget Change - Fav (Unfav)

versus 2019 Budget		versus 2019 Forecast(F)		versus 2018 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	-	-	-	-	-
56,000	30%	(9,794)	-4%	(5,029)	-2%
-	0%	(12,096)	-5%	7,634	4%
(21,000)	-11%	2,953	2%	(26,683)	-13%
-	-	-	-	-	-
-	0%	527	10%	(287)	-5%
(2,000)	-6%	845	3%	(379)	-1%
-	0%	945	2%	(81,410)	-59%
1,000	100%	(612)	-23%	1,496	297%
48,000	6%	91,611	13%	119,584	18%
(1,000)	0%	10,074	4%	26,606	12%
31,000	15%	27,217	13%	21,355	10%
26,000	37%	9,652	11%	9,243	11%
199,000	19%	12,261	1%	284,837	30%
(1,130,000)	-97%	(756,827)	-96%	(1,072,824)	-97%
-	-	-	-	-	-
(293,000)	-11%	(288,179)	-11%	(197,642)	-8%
40,000	17%	27,850	11%	54,975	24%
127,000	12%	125,599	11%	144,299	13%
10,000	6%	(9,328)	-5%	8,355	5%
22,000	19%	4,590	3%	32,113	30%
17,000	6%	44,766	18%	35,333	14%
(88,000)	-15%	45,038	10%	(75,922)	-13%
93,000	21%	64,797	14%	155,108	40%
-	-	-	-	-	-
(111,000)	-41%	(70,581)	-31%	(99,217)	-38%
18,000	4%	29,235	6%	119,110	31%
-	-	-	-	-	-
-	-	-	-	(703)	-100%
40,000	80%	4,507	5%	(5,743)	-6%
-	-	-	-	-	-
13,000	9%	4,323	3%	24,467	18%
10,000	1%	52,307	7%	157,325	24%
14,000	5%	30,309	11%	94,428	47%
322,000	34%	129,241	11%	346,011	37%
-	-	-	-	-	-
484,000	33%	139,952	8%	710,512	57%
<b>887,000</b>	<b>23%</b>	<b>359,565</b>	<b>8%</b>	<b>1,350,979</b>	<b>39%</b>

BDG'20 vs  
17A 18A 19F  
3yr avg

-	-
(11,949)	-5%
6,868	3%
(8,464)	-5%
-	-
110	2%
-	-
(291)	-1%
(16,701)	-23%
644	48%
107,633	16%
31,639	14%
22,265	10%
16,887	21%
177,900	17%
(931,284)	-97%
-	-
(197,891)	-8%
52,835	23%
163,429	15%
1,947	1%
21,849	19%
49,128	20%
(11,295)	-2%
121,075	29%
-	-
(83,188)	-34%
63,724	15%
-	-
(234)	-100%
6,967	8%
-	-
-	-
7,978	5%
100,119	14%
52,399	22%
287,927	29%
-	-
475,165	32%
<b>941,646</b>	<b>25%</b>

