



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

		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														
		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	AllocOH	NOR	CRR	
1	2015 Actual	16,524	-	-	-	0.0%	-	937	937	-	0%	135	14%	135	14%	1,072	0.0%	7,972	(9,044)	-	(9,044)	0%	
2	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)	-	(34,825)	0%	
3	2017 Actual	47,516	-	-	-	0.0%	-	13,597	13,597	-	0%	4,525	33%	4,525	33%	18,122	0.0%	19,439	(37,561)	-	(37,561)	0%	
4	2018 Actual	38,809	-	-	-	0.0%	-	11,170	11,170	-	0%	2,820	25%	2,820	25%	13,990	0.0%	55,962	(69,952)	-	(69,952)	0%	
5	2019 Budget	45,000	-	-	-	0.0%	-	24,700	24,700	-	0%	8,700	35%	8,700	35%	33,400	0.0%	53,200	(86,600)	-	(86,600)	0%	
6	2019 Forecast(F)	44,667	-	-	-	0.0%	-	24,903	24,903	-	0%	8,740	35%	8,740	35%	33,642	0.0%	55,371	(89,014)	-	(89,014)	0%	
7	2020 Normalization	(667)	-	-	-	0.0%	(903)	(903)	-	0%	(540)	60%	(540)	60%	(1,442)	0.0%	(2,171)	3,614	-	3,614	0%		
8	2020 Baseline(B)	44,000	-	-	-	0.0%	-	24,000	24,000	-	0%	8,200	34%	8,200	34%	32,200	0.0%	53,200	(85,400)	-	(85,400)	0%	
	% to 2019 Budget	-2%	0%	0%	0%	0%	0%	-3%	-3%	0%	0%	-6%	-3%	-6%	-3%	-4%	0%	0%	-1%	0%	-1%	0%	
	% to 2019 Forecast(F)	-1%	0%	0%	0%	0%	0%	-4%	-4%	0%	0%	-6%	-3%	-6%	-3%	-4%	0%	-4%	-4%	0%	-4%	0%	
9	2020 Pricing/Costs	-	-	-	-	0.0%	-	-	-	0%	(800)	31%	(800)	31%	(800)	0.0%	-	800	-	800	0%		
					0.0%	0.0%	<%= after '8' driver			0.0%	-9.8%							0.0%					
10	2020 BOD or Capital	1,000	-	\$ 0	-	0.0%	-	15,000	15,000	-	0%	3,000	20%	3,000	20%	18,000	0.0%	25,000	(43,000)	-	(43,000)	0%	
11	2020 Merit	-	-	-	-	0.0%	-	400	400	-	0%	100	25%	100	25%	500	0.0%	-	(500)	-	(500)	0%	
						0.0%		1.7%															
12	2020 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	0%	
13	2020 Regulatory	-	-	-	-	0.0%	-	400	400	-	0%	100	25%	100	25%	500	0.0%	-	(500)	-	(500)	0%	
14	2020 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	0%	
15	2020 Budget	45,000	-	\$ 0	-	0.0%	-	39,800	39,800	-	0%	10,600	27%	10,600	27%	50,400	0.0%	78,200	(128,600)	-	(128,600)	0%	
	% to 2019 Budget	0%	0%	0%	0%	0%	0%	61%	61%	0%	0%	22%	-24%	22%	-24%	51%	0%	47%	48%	0%	48%	0%	
	% to 2019 Forecast(F)	1%	0%	0%	0%	0%	0%	60%	60%	0%	0%	21%	-24%	21%	-24%	50%	0%	41%	44%	0%	44%	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!	2020 Budget	FTEs	0.8	0.8	0%	18,339	0	
212 7 Normalization	the 2015 Forecast is for ~30days of operation. reset to zero for baseline.									
212 9 Pricing/Costs										
