



AGENDA
GREENS AND OVERSIGHT COMMITTEE
May 19, 2016

3:00 PM

CITY HALL CONFERENCE ROOM – 204 ASH STREET
FERNANDINA BEACH, FLORIDA 32034

1. CALL TO ORDER / ROLL CALL

2. APPROVAL OF MINUTES

Documents: [GOC 11-19-2015.pdf](#), [2015 12-17 GOC RM Minutes Draft.pdf](#), [2016 01-21 GOC RM Minutes Draft.pdf](#), [2016 02-18 GOC RM Minutes Draft.pdf](#), [2016 03-17 GOC RM Minutes Draft.pdf](#), [2016 04-21 GOC RM Minutes Draft.pdf](#)

3. OLD BUSINESS

No. 3 Tee Box South Update
On Course Restroom Update
60th Anniversary Update

4. NEW BUSINESS

ROUNDS & REVENUE
PROFIT & LOSS

Documents: [April 16 Financials.PDF](#)

5. WGA & MGA UPDATE

6. MARKETING UPDATE FROM PRIOR MONTH

Documents: [May Marketing.PDF](#)

7. REQUESTS FROM THE PUBLIC TO BE HEARD ON ITEMS NOT ON THE AGENDA

8. ADJOURNMENT

All members of the public are invited to be present and be heard. Persons with disabilities requiring accommodations in order to participate in this program or activity should contact the City Clerk at (904) 310-3115 or TTY/TDD 711 (for the hearing or speech impaired). All interested parties may appear at said meeting and be heard as to the advisability of any action, which may be considered with respect to such matter. For information regarding this matter, please contact the General Manager.

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Members present: Bruce Smyk, Carl Galpin, Bob Dorsey, Jane Paige, and Rob Maynard (was detained)

Members Absent: Beth McQueen

Others present: General Manager Steve Murphy

2. Approval of Minutes – The minutes of the October 22, 2015 Regular Meeting were presented for approval. **A motion was made by Mr. Galpin, seconded by Mr. Dorsey, to approve the Minutes. Vote upon passage of the motion was taken by ayes and nays and being all ayes, carried.**

3. Old Business

Maintenance Schedules – Chair Smyk commented his understanding was the schedules were posted in the men’s locker room, but not the ladies’ locker room. Ms. Paige stated she had not seen the schedules. Mr. Murphy explained they were put up on the bulletin board two weeks ago.

Greens Conditions – Chair Smyk noted the green conditions were very nice. Mr. Dorsey concurred that the greens were much improved.

Member Replacement – Mr. Dorsey briefly commented about a local businessman that was interested in serving on the committee. It was noted that Mr. Dorsey had a board application that he would give the gentleman to fill out. There was a brief discussion about this gentleman including that he has been involved in a lot of the programs at the Golf Course over several years.

Food and beverage – Ms. Paige explained that Mr. Little was on vacation. Mr. Murphy pointed out as part of the package provided to the committee included a profit and loss statement. He inquired if the committee would like this information every month, and ***the consensus of the committee was to receive this report.*** There was a brief discussion about the popcorn machine, and it was noted that popcorn has been available at the clubhouse lately.

Course Markings - Mr. Dorsey explained he talked with Mr. Murphy about a redefined plan on marking the Golf Course. Mr. Murphy stated he was told this morning that west course #3, 4, 5, and 6 as well the section on lake on the south course was all that needed to get done. Mr. Dorsey commented he would check it out tomorrow. Chair Smyk stated that #2 west on the left side the private fence by the green there is no white stake at the end of the fence. Mr. Dorsey explained there was one, but it was removed. He stated the fence is out of bounds. There was a brief discussion about course markings.

4. New Business

Profit and Loss Report – Mr. Maynard noted the course was making money. Mr. Murphy anticipated that again this month the course would make money by the way everything was trending.

5. WGA & MGA Update – Ms. Paige reported the 27 hole tournament was held Tuesday and everything went well with 102 golfers. She stated they had three meals during the day, which started around 9 and finished up about 3:30. She explained after each nine they handed in scorecards, which really helped out. She commented she heard nothing but compliments on the course itself. She pointed

out the ladies painted the dining area, and Mr. Galpin painted the ladies room. Mr. Murphy noted that Mr. Galpin also washed the outside of the building. Mr. Galpin commented it was a good team effort and the course looks good. There was a brief discussion about people willing to donate time and effort.