<b>TOTAL:</b>	14,281,827	17,274,642	18,239,414	18,787,412	20,108,000	19,847,087	362,400	20,227,000	119,000	1%	379,913	2%	1,439,588	8%	1,269,029	7%
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LOOKUP Report (10)					T O C				2020 Drivers				
Filter based on Shaded Cell Options below.					2015	2016	2017	2018	2019	2019	2020	2020	
DeptNu	DeptNa	Group1	Group2	Group3	Actual	Actual	Actual	Actual	Budget	Forecast(F)	DRIVERs TL	Budget	
005	General	OPS	HOA	HOA	643,358	638,660	779,953	833,142	1,060,600	1,138,873	315,900	1,343,000	
010	Administration	OPS	HOA	HOA	825,130	937,126	859,589	1,019,599	809,200	766,106	(6,100)	770,000	
015	Marketing.ComD	OPS	HOA	HOA	588,109	604,550	612,750	696,173	743,700	656,534	29,700	761,000	
020	ASO & Commun	OPS	HOA	HOA	236,569	276,428	307,554	376,566	437,600	411,022	66,300	495,400	
025	MIS	OPS	HOA	HOA	556,614	579,495	619,108	631,806	677,400	629,897	57,700	717,800	
030	ACG/Purchasing	OPS	HOA	HOA	669,031	728,212	711,201	767,203	821,200	843,878	125,100	952,300	
035	Human Resource	OPS	HOA	HOA	273,708	307,806	372,504	373,965	412,400	432,982	(17,500)	379,400	
040	Member Services	OPS	HOA	HOA	233,077	220,640	237,559	244,669	284,500	268,484	11,100	284,200	
050	Forestry	OPS	HOA	HOA	843,170	901,653	835,369	1,014,055	1,135,100	1,123,519	408,000	1,534,000	
051	Trails	OPS	AME	Public	70,177	109,468	102,418	148,304	173,100	155,807	5,900	177,800	
060	Marina	OPS	AME	Private	320,390	354,011	397,471	432,985	468,900	435,987	6,500	444,800	
080	Equestrian	OPS	AME	Public	228,409	270,229	298,911	311,960	320,000	316,267	11,800	328,000	
090	Tennis	OPS	AME	Private	224,923	201,644	226,400	243,794	216,200	224,847	7,000	227,100	
100	Campground	OPS	AME	Public	64,380	65,770	71,923	76,693	75,500	82,876	4,300	82,800	
110	Cross Country Ce	OPS	AME	Public	461,410	773,840	832,373	758,997	845,300	938,154	42,600	926,300	
120	Golf Course Oper	OPS	AME	Public	383,797	352,187	358,416	390,602	392,300	344,083	(319,000)	72,900	
125	Golf Course Mair	OPS	AME	Public	815,249	865,466	889,805	825,369	872,100	863,143	(422,700)	449,800	
128	The Lodge	OPS	AME	Public	2,077,382	2,376,152	2,536,743	2,505,820	2,550,000	2,601,569	(178,000)	2,453,200	
130	Aquatics	OPS	AME	Private	237,589	252,066	216,614	205,885	252,400	268,616	6,300	274,500	
132	Trout Creek Rec	OPS	AME	Private	839,696	876,709	874,028	928,538	1,000,900	987,723	31,800	1,025,900	
140	Recreation	OPS	AME	Private	168,042	222,036	203,611	217,377	230,800	198,531	5,500	215,600	
141	Bikeworks	OPS	AME	Public	67,432	92,889	112,888	105,569	112,700	119,364	3,800	123,400	
145	Day Camp	OPS	AME	Private	144,766	171,787	191,027	225,433	238,900	232,834	14,200	254,200	
150	Pizza On The Hill	OPS	AME	Public	525,883	545,803	589,263	665,353	636,200	500,215	1,300	539,500	
155	Alder Cr Cafe	OPS	AME	Public	78,085	396,050	504,583	497,421	533,600	551,829	40,200	565,500	
160	Maintenance	OPS	HOA	HOA	626,958	655,442	725,045	736,144	825,600	771,142	42,400	844,800	
165	Facility Admin/R	OPS	HOA	HOA	229,217	234,784	279,845	328,753	339,900	320,471	8,500	326,100	
170	Summer F&B	OPS	AME	Public	304,284	314,137	369,243	319,001	358,000	305,043	(83,900)	243,500	
180	DHski F&B	OPS	AME	Public	167,545	353,873	363,624	337,499	379,300	374,799	1,800	369,100	
190	Vehicle Maintena	OPS	HOA	HOA	-	-	-	-	-	-	-	-	
200	DHski Marketing	OPS	AME	Public	131,480	116,044	67,209	59,192	86,000	58,703	7,000	68,000	
210	DHski Mtn Oper	OPS	AME	Public	589,175	1,135,928	1,265,002	1,143,232	1,291,500	1,332,674	29,500	1,316,900	
211	DHski Mtn Main	OPS	AME	Public	170,016	286,625	229,484	218,660	230,200	245,073	-	243,700	
212	DHski Snowmak	OPS	AME	Public	9,044	34,825	37,561	69,952	86,600	89,014	43,200	128,600	
214	DHski Retail	OPS	AME	Public	54,843	117,558	124,881	102,479	118,300	121,124	4,500	125,100	
215	DHski Rental	OPS	AME	Public	80,125	166,133	149,144	137,086	170,500	176,669	8,200	173,300	
216	Snowplay	OPS	AME	Public	51,304	115,225	133,832	129,005	165,900	160,872	9,600	165,000	
220	DHski School	OPS	AME	Public	209,453	455,082	570,648	538,734	565,800	612,252	29,300	631,900	
230	DHski Snowflake	OPS	AME	Public	-	-	-	-	-	-	-	-	
240	DHski Tickets	OPS	AME	Public	82,006	168,307	181,835	170,395	189,800	186,110	10,600	192,600	
subtotal	Downhill Ski Consolida	OPS			1,493,687	2,834,375	2,989,388	2,777,229	3,118,000	3,196,419	134,100	3,249,200	