212 10 BOD or Capital	Snowmaking DHS Eagle in DF Plan for 2020 (was in 2019B), impacts Dec'20.									
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
 2020 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	V	W	X
		DEPTNu	Group1	Group2	Group3	Group4	Group5 McClendon, Robby		Payroll													
215		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	AllocOH	NOR	CRR		
1	2015 Actual	16,524	236,008	14.28	-	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	-	155,883	295%
2	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	-	591,997	456%
3	2017 Actual	47,516	719,275	15.14	(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	-	570,130	482%
4	2018 Actual	38,809	652,675	16.82	-	0.0%	10,538	90,056	100,594	3,060	29%	20,667	23%	23,728	24%	124,322	19.0%	12,764	515,589	-	515,589	476%
5	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	-	629,500	469%
6	2019 Forecast(F)	44,667	757,693	16.96	-	0.0%	10,810	112,308	123,118	3,347	31%	26,017	23%	29,364	24%	152,482	20.1%	24,187	581,024	-	581,024	429%
7	2020 Normalization	(667)	(12,693)	19.03	-	0.0%	490	(6,308)	(5,818)	53	11%	(1,317)	21%	(1,264)	22%	(7,082)	55.8%	(4,487)	(1,124)	-	(1,124)	
8	2020 Baseline(B)	44,000	745,000	16.93	-	0.0%	11,300	106,000	117,300	3,400	30%	24,700	23%	28,100	24%	145,400	19.5%	19,700	579,900	-	579,900	451%
	% to 2019 Budget	-2%	-7%	-5%	0%	0%	2%	0%	0%	13%	11%	-4%	-4%	-2%	-2%	-1%	7%	-18%	-8%	0%	-8%	-4%
	% to 2019 Forecast(F)	-1%	-2%	0%	0%	0%	5%	-6%	-5%	2%	-3%	-5%	1%	-4%	0%	-5%	-3%	-19%	0%	0%	0%	5%
9	2020 Pricing/Costs		40,000	-	-	0.0%				(1,800)	14%	(2,400)	21%	(4,200)	20%	(4,200)	-10.5%	1,200	43,000		43,000	
			5.4%		0.0%	0.0%	<%= after '8' driver			-52.9%		-9.7%						6.1%				
10	2020 BOD or Capital	1,000	25,000	\$ 25	-	0.0%		1,300	1,300		0%	300	23%	300	23%	1,600	6.4%	800	22,600	-	22,600	
11	2020 Merit					0.0%	300	700	1,000		0%	100	14%	100	10%	1,100	0.0%		(1,100)	-	(1,100)	
							2.7%	0.7%														
12	2020 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%		0%	-	0%	-	0.0%	-	-	-	-	
13	2020 Regulatory	-	-	-	-	0.0%	-	6,500	6,500	-	0%	1,400	22%	1,400	22%	7,900	0.0%	-	(7,900)	-	(7,900)	
14	2020 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	(200)	200	-	200	
15	2020 Budget	45,000	810,000	\$ 18.00	-	0.0%	11,600	114,500	126,100	1,600	14%	24,100	21%	25,700	20%	151,800	18.7%	21,500	636,700	-	636,700	467%
	% to 2019 Budget	0%	1%	1%	0%	0%	5%	8%	7%	-47%	-49%	-7%	-13%	-11%	-17%	4%	2%	-11%	1%	0%	1%	0%
	% to 2019 Forecast(F)	1%	7%	6%	0%	0%	7%	2%	2%	-52%	-55%	-7%	-9%	-12%	-15%	0%	-7%	-11%	10%	0%	10%	9%