Mr. Galpin explained the Christmas tournament historically has been the most successful MGA tournament, and that it would be held on December 19th. He commented he was getting negative feedback from the ladies about the cost, because in the past the MGA would fund the dinner for the ladies but they don't have the funds to do that. He explained the fee was modified to be \$30 for the men and \$54 for the ladies rather than \$50 and \$84. He pointed out the price has been adjusted and a new flyer will be sent out soon. There was a brief discussion about the Christmas tournament.

Chair Smyk inquired if it was possible to reserve the first Saturday in December for the annual Christmas tournament. He pointed out the problem this year was that they were not able to get the dinner scheduled because someone else had taken that spot. Mr. Murphy explained when Mr. Little gets back he would make sure to reserve the first Saturday of every December for the Christmas tournament.

Chair Smyk noted the LGA has a website, and commented it looked very nice.

Thanksgiving – Mr. Dorsey inquired about the plans for play on Thanksgiving. Mr. Murphy replied the course was open from 6 to 11 am. Mr. Dorsey read from the RFP that the course was to be managed from sunrise to sunset 7 days a week except for Christmas day. Mr. Murphy pointed out he needs to treat his staff right to allow them to spend the holiday with their families. It was suggested that Mr. Murphy talk with the City about closing at noon on Thanksgiving Day.

Driving Range – Mr. Maynard inquired about the driving range. Mr. Murphy explained during the City department head meeting he asked if the City had someone that could look at the driving range to give suggestions. It was noted the City doesn't have an engineer on staff and any work would have to be paid for. Mr. Murphy commented the least expensive suggestion thrown out was \$20,000 but there wasn't money in the budget for this. There was some discussion about the driving range.

Specials - Ms. Paige commented she spoke with Mr. Little that there is something on Wednesdays and Fridays, and suggested doing something on Tuesdays for the ladies. Mr. Murphy noted the suggestion, but pointed out he didn't want to run the same special every day of the week. There was a brief discussion about specials at the Golf Course.

6. Marketing Update From Prior Month

Materials Order for Rental Club and Range Ball Promotion to Local Hotels - Mr. Murphy reported that new rental clubs were ordered. He explained they would send the existing rental clubs to a third party and the new rental clubs would only cost \$100 for all six sets. He stated they can do the same thing in two years from now. He pointed out the range ball promotion was a flyer that would give range balls and rental clubs to individuals if they show their hotel key. It was noted there were a couple sets of junior clubs.

Thanksgiving and Christmas Promotions – Mr. Murphy explained that members get twice their discount off on Black Friday. He briefly commented about the Christmas to New Year's promotion.

Five year plan – Chair Smyk inquired if Mr. Maynard had done anything on the five year plan yet. Mr. Maynard replied no, but he would.

7. Requests From The Public To Be Heard On Items Not On The Agenda – There were no requests from the public to be heard at this time.

The next regular meeting of the Greens and Oversight Committee would be December 17, 2015.

8. Adjournment – 3:36 PM

Beth McQueen, Secretary

Bruce Smyk, Chair

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Members present: Bob Dorsey

Members Absent: Bruce Smyk, Carl Galpin, Beth McQueen, Jane Paige, and Rob Maynard

Others present: General Manager Steve Murphy

Due to lack of quorum this meeting was cancelled.

The next regular meeting of the Greens and Oversight Committee would be January 21, 2016.

2. Approval of Minutes – The minutes of the November 19, 2015 Regular Meeting were presented for approval.

3. Old Business

**Member Replacement
Course Markings**

4. New Business

**Rounds & Revenue
Profit & Loss
Christmas Hours**

5. WGA & MGA Update

6. Marketing Update From Prior Month

7. Requests From The Public To Be Heard On Items Not On The Agenda

8. Adjournment – 3:02 PM

Beth McQueen, Secretary

Bruce Smyk, Chair

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Members Absent: Bob Dorsey, Bruce Smyk, Carl Galpin, Beth McQueen, Jane Paige, and Rob Maynard

Others present: General Manager Steve Murphy

Due to lack of quorum this meeting was cancelled.

The next regular meeting of the Greens and Oversight Committee would be February 18, 2016.

2. Approval of Minutes – The minutes of the November 19, 2015 Regular Meeting and the December 17, 2015 Regular Meeting were presented for approval.

3. Old Business

**Member Replacement
Course Markings**

4. New Business

**Rounds & Revenue
Profit & Loss**

5. WGA & MGA Update

6. Marketing Update From Prior Month

7. Requests From The Public To Be Heard On Items Not On The Agenda

8. Adjournment – 3:02 PM

Beth McQueen, Secretary

Bruce Smyk, Chair

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Due to lack of quorum this meeting was cancelled.