2020 Budget Change - Fav (Unfav)							
versus 2019 Budget		versus 2019 Forecast(F)		versus 2018 Actual			
Amount	Pctg	Amount	Pctg	Amount	Pctg		
282,400	27%	204,127	18%	509,858	61%		
(39,200)	-5%	3,894	1%	(249,599)	-24%		
17,300	2%	104,466	16%	64,827	9%		
57,800	13%	84,378	21%	118,834	32%		
40,400	6%	87,903	14%	85,994	14%		
131,100	16%	108,422	13%	185,097	24%		
(33,000)	-8%	(53,582)	-12%	5,435	1%		
(300)	0%	15,716	6%	39,531	16%		
398,900	35%	410,481	37%	519,945	51%		
4,700	3%	21,993	14%	29,496	20%		
(24,100)	-5%	8,813	2%	11,815	3%		
8,000	3%	11,733	4%	16,041	5%		
10,900	5%	2,253	1%	(16,694)	-7%		
7,300	10%	(76)	0%	6,107	8%		
81,000	10%	(11,853)	-1%	167,303	22%		
(319,400)	-81%	(271,183)	-79%	(317,702)	-81%		
(422,300)	-48%	(413,343)	-48%	(375,569)	-46%		
(96,800)	-4%	(148,369)	-6%	(52,620)	-2%		
22,100	9%	5,884	2%	68,615	33%		
25,000	2%	38,177	4%	97,362	10%		
(15,200)	-7%	17,069	9%	(1,777)	-1%		
10,700	9%	4,036	3%	17,831	17%		
15,300	6%	21,366	9%	28,767	13%		
(96,700)	-15%	39,285	8%	(125,853)	-19%		
31,900	6%	13,671	2%	68,079	14%		
19,200	2%	73,658	10%	108,656	15%		
(13,800)	-4%	5,629	2%	(2,653)	-1%		
(114,500)	-32%	(61,543)	-20%	(75,501)	-24%		
(10,200)	-3%	(5,699)	-2%	31,601	9%		
-	-	-	-	-	-		
-	-	9,297	16%	8,808	15%		
(18,000)	-21%	(15,774)	-1%	173,668	15%		
25,400	2%	(1,373)	-1%	25,040	11%		
42,000	48%	39,586	44%	58,648	84%		
6,800	6%	3,976	3%	22,621	22%		
2,800	2%	(3,369)	-2%	36,214	26%		
(900)	-1%	4,128	3%	35,995	28%		
66,100	12%	19,648	3%	93,166	17%		
-	-	-	-	-	-		
2,800	1%	6,490	3%	22,205	13%		
131,200	4%	52,781	2%	471,971	17%		

BDG'20 vs	
17A	18A 19F
3yr avg	
425,677	46%
(111,765)	-13%
105,848	16%
130,353	36%
90,863	14%
178,200	23%
(13,750)	-3%
33,963	14%
543,019	55%
42,290	31%
22,652	5%
18,954	6%
(4,580)	-2%
5,636	7%
83,126	10%
(291,467)	-80%
(409,639)	-48%
(94,844)	-4%
44,129	19%
95,803	10%
9,094	4%
10,793	10%
37,769	17%
(45,444)	-8%
47,555	9%
100,689	14%
16,410	5%
(87,596)	-26%
10,459	3%
-	-
6,299	10%
69,931	6%
12,627	5%
63,091	96%
8,939	8%
19,000	12%
23,763	17%
58,022	10%
-	-
13,153	7%
261,521	9%