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	(33)	(0)	2020 Budget	FTEs	0.1	3.4	3.5	0%	(1,716)	(0)
215 7	Normalization	Rev: 3yr avg and growth 5%	Wages: 3yr avg and adj for CMW impact on average	Expense: 3yr avg and adj for PPP/Pricing increases impact							
215 9	Pricing/Costs	Revenue: Estimated avg 5% increase, at SV/NS rates									
215 10	BOD or Capital	Snowmaking DHS Eagle in DF Plan for 2020 (was in 2019B), impacts Dec'20.									
215 11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.									
215 12	Ops/Strategic										
215 13	Regulatory	Wage:CAMWage to 13.00 effective 1/1/2020									
215 14	Other										
215 G1	GenComment1:										
215 G2	GenComment2:	Unit = Total Skier Visits									

S&W TL as a % of Revenue
13.7% 2016Actual
13.5% 2017Actual
15.4% 2018Actual
14.7% 2019Budget
16.2% 2019Forecast(F)
15.6% 2020Budget

Tahoe Donner Association
 working model
 Resort Budget Model
 2020 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	V	W	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	AllocOH	NOR	CRR	
1	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	-	74,943	246%	
2	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	-	174,941	252%	
3	2017 Actual	16,818	263,541	15.67	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	-	129,708	197%	
4	2018 Actual	12,723	201,572	15.84	3,553	1.8%	22,837	49,725	72,562	4,819	21%	13,903	28%	18,722	26%	91,284	45.3%	34,168	72,567	-	72,567	156%	
5	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	56,700	59,400	127%	
6	2019 Forecast(F)	15,292	265,691	17.37	2,966	1.1%	21,783	71,071	92,854	4,901	22%	18,745	26%	23,646	25%	116,500	43.8%	41,406	104,819	56,700	48,119	122%	
7	2020 Normalization	(292)	2,309	(7.91)	34	1.5%	17	(1,971)	(1,954)	(1)	-4%	(445)	23%	(446)	23%	(2,400)	-104.0%	(3,106)	7,781	-	7,781		
8	2020 Baseline(B)	15,000	268,000	17.87	3,000	1.1%	21,800	69,100	90,900	4,900	22%	18,300	26%	23,200	26%	114,100	42.6%	38,300	112,600	56,700	55,900	126%	
	% to 2019 Budget	-17%	-5%	14%	-25%	-21%	-6%	-2%	-3%	-6%	0%	-4%	-2%	-5%	-2%	-3%	2%	-13%	-3%	0%	-6%	0%	
	% to 2019 Forecast(F)	-2%	1%	3%	1%	0%	0%	-3%	-2%	0%	0%	-2%	0%	-2%	0%	-2%	-3%	-8%	7%	0%	16%	3%	
9	2020 Pricing/Costs		8,000	-	-	0.0%				200	23%	600	27%	800	26%	800	10.0%	-	7,200		7,200		
			3.0%		0.0%	1.1%	<%= after '8' driver					4.1%	3.3%					0.0%					
10	2020 BOD or Capital	1,000	20,000	\$ 20.00	-	0.0%	-	5,000	5,000	-	0%	1,400	28%	1,400	28%	6,400	32.0%	10,000	3,600	-	3,600		
11	2020 Merit					0.0%	800	300	1,100	100	13%	-	0%	100	9%	1,200	0.0%	-	(1,200)	-	(1,200)		
							3.7%	0.4%															
12	2020 Ops/Strategic				-	0.0%	(10,300)	-	(10,300)	(2,400)	23%	-	0%	(2,400)	23%	(12,700)	0.0%	-	12,700	-	12,700		
13	2020 Regulatory				-	0.0%	-	3,300	3,300	-	0%	400	12%	400	12%	3,700	0.0%	-	(3,700)	-	(3,700)		
14	2020 Other				-	0.0%	-		-	-	0%	-	0%	-	0%	-	0.0%	200	(200)	-	(200)		
15	2020 Budget	16,000	296,000	\$ 18.50	3,000	1.0%	12,300	77,700	90,000	2,800	23%	20,700	27%	23,500	26%	113,500	38.3%	48,500	131,000	56,700	74,300	134%	
	% to 2019 Budget	-11%	5%	18%	-25%	-29%	-47%	10%	-4%	-46%	1%	8%	-2%	-3%	1%	-4%	-8%	10%	13%	0%	25%	5%	
	% to 2019 Forecast(F)	5%	11%	6%	1%	-9%	-44%	9%	-3%	-43%	1%	10%	1%	-1%	3%	-3%	-13%	17%	25%	0%	54%	9%	