The next regular meeting of the Greens and Oversight Committee would be March 17, 2016.

2. Approval of Minutes – The minutes of the January 21, 2016 Regular Meeting were presented for approval.

3. Old Business

**Member Replacement
Course Markings**

4. New Business

**Rounds & Revenue
Profit & Loss**

5. Marketing Update From Prior Month

6. WGA & MGA Update

7. Requests From The Public To Be Heard On Items Not On The Agenda

8. Adjournment – 3:02 PM

Beth McQueen, Secretary

Bruce Smyk, Chair

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Members Present: Bruce Smyk, Beth McQueen, and Jane Paige

Members Absent: Rob Maynard

Others present: General Manager Steve Murphy

Due to lack of quorum this meeting was cancelled.

The next regular meeting of the Greens and Oversight Committee would be April 21, 2016.

2. Approval of Minutes – The minutes of the February 18, 2016 Regular Meeting were presented for approval.

3. Old Business

4. New Business

**Rounds & Revenue
Profit & Loss**

5. Marketing Update From Prior Month

6. WGA & MGA Update

7. Requests From The Public To Be Heard On Items Not On The Agenda

8. Adjournment – 3:03 PM

Beth McQueen, Secretary

Bruce Smyk, Chair

1. Call To Order/Roll Call –The meeting was called to order at 3:00 pm.

Members Present: Bruce Smyk, Beth McQueen, Jane Paige, Vicki Galpin, and Carl Galpin

Members Absent: Rob Maynard

Others present: General Manager Steve Murphy

There was a brief discussion about the vacancy on the committee, and it was noted there was an applicant that would be presented to the City Commission for approval. The committee talked about another potential applicant for the committee, and encouraging them to get their application in.

2. Approval of Minutes – The minutes of the March 17, 2016 Regular Meeting were presented for approval. **The minutes were tabled until next month so that the committee could review them.**

3. Old Business

Course Markings – Chair Smyk reported he played the course yesterday and on 9 west he was on the front right corner of the pond, but he was not in the hazard because the stakes cut across the pond. He commented he didn't know if it was staked that way intentionally or not. There was a brief discussion about this.

4. New Business

Rounds & Revenue – Mr. Murphy reported that March was a very good month. He stated March rounds were 5,325 which was their third best March in six years. He commented it was growing steadily.

Profit & Loss - Mr. Murphy pointed out food & beverage was the best ever and it beat last year's Bonhams by \$9,000. There was a review of the financials for the Golf Course and it was explained that Billy Casper Golf provides the profit and loss statements to the City. Questions were asked of the figures shown to gain a better understanding of the performance of the Golf Course in the month of March. It was noted there was good control of expenses for the month. Payroll for food & beverage was up for the month due to Bonhams. There was a comparison of the figures against last year, and it was pointed out the capital improvements for the course come out of the operating expenses.

Ms. McQueen inquired if there was a breakdown of member rounds and public rounds. Mr. Murphy stated there were 1,451 member rounds, 52 tournament rounds, and 3,822 public rounds. It was noted the public rounds were picking up. Ms. McQueen questioned if the revenue for membership was down to a little over \$100,000. Mr. Murphy replied correct. Ms. McQueen commented that was vastly different from what it was before Billy Casper was here, because it was over \$330,000 in memberships. She stated she saw that Amelia River has a no initiation fee membership drive. Mr. Murphy explained he didn't know what their membership initiation fee was prior to this, but right now there is no fee and if you are under 40 years old you pay \$149 month plus a \$24 cart fee every time you play. He stated that also includes 10% off at the golf shop and for food and beverage excluding alcohol. He pointed over 40 pays \$199 per month. He commented if you play 3 times a week and you are over 40 years old you would pay Amelia River \$5,772 a year (under 40 would pay \$4,972 a year). It was noted that some people are rejoining the City Golf Course. There was some discussion about this and educating people about membership.

Ms. Galpin inquired what the plan was to communicate the options to people. Mr. Murphy replied there will be posters at the Golf Course, email blasts, and newspaper ads going out late August. He stated in the month of September any new member that joins can start playing as soon as they buy the membership. It was noted this information would be communicated as soon as there was Billy Casper and City approval, which should be in August. The goal was to increase membership by 10% - current membership was 324 beach cardholders and 187 members. The committee had further discussion about membership.