<b>TOTALS:</b>	9,571,886	10,150,705	10,515,000	10,401,241	10,534,800	(54,800)	10,480,000
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35,000	0%	(78,759)	-1%	(329,295)	-3%	438,723	5%
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LOOKUP Report (2)					05 S&W TL					2020 Drivers		
Filter based on Shaded Cell Options below.					2017	2018	2019	2019	2020	2020	2020	2020
DeptNu	DeptNa	Group1	Group2	Group3	Actual	Actual	Budget	Forecast(F)	Baseline(B)	DRIVERS TL	Budget	
005	General	OPS	HOA	HOA	41,162	36,824	65,800	49,289	65,800	-	65,800	
010	Administration	OPS	HOA	HOA	612,073	739,368	533,600	510,192	515,500	(8,100)	507,400	
015	Marketing.ComDOPS	HOA	HOA	HOA	304,680	374,039	395,200	374,515	441,800	13,500	455,300	
020	ASO & Commun	OPS	HOA	HOA	216,468	266,042	299,000	288,981	299,000	9,000	308,000	
025	MIS	OPS	HOA	HOA	339,624	381,068	399,600	382,921	399,400	23,000	422,400	
030	ACG/Purchasing	OPS	HOA	HOA	507,082	546,769	575,800	587,981	582,200	88,400	670,600	
035	Human Resource	OPS	HOA	HOA	158,280	207,854	221,600	235,543	202,200	(16,700)	185,500	
040	Member Services	OPS	HOA	HOA	153,397	162,884	175,600	169,583	169,400	5,500	174,900	
050	Forestry	OPS	HOA	HOA	501,405	545,115	597,400	593,060	597,000	138,100	735,100	
051	Trails	OPS	AME	Public	115,850	134,145	122,300	107,683	122,500	3,800	126,300	
060	Marina	OPS	AME	Private	214,485	242,261	268,200	251,836	251,900	2,300	254,200	
080	Equestrian	OPS	AME	Public	153,373	158,584	168,500	166,701	167,600	9,100	176,700	
090	Tennis	OPS	AME	Private	121,351	133,366	117,400	122,693	117,900	5,600	123,500	
100	Campground	OPS	AME	Public	33,429	34,606	35,100	39,132	36,600	3,100	39,700	
110	Cross Country Cc	OPS	AME	Public	415,510	381,431	395,400	450,298	429,700	22,900	452,600	
120	Golf Course Oper	OPS	AME	Public	163,132	175,935	193,100	165,091	193,500	(162,900)	30,600	
125	Golf Course Mair	OPS	AME	Public	516,649	484,525	518,100	503,891	518,000	(261,000)	257,000	
128	The Lodge	OPS	AME	Public	1,044,169	1,054,334	1,050,000	1,077,829	1,104,600	(71,500)	1,033,100	
130	Aquatics	OPS	AME	Private	59,965	57,669	88,400	86,507	86,000	4,500	90,500	
132	Trout Creek Rec	OPS	AME	Private	448,848	461,360	522,300	516,620	518,400	19,300	537,700	
140	Recreation	OPS	AME	Private	70,274	73,471	80,600	72,862	74,100	4,600	78,700	
141	Bikeworks	OPS	AME	Public	38,800	46,322	45,800	44,571	44,200	2,400	46,600	
145	Day Camp	OPS	AME	Private	120,305	142,213	153,500	157,088	157,600	10,600	168,200	
150	Pizza On The Hil	OPS	AME	Public	266,031	322,471	301,600	229,436	249,400	1,600	251,000	
155	Alder Cr Caf�	OPS	AME	Public	226,437	225,845	247,500	248,709	238,300	15,500	253,800	
160	Maintenance	OPS	HOA	HOA	550,759	576,941	592,600	585,711	589,000	16,600	605,600	
165	Facility Admin/R	OPS	HOA	HOA	459,194	514,691	520,800	509,112	506,000	11,300	517,300	
170	Summer F&B	OPS	AME	Public	170,150	135,837	156,500	131,917	141,800	(34,000)	107,800	
180	DHSki F&B	OPS	AME	Public	138,554	144,434	151,400	157,060	153,300	(1,900)	151,400	
190	Vehicle Maintena	OPS	HOA	HOA	-	-	-	-	-	-	-	
200	DHSki Marketing	OPS	AME	Public	-	-	-	-	-	-	-	
210	DHSki Mtn Oper	OPS	AME	Public	526,748	492,625	559,400	554,740	549,100	26,800	575,900	
211	DHSki Mtn Main	OPS	AME	Public	162,042	168,239	168,600	180,691	179,300	5,300	184,600	
212	DHSki Snowmak	OPS	AME	Public	13,597	11,170	24,700	24,903	24,000	15,800	39,800	
214	DHSki Retail	OPS	AME	Public	30,792	27,510	32,700	33,664	33,000	2,300	35,300	
215	DHSki Rental	OPS	AME	Public	97,166	100,594	117,600	123,118	117,300	880000%	126,100	
216	Snowplay	OPS	AME	Public	70,956	72,562	93,700	92,854	90,900	(900)	90,000	
220	DHSki School	OPS	AME	Public	414,508	422,886	427,600	476,841	469,000	2740000%	496,400	
230	DHSki Snowflak	OPS	AME	Public	-	-	-	-	-	-	-	
240	DHSki Tickets	OPS	AME	Public	94,637	94,715	98,000	97,618	99,500	5,100	104,600	
subtotal	Downhill Ski Consolida	OPS			1,478,043	1,462,173	1,580,000	1,648,634	1,624,500	89,600	1,714,100	

2020 Budget Change - Fav (Unfav)					
versus 2019 Budget		versus 2019 Forecast(F)		versus 2018 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
-	0%	(16,511)	-33%	(28,976)	-79%
26,200	5%	2,792	1%	231,968	31%
(60,100)	-15%	(80,785)	-22%	(81,261)	-22%
(9,000)	-3%	(19,019)	-7%	(41,958)	-16%
(22,800)	-6%	(39,479)	-10%	(41,332)	-11%
(94,800)	-16%	(82,619)	-14%	(123,831)	-23%
36,100	16%	50,043	21%	22,354	11%
700	0%	(5,317)	-3%	(12,016)	-7%
(137,700)	-23%	(142,040)	-24%	(189,985)	-35%
(4,000)	-3%	(18,617)	-17%	7,845	6%
14,000	5%	(2,364)	-1%	(11,939)	-5%
(8,200)	-5%	(9,999)	-6%	(18,116)	-11%
(6,100)	-5%	(807)	-1%	9,866	7%
(4,600)	-13%	(568)	-1%	(5,094)	-15%
(57,200)	-14%	(2,302)	-1%	(71,169)	-19%
162,500	84%	134,491	81%	145,335	83%
261,100	50%	246,891	49%	227,525	47%
16,900	2%	44,729	4%	21,234	2%
(2,100)	-2%	(3,993)	-5%	(32,831)	-57%
(15,400)	-3%	(21,080)	-4%	(76,340)	-17%
1,900	2%	(5,838)	-8%	(5,229)	-7%
(800)	-2%	(2,029)	-5%	(278)	-1%
(14,700)	-10%	(11,112)	-7%	(25,987)	-18%
50,600	17%	(21,564)	-9%	71,471	22%
(6,300)	-3%	(5,091)	-2%	(27,955)	-12%
(13,000)	-2%	(19,889)	-3%	(28,659)	-5%
3,500	1%	(8,188)	-2%	(2,609)	-1%
48,700	31%	24,117	18%	28,037	21%
-	0%	5,660	4%	(6,966)	-5%
-	-	-	-	-	-
-	-	-	-	-	-
(16,500)	-3%	(21,160)	-4%	(83,275)	-17%
(16,000)	-9%	(3,909)	-2%	(16,361)	-10%
(15,100)	-61%	(14,897)	-60%	(28,630)	-256%
(2,600)	-8%	(1,636)	-5%	(7,790)	-28%
(8,500)	-7%	(2,982)	-2%	(25,506)	-25%
3,700	4%	2,854	3%	(17,438)	-24%
(68,800)	-16%	(19,559)	-4%	(73,514)	-17%
-	-	-	-	-	-
(6,600)	-7%	(6,982)	-7%	(9,885)	-10%
(134,100)	-8%	(65,466)	-4%	(251,927)	-17%