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	(5,133)	(0)	2020 Budget	FTEs	0.1	2.3	2.4	0%	(3,200)	(0)	
216 7 Normalization	Rev: 3yr avg, +10% for past price increases and PPP	Wages: used F2019, reflects CMW past years and adequate staffing, less \$2000 for volume decrease ('17 had staffing shortages)										
216 9 Pricing/Costs	Rev: Pricing at near MAX for the offering. \$5,000 2% daily prices M/G and \$3,000 Rec Fee impact											
216 10 BOD or Capital	Snowmaking impact on Dec2020, conservative.											
216 11 Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.											
216 12 Ops/Strategic	reorg savings											
216 13 Regulatory	Wage-CAMWage impact											
216 14 Other												
216 G1 GenComment1:												
216 G2 GenComment2:	Pricing - 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
2020 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	V	W	X	
		DEPTNu	Group1	Group2	Group3	Group4	Group5 David Walker		Payroll														
		220	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	AllocOH	NOR	CRR	
1	2015 Actual	16,524	227,364	13.76	-	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	-	17,911	109%	
2	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	-	344,125	176%	
3	2017 Actual	47,516	885,472	18.64	-	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	-	314,824	155%	
4	2018 Actual	38,809	927,989	23.91	-	0.0%	112,240	310,646	422,886	39,028	35%	66,616	21%	105,644	25%	528,530	57.0%	10,203	389,255	-	389,255	172%	
5	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	-	386,200	168%	
6	2019 Forecast(F)	44,667	1,144,759	25.63	-	0.0%	117,791	359,050	476,841	41,193	35%	79,437	22%	120,630	25%	597,471	52.2%	14,782	532,507	-	532,507	187%	
7	2020 Normalization	(667)	(10,759)	16.13	-	0.0%	(2,791)	(5,050)	(7,841)	(593)	21%	(1,037)	21%	(1,630)	21%	(9,471)	88.0%	(182)	(1,107)	-	(1,107)		
8	2020 Baseline(B)	44,000	1,134,000	25.77	-	0.0%	115,000	354,000	469,000	40,600	35%	78,400	22%	119,000	25%	588,000	51.9%	14,600	531,400	-	531,400	188%	
	% to 2019 Budget	-2%	19%	22%	0%	0%	0%	13%	10%	-5%	-4%	7%	-6%	3%	-6%	8%	-9%	-34%	38%	0%	38%	12%	
	% to 2019 Forecast(F)	-1%	-1%	1%	0%	0%	-2%	-1%	-2%	-1%	1%	-1%	0%	-1%	0%	-2%	-1%	-1%	0%	0%	0%	1%	
9	2020 Pricing/Costs		100,000	-	-	0.0%				(1,800)	34%	(6,100)	20%	(7,900)	24%	(7,900)	-7.9%	3,000	104,900		104,900		
			8.8%		0.0%	0.0%	<= after '8' driver				-4.4%		-7.8%					20.5%					
10	2020 BOD or Capital	1,000	40,000	\$ 40	-	0.0%		12,000	12,000		0%	2,500	21%	2,500	21%	14,500	36.3%	1,200	24,300	-	24,300		
11	2020 Merit					0.0%	3,500	600	4,100	600	17%	100	17%	700	17%	4,800	0.0%		(4,800)	-	(4,800)		
							3.0%	0.2%															
12	2020 Ops/Strategic	-	-	-	-	0.0%		(11,000)	(11,000)		0%	(2,200)	20%	(2,200)	20%	(13,200)	0.0%		13,200	-	13,200		
13	2020 Regulatory	-			-	0.0%	500	21,700	22,200	200	40%	4,400	20%	4,600	21%	26,800	0.0%		(26,800)	-	(26,800)		
14	2020 Other	-			-	0.0%	100		100		0%		0%		0%	100	0.0%		(100)	-	(100)		
15	2020 Budget	45,000	1,274,000	\$ 28.31	-	0.0%	119,100	377,300	496,400	39,600	33%	77,100	20%	116,700	24%	613,100	48.1%	18,800	642,100	-	642,100	202%	
	% to 2019 Budget	0%	34%	34%	0%	0%	3%	21%	16%	-7%	-10%	5%	-13%	1%	-13%	13%	-16%	-15%	66%	0%	66%	20%	
	% to 2019 Forecast(F)	1%	11%	10%	0%	0%	1%	5%	4%	-4%	-5%	-3%	-8%	-3%	-7%	3%	-8%	27%	21%	0%	21%	8%	

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	190,854	0	2020 Budget	FTEs	1.7	10.9	12.6	0%								(663)	(0)				
220	7	Normalization	Rev: 3yr avg + 15% for price growth and Peak Period Pricing		Wages: 3yr Avg +8% for CA MIN Wage prior years impact		Exp: 3yr Avg + \$2k for cc fees impact on PP Pricing revenue growth.															
220	9	Pricing/Costs	Rev: 9% avg price incr																			
220	10	BOD or Capital	Snowmaking DHS Eagle in DF Plan for 2020 (was in 2019B), impacts Dec'20.																			
220	11	Merit	Salary per Master Budget Model, see note (S) above; Hourly per guideline max%.																			
220	12	Ops/Strategic	Wages: labor efficiency goal 3% on Baseline																			
220	13	Regulatory	Wage:CAMWage increase impact, excluding Merit																			
220	14	Other																				
220	G1	GenComment1:																				
220	G2	GenComment2:	Unit = Total Skier Visits																			

S&W TL as a % of Rev (220+230)
38.8% 2016Actual
46.8% 2017Actual
45.6% 2018Actual
44.9% 2019Budget
41.7% 2019Forecast(F)
39.0% 2020Budget

Tahoe Donner Association
 working model
 Resort Budget Model
 2020 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	V	W	X	
		DEPTNu	Group1	Group2	Group3	Group4	Group5 David Walker		Payroll														
		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	AllocOH	NOR	CRR	
1	2015 Actual	16,524	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
2	2016 Actual	48,152	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
3	2017 Actual	47,516	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
4	2018 Actual	38,809	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
5	2019 Budget	45,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
6	2019 Forecast(F)	44,667	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
7	2020 Normalization	(667)	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
8	2020 Baseline(B)	44,000	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
	% to 2019 Budget	-2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	
	% to 2019 Forecast(F)	-1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	
9	2020 Pricing/Costs	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
		0.0%			0.0%	0.0%	<= after '8' driver			0.0%		0.0%						0.0%				#DIV/0!	
10	2020 BOD or Capital	1,000	-	\$ 0	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
11	2020 Merit	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
						0.0%	0.0%	0.0%			0.0%											#DIV/0!	
12	2020 Ops/Strategic	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
13	2020 Regulatory	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
14	2020 Other	-	-	-	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
15	2020 Budget	45,000	-	\$ 0.00	-	0.0%	-	-	-	-	0%	-	0%	-	0%	-	0.0%	-	-	-	-	#DIV/0!	
	% to 2019 Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	
	% to 2019 Forecast(F)	1%	0%	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!	2020 Budget	FTEs	-	-	-	#DIV/0!														#DIV/0!
230	7	Normalization																				
230	9	Pricing/Costs																				
230	10	BOD or Capital																				
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
 #DIV/0! 2015Actual
 #DIV/0! 2016Actual
 #DIV/0! 2017Actual
 #DIV/0! 2019Budget
 #DIV/0! 2019Forecast(F)
 #DIV/0! 2020Budget