BDG'20 vs	
17A	18A 19F 16
3yr avg	
23,375	55%
(113,145)	-18%
104,222	30%
50,836	20%
54,529	15%
123,323	23%
(15,059)	-8%
12,945	8%
188,573	35%
7,074	6%
18,006	8%
17,147	11%
(2,303)	-2%
3,369	8%
3,978	11%
36,853	9%
(137,453)	-82%
(244,689)	-49%
(25,677)	-2%
22,453	33%
62,090	13%
6,498	9%
3,369	8%
28,331	20%
(21,646)	-8%
20,136	9%
34,463	6%
22,968	5%
(38,168)	-26%
4,718	3%
-	-
-	-
51,196	10%
14,276	8%
23,244	140%
4,645	15%
19,141	18%
11,209	14%
58,322	13%
-	-
8,943	9%
184,483	12%

2020 Budget - Annual	<b>TOTALS:</b>	3,742,500	4,310,082	4,431,468	4,610,260	5,120,000	5,167,459	(155,059)	5,012,400	498,600	5,511,000	(391,000)	-8%	(343,541)	-7%	(900,740)	-20%
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LOOKUP Report (3)		09 Expense		< pick an element here										2020 Drivers		2020 Budget Change - Fav (Unfav)					
Filter based on Shaded Cell Options below.				2015	2016	2017	2018	2019	2019	2020	2020	2020	2020	2020	2020	versus 2019 Budget		versus 2019 Forecast(F)		versus 2018 Actual	
DeptNu	DeptNa	Group2	Group3	Group4	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Normalization	Baseline(B)	DRIVERS TL	Budget	Amount	Pctg	Amount	Pctg	Amount	Pctg	
005	General	HOA	HOA	Admin	600,217	594,778	734,563	793,103	987,000	1,083,990	(130,090)	953,900	315,600	1,269,500	(282,500)	-29%	(185,510)	-17%	(476,397)	-60%	
010	Administration	HOA	HOA	Admin	96,567	100,557	106,081	137,507	141,000	130,960	7,440	138,400	100	138,500	2,500	2%	(7,540)	-6%	(993)	-1%	
015	Marketing.ComD	HOA	HOA	Admin	231,336	235,692	245,336	253,676	259,600	198,570	(370)	198,200	(1,000)	197,200	62,400	24%	1,370	1%	56,476	22%	
020	ASO & Commun	HOA	HOA	Admin	16,577	17,647	27,169	31,049	40,800	32,116	8,084	40,200	49,900	90,100	(49,300)	-121%	(57,984)	-181%	(59,051)	-190%	
025	MIS	HOA	HOA	Admin	193,274	186,516	211,126	164,533	176,600	149,911	10,389	160,300	25,100	185,400	(8,800)	-5%	(35,489)	-24%	(20,867)	-13%	
030	ACG/Purchasing	HOA	HOA	Admin	58,332	77,192	62,217	79,531	79,000	95,208	(9,708)	85,500	3,000	88,500	(9,500)	-12%	6,708	7%	(8,969)	-11%	
035	Human Resource	HOA	HOA	Admin	97,404	106,649	175,758	120,269	126,400	141,983	4,017	146,000	-	146,000	(19,600)	-16%	(4,017)	-3%	(25,731)	-21%	
040	Member Services	HOA	HOA	Admin	36,412	39,201	43,167	35,242	42,000	35,634	4,766	40,400	(400)	40,000	2,000	5%	(4,366)	-12%	(4,758)	-14%	
050	Forestry	HOA	HOA	MiscOps	410,617	376,727	217,730	359,070	396,100	398,218	(2,218)	396,000	227,000	623,000	(226,900)	-57%	(224,782)	-56%	(263,930)	-74%	
051	Trails	AME	Public	Public	2,013	10,584	(38,935)	(13,825)	17,000	19,107	(2,107)	17,000	-	17,000	-	0%	2,107	11%	(30,825)	223%	
060	Marina	AME	Private	Private	68,329	71,171	71,618	85,137	72,800	71,761	2,239	74,000	(200)	73,800	(1,000)	-1%	(2,039)	-3%	11,337	13%	
080	Equestrian	AME	Public	Public	74,017	91,905	93,387	102,619	94,100	96,906	(1,006)	95,900	3,100	99,000	(4,900)	-5%	(2,094)	-2%	3,619	4%	
090	Tennis	AME	Private	Private	43,782	40,796	46,373	55,926	44,000	46,652	948	47,600	(200)	47,400	(3,400)	-8%	(748)	-2%	8,526	15%	
100	Campground	AME	Public	MiscOps	31,250	31,073	32,189	35,618	32,800	35,920	(1,320)	34,600	300	34,900	(2,100)	-6%	1,020	3%	718	2%	
110	Cross Country C	AME	Public	Public	130,758	238,207	269,018	221,194	299,500	322,108	(22,008)	300,100	5,500	305,600	(6,100)	-2%	16,508	5%	(84,406)	-38%	
120	Golf Course Oper	AME	Public	Golf	87,232	87,390	92,811	110,187	89,000	90,249	(1,549)	88,700	(57,100)	31,600	57,400	64%	58,649	65%	78,587	71%	
125	Golf Course Mair	AME	Public	Golf	224,673	226,406	236,878	231,827	230,900	242,753	(11,553)	231,200	(100,900)	130,300	100,600	44%	112,453	46%	101,527	44%	
128	The Lodge	AME	Public	FAB	366,022	429,480	428,589	431,032	433,900	448,764	(8,264)	440,500	(21,700)	418,800	15,100	3%	29,964	7%	12,232	3%	
130	Aquatics	AME	Private	RecPool	126,463	135,729	144,577	136,893	146,400	166,037	163	166,200	300	166,500	(20,100)	-14%	(463)	0%	(29,607)	-22%	
132	Trout Creek Rec	AME	Private	RecPool	292,585	317,482	268,096	313,979	301,000	311,268	(268)	311,000	1,400	312,400	(11,400)	-4%	(1,132)	0%	1,579	1%	
140	Recreation	AME	Private	RecPool	76,912	114,467	111,969	123,435	123,500	103,466	10,034	113,500	(1,100)	112,400	11,100	9%	(8,934)	-9%	11,035	9%	
141	Bikeworks	AME	Public	Public	5,498	17,340	19,986	15,445	16,200	15,428	(428)	15,000	500	15,500	700	4%	(72)	0%	(55)	0%	
145	Day Camp	AME	Private	RecPool	36,633	46,470	41,591	52,634	51,400	44,099	6,501	50,600	500	51,100	300	1%	(7,001)	-16%	1,534	3%	
150	Pizza On The Hil	AME	Public	FAB	78,344	75,717	77,032	84,881	81,300	69,735	2,565	72,300	(200)	72,100	9,200	11%	(2,365)	-3%	12,781	15%	
155	Alder Cr Cafè	AME	Public	FAB	6,922	58,022	76,547	77,397	74,300	79,964	(964)	79,000	4,200	83,200	(8,900)	-12%	(3,236)	-4%	(5,803)	-7%	
160	Maintenance	HOA	HOA	MiscOps	7,978	4,127	10,958	(8,798)	36,400	4,112	27,288	31,400	1,700	33,100	3,300	9%	(28,988)	-705%	(41,898)	476%	
165	Facility Admin/R	HOA	HOA	MiscOps	(203,967)	(273,996)	(278,342)	(293,352)	(300,200)	(301,250)	850	(300,400)	(10,000)	(310,400)	10,200	-3%	9,150	-3%	17,048	-6%	
170	Summer F&B	AME	Public	FAB	56,874	54,612	88,074	82,578	90,400	75,768	6,332	82,100	(10,800)	71,300	19,100	21%	4,468	6%	11,278	14%	
180	DHSki F&B	AME	Public	DSL	21,460	44,473	44,917	38,400	43,600	45,097	(1,297)	43,800	1,100	44,900	(1,300)	-3%	197	0%	(6,500)	-17%	
190	Vehicle Maintena	HOA	HOA	MiscOps	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
200	DHSki Marketing	AME	Public	DSL	131,480	116,044	67,209	59,192	86,000	58,703	2,297	61,000	7,000	68,000	18,000	21%	(9,297)	-16%	(8,808)	-15%	
210	DHSki Mtn Oper	AME	Public	DSL	269,333	442,872	555,017	525,760	587,800	643,438	(38,438)	605,000	8,900	613,900	(26,100)	-4%	29,538	5%	(88,140)	-17%	
211	DHSki Mtn Main	AME	Public	DSL	5,174	20,662	865	(2,764)	3,400	1,578	322	1,900	-	1,900	1,500	44%	(322)	-20%	(4,664)	169%	
212	DHSki Snowmak	AME	Public	DSL	7,972	29,772	19,439	55,962	53,200	55,371	(2,171)	53,200	25,000	78,200	(25,000)	-47%	(22,829)	-41%	(22,238)	-40%	
214	DHSki Retail	AME	Public	DSL	2,737	8,979	5,729	4,310	6,300	8,715	(1,415)	7,300	-	7,300	(1,000)	-16%	1,415	16%	(2,990)	-69%	
215	DHSki Rental	AME	Public	DSL	7,698	20,794	19,267	12,764	24,100	24,187	(4,487)	19,700	1,800	21,500	2,600	11%	2,687	11%	(8,736)	-68%	
216	Snowplay	AME	Public	MiscOps	23,086	46,635	36,460	34,168	43,900	41,406	(3,106)	38,300	10,200	48,500	(4,600)	-10%	(7,094)	-17%	(14,332)	-42%	
220	DHSki School	AME	Public	DSL	4,353	18,085	12,922	10,203	22,200	14,782	(182)	14,600	4,200	18,800	3,400	15%	(4,018)	-27%	(8,597)	-84%	
230	DHSki Snowflak	AME	Public	DSL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
240	DHSki Tickets	AME	Public	DSL	16,153	49,822	54,082	53,480	66,300	64,746	(6,346)	58,400	5,800	64,200	2,100	3%	546	1%	(10,720)	-20%	
subtotal	Downhill Ski Consolidated			DSL	466,359	751,504	779,446	757,308	892,900	916,618	(51,718)	864,900	53,800	918,700	(25,800)	-3%	(2,082)	0%	(161,392)	-21%	