Tahoe Donner Association
working model
Resort Budget Model
2020 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															
		240	OPS	AME	Public	DSL	McClendon, Robby															
		4,782,000																				
		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	AllocOH	NOR	CRR
1	2015 Actual	16,524	461,252	27.91	-	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%
2	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%
3	2017 Actual	47,516	1,373,967	28.92	-	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%
4	2018 Actual	38,809	1,238,488	31.91	-	0.0%	38,667	56,048	94,715	9,370	24%	12,830	23%	22,200	23%	116,915	9.4%	53,480	1,068,093	-	1,068,093	727%
5	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%
6	2019 Forecast(F)	44,667	1,809,048	40.50	-	0.0%	38,526	59,092	97,618	9,527	25%	14,218	24%	23,746	24%	121,364	6.7%	64,746	1,622,938	-	1,622,938	972%
7	2020 Normalization	(667)	(40,048)	60.04	-	0.0%	1,874	8	1,882	373	20%	(18)	-234%	354	19%	2,236	-5.6%	(6,346)	(35,938)	-	(35,938)	
8	2020 Baseline(B)	44,000	1,769,000	40.20	-	0.0%	40,400	59,100	99,500	9,900	25%	14,200	24%	24,100	24%	123,600	7.0%	58,400	1,587,000	-	1,587,000	972%
	% to 2019 Budget	-2%	21%	23%	0%	0%	10%	-4%	2%	10%	0%	-14%	-11%	-5%	-7%	0%	-17%	-12%	24%	0%	24%	26%
	% to 2019 Forecast(F)	-1%	-2%	-1%	0%	0%	5%	0%	2%	4%	-1%	0%	0%	1%	0%	2%	4%	-10%	-2%	0%	-2%	0%
9	2020 Pricing/Costs		130,000	-	-	0.0%				(700)	23%	(700)	23%	(1,400)	23%	(1,400)	-1.1%	4,900	126,500			126,500
			7.3%		0.0%	0.0%	<= after '8' driver				-7.1%		-4.9%					8.4%				
10	2020 BOD or Capital	1,000	50,000	\$ 50	-	0.0%					0%		0%		0%		0.0%	1,500	48,500	-		48,500
11	2020 Merit					0.0%	1,200	500	1,700	200	17%	100	20%	300	18%	2,000	0.0%		(2,000)	-		(2,000)
							3.0%	0.8%														
12	2020 Ops/Strategic				-	0.0%					0%		0%		0%		0.0%			-		-
13	2020 Regulatory				-	0.0%		3,400	3,400		0%	800	24%	800	24%	4,200	0.0%		(4,200)	-		(4,200)
14	2020 Other				-	0.0%					0%		0%		0%		0.0%	(600)	600	-		600
15	2020 Budget	45,000	1,949,000	\$ 43.31	-	0.0%	41,600	63,000	104,600	9,400	23%	14,400	23%	23,800	23%	128,400	6.6%	64,200	1,756,400	-	1,756,400	1012%
	% to 2019 Budget	0%	33%	33%	0%	0%	13%	3%	7%	4%	-8%	-13%	-15%	-7%	-13%	4%	-22%	-3%	38%	0%	38%	31%
	% to 2019 Forecast(F)	1%	8%	7%	0%	0%	8%	7%	7%	-1%	-9%	1%	-5%	0%	-6%	6%	-2%	-1%	8%	0%	8%	4%

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	266,724	0	2020 Budget	FTEs	0.6	1.8	2.4	0%								2,183	0			
240 7 Normalization	Skiers: 3yr Avg	Rev: 3yr Average plus 20% to factor prior years price increases and peak period pricing impacts										Expense: 3yr Avg plus \$5000 to cover CCFees impact of price increases and PP Pricing.									
240 9 Pricing/Costs	Lift Tickets/Season Passes pricing changes estimated impact, see Fee Schedule																				
240 10 BOD or Capital	Snowmaking DHS Eagle in DF Plan for 2020 (was in 2019B), impacts Dec'20.	1000 skiers conservative, at higher yield in Peak than season avg..										Expense 3% to cover CC fees.									
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	39,134 =5yr (calendar yr) average (2014A to 2018F)					44,826 =3yr (calendar yr) average (2015A to 2017A)					43,664 =3yr (calendar yr) average (2016A to 2018F)									