Tahoe Donner Association  
working model  
Resort Budget Model

2020 Budget - Annual **TOTAL:** (5,600,743) (4,503,610) (5,122,855) (5,434,366) (5,893,000) (5,418,268) (6,087,000)

194,000 -3% 668,732 -12% 652,634 -12%

(761,837) 15%

**LOOKUP Report (4) NOR**

based on Shaded Cell Options b			2015	2016	2017	2018	2019	2019	2020
DeptNu	DeptNa	Group2	Actual	Actual	Actual	Actual	Budget	Forecast(F)	Budget
005	General	HOA	(643,358)	(638,660)	(779,953)	(833,142)	(1,060,600)	(1,138,873)	(1,343,000)
010	Administration	HOA	(601,454)	(621,422)	(598,566)	(774,570)	(625,200)	(516,312)	(530,000)
015	Marketing.ComD	HOA	(390,552)	(426,273)	(427,816)	(437,816)	(533,700)	(434,438)	(551,000)
020	ASO & Commun	HOA	(112,618)	(157,190)	(130,893)	(174,883)	(241,600)	(238,975)	(320,400)
025	MIS	HOA	(556,614)	(579,495)	(619,108)	(631,806)	(677,400)	(629,897)	(717,800)
030	ACG/Purchasing	HOA	(666,856)	(723,113)	(705,291)	(760,917)	(815,200)	(838,405)	(946,300)
035	Human Resource	HOA	(273,708)	(307,806)	(372,504)	(373,965)	(412,400)	(432,982)	(379,400)
040	Member Services	HOA	(205,632)	(183,897)	(204,219)	(212,291)	(250,500)	(237,328)	(252,200)
050	Forestry	HOA	(810,681)	(844,037)	(809,730)	(876,645)	(1,079,100)	(1,068,464)	(1,478,000)
051	Trails	AME	(70,074)	(109,161)	(101,467)	(147,800)	(172,100)	(153,195)	(175,800)
060	Marina	AME	270,696	273,641	288,824	245,431	281,100	270,401	353,200
080	Equestrian	AME	(80,477)	(83,449)	(103,149)	(84,566)	(65,000)	(72,341)	(74,000)
090	Tennis	AME	65,234	51,830	(623)	(21,149)	(3,200)	(8,064)	16,900
100	Campground	AME	(11,651)	(6,728)	(7,690)	10,064	(5,500)	3,471	13,200
110	Cross Country C	AME	(25,646)	204,248	173,025	198,166	197,700	291,586	315,700
120	Golf Course Oper	AME	725,206	766,921	635,784	712,222	767,700	442,744	(42,900)
125	Golf Course Main	AME	(815,249)	(865,466)	(889,805)	(825,639)	(872,100)	(863,143)	(449,800)
128	The Lodge	AME	(79,790)	(63,905)	(91,890)	28,822	80,000	23,610	(116,200)
130	Aquatics	AME	(42,211)	(38,703)	(11,293)	20,140	(11,400)	(15,465)	6,500
132	Trout Creek Rec	AME	46,078	61,065	126,585	148,162	93,100	107,678	195,100
140	Recreation	AME	(58,166)	(36,339)	(20,427)	(35,732)	(50,800)	798	(25,600)
141	Bikeworks	AME	(2,008)	(6,001)	(2,733)	1,318	4,300	15,046	15,600
145	Day Camp	AME	53,471	34,064	33,688	31,234	36,100	14,400	37,800
150	Pizza On The Hill	AME	(52,629)	(27,743)	(71,261)	(74,431)	(33,200)	(30,252)	(24,500)
155	Alder Cr Cafè	AME	(11,459)	(42,353)	(104,902)	(109,529)	(83,600)	(73,627)	(22,500)
160	Maintenance	HOA	(626,958)	(655,442)	(725,045)	(736,144)	(825,600)	(771,142)	(844,800)
165	Facility Admin/R	HOA	(229,217)	(234,784)	(279,845)	(328,753)	(339,900)	(320,471)	(326,100)
170	Summer F&B	AME	(103,585)	(86,145)	(130,475)	(60,784)	(88,000)	(75,462)	(84,500)
180	DHSki F&B	AME	(12,201)	109,376	92,548	42,390	101,700	94,966	129,900
190	Vehicle Maintenc	HOA	-	-	-	-	-	-	-
200	DHSki Marketing	AME	(131,480)	(116,044)	(67,209)	(58,489)	(86,000)	(58,703)	(68,000)
210	DHSki Mtn Oper	AME	(589,175)	(1,122,846)	(1,197,140)	(1,047,489)	(1,241,500)	(1,247,181)	(1,226,900)
211	DHSki Mtn Main	AME	(170,016)	(286,625)	(229,484)	(218,660)	(230,200)	(245,073)	(243,700)
212	DHSki Snowmak	AME	(9,044)	(34,825)	(37,561)	(69,952)	(86,600)	(89,014)	(128,600)
214	DHSki Retail	AME	(6,903)	27,131	39,976	33,054	28,700	34,553	34,900
215	DHSki Rental	AME	155,883	591,997	570,130	515,589	629,500	581,024	636,700
216	Snowplay	AME	74,943	174,941	129,708	72,567	116,100	104,819	131,000
220	DHSki School	AME	17,911	344,125	314,824	389,255	386,200	532,507	642,100
230	DHSki Snowflak	AME	-	-	-	-	-	-	-
240	DHSki Tickets	AME	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,622,938	1,756,400
subtotal	Downhill Ski Consolidated		(365,778)	667,793	678,217	653,792	777,000	1,226,017	1,532,800

2020 Budget Change - Fav (Unfav)					
versus 2019 Budget		versus 2019 Forecast(F)		versus 2018 Actual	
Amount	Pctg	Amount	Pctg	Amount	Pctg
282,400	-27%	204,127	-18%	509,858	-61%
(95,200)	15%	13,688	-3%	(244,570)	32%
17,300	-3%	116,562	-27%	57,193	-12%
78,800	-33%	81,425	-34%	145,517	-83%
40,400	-6%	87,903	-14%	85,994	-14%
131,100	-16%	107,895	-13%	185,383	-24%
(33,000)	8%	(53,582)	12%	5,435	-1%
1,700	-1%	14,872	-6%	39,909	-19%
398,900	-37%	409,536	-38%	601,355	-69%
3,700	-2%	22,605	-15%	28,000	-19%
(72,100)	-26%	(82,799)	-31%	(107,769)	-44%
9,000	-14%	1,659	-2%	(10,566)	12%
(20,100)	628%	(24,964)	310%	(38,049)	180%
(18,700)	340%	(9,729)	-280%	(3,136)	-31%
(118,000)	-60%	(24,114)	-8%	(117,534)	-59%
810,600	106%	485,644	110%	755,122	106%
(422,300)	48%	(413,343)	48%	(375,569)	46%
196,200	245%	139,810	592%	145,022	503%
(17,900)	157%	(21,965)	142%	13,640	68%
(102,000)	-110%	(87,422)	-81%	(46,938)	-32%
(25,200)	50%	26,398	3310%	(10,132)	28%
(11,300)	-263%	(554)	-4%	(14,282)	-1083%
(1,700)	-5%	(23,400)	-163%	(6,566)	-21%
(8,700)	26%	(5,752)	19%	(49,931)	67%
(61,100)	73%	(51,127)	69%	(87,029)	79%
19,200	-2%	73,658	-10%	108,656	-15%
(13,800)	4%	5,629	-2%	(2,653)	1%
(3,500)	4%	9,038	-12%	23,716	-39%
(28,200)	-28%	(34,934)	-37%	(87,510)	-206%
-	-	-	-	-	-
(18,000)	21%	9,297	-16%	9,511	-16%
(14,600)	1%	(20,281)	2%	179,411	-17%
13,500	-6%	(1,373)	1%	25,040	-11%
42,000	-48%	39,586	-44%	58,648	-84%
(6,200)	-22%	(347)	-1%	(1,846)	-6%
(7,200)	-1%	(55,676)	-10%	(121,111)	-23%
(14,900)	-13%	(26,181)	-25%	(58,433)	-81%
(255,900)	-66%	(109,593)	-21%	(252,845)	-65%
-	-	-	-	-	-
(481,200)	-38%	(133,462)	-8%	(688,307)	-64%
(755,800)	-97%	(306,784)	-25%	(879,008)	-134%

BDG'20 vs  
17A 18A 19F  
3yr avg  
(425,677) 46%  
99,816 -16%  
(98,980) 22%  
(138,817) 76%  
(90,863) 14%  
(178,095) 23%  
13,750 -3%  
(34,254) 16%  
(559,720) 61%  
(41,646) 31%  
84,981 32%  
(10,566) 12%  
26,846 -270%  
11,252 577%  
94,775 43%  
(639,817) -107%  
409,639 -48%  
(103,047) 783%  
8,706 -395%  
67,625 53%  
(7,146) 39%  
11,056 243%  
11,359 43%  
34,148 -58%  
73,519 -77%  
(100,689) 14%  
(16,410) 5%  
4,407 -5%  
53,265 70%  
-  
-  
(6,533) 11%  
(62,963) 5%  
(12,627) 5%  
(63,091) 96%  
(961) -3%  
81,119 15%  
28,635 28%  
229,905 56%  
-  
-  
462,012 36%  
680,125 80%