Ms. Galpin questioned why the kitchen is closed at 2:00 pm. Mr. Murphy replied the sales don't warrant it staying open. There was some discussion about food and beverage including some discussion about the Friday night dinners. The committee discussed ways to get the word out about the Friday dinners.

Mr. Murphy reported that next year is the Golf Course's 60th anniversary, and requested ideas for promotions. He stated the Thursday special would continue the whole year and it would be pay 60% of the daily fee. He explained this would start the first week in October, but throughout the year he wants to do different things. After a brief discussion about this, Ms. Paige briefly commented about the poor state of the golf carts. Ms. McQueen stated she spoke with Commissioner Tim Poynter about it as well as Mr. Murphy. Mr. Murphy explained he has solicited three bids, but he had not received them yet. He stated the City Manager was aware of the need for new carts, and the City Commission may be aware of it as well. Chair Symk inquired if Mr. Murphy was proposing to purchase the carts. Mr. Murphy replied no he would propose a lease. There was some discussion about electric carts and that if the program is run on a rotation basis then usage on the carts balances out. The committee discussed ideas for the 60th anniversary including having a tournament.

Mr. Galpin inquired about the five year capital improvement plan and whether the driving range, clubhouse painting, tee boxes, etc. were on the plan. Mr. Murphy stated in the City's plan there was five year capital expenditure money. He explained once the Billy Casper budget gets approved he can start working on the City budget to rearrange the plan to what the Golf Course needs. He requested each member to provide him with their top 5 things they would like to see happen. Mr. Galpin questioned if anyone was talking about the greens on the north at all. Mr. Murphy replied only customers. There was some discussion about this and what the payback has been on the other greens. The committee had some discussion about the maintenance of the course, and it was noted there were other needs at the facility before the north course could be done.

Ms. Paige inquired what the Golf Course received from the Bonhams Auction. Mr. Murphy replied \$52,000 in revenue and briefly explained it shows up in food and beverage.

Mr. Galpin referred to the outdoor restrooms and reported they need help such as the ones without automatic timers to have timer switches so the lights go off. He stated the unisex toilet on the west course was leaking on the floor, and there are some door knobs that need to be replaced. It was suggested to have the rangers make sure there is paper in the restrooms and to sweep them down until the regular cleaning can be done.

Chair Smyk noted back in September Mr. Rob Maynard was supposed to meet with Mr. Murphy about the 5 year plan, and inquired if that was ever done. Ms. Galpin would take over the 5 year plan. After a brief discussion about absences, Chair Smyk pointed out the contract calls for Billy Casper to have a 5 year plan revised every year. He stated the last one was done in 2012.

Chair Smyk briefly commented about geese on the course. Mr. Murphy reminded the members that the course was Audubon certified. Ms. Paige stated our course isn't the only one that has that problem. There was a brief discussion about this.

Chair Smyk inquired about goose grass that was on the agenda a while ago. Mr. Murphy replied there is only one spot where the application was suspect on the north course.

Chair Smyk inquired about the condition of 7 west. Mr. Murphy explained by the end of the summer you won't know it was ever there. He stated the pump was fixed (was down 8 days). He commented the south course would take longer, because it was built on sand.

Ms. Galpin referred to 3 south the ladies tee and stated it was bad again. Mr. Murphy reported he would go look at it with the superintendent. He pointed out when they come up with a plan then that tee box couldn't be used for a minimum of four weeks. There was some discussion about this, and the ladies would prefer the tee box fixed before major work on the bathroom. The committee also had some discussion about how the tee boxes are setup, and mowing on the course.

5. WGA & MGA Update - Ms. Paige inquired why the south course was looking so bad. Mr. Murphy explained the pump was broken. He further explained when the south was done it was put right on top of the sand. He stated it will come back, but it would take longer than the other two courses because there is nothing to hold the water.

Mr. Galpin reported that the golf course was being roped off to keep people away from the green approaches. He stated most of the south course was done, and hopefully it will make the course a little better over time.

Ms. Galpin inquired how many days a week the rangers are out. Mr. Murphy replied 7. There was a brief discussion about when the rangers are at the course. The committee also discussed the idea of having signage for cart paths only, and it was noted that most people don't read the signs.

Ms. Paige presented a schedule of the WGA summer team play, and pointed out the first two weeks in June they aren't at the golf course since that is when the course is aerated. Mr. Murphy reported the course would be closed on June 2nd for aerification, which is the first Thursday in June.

Mr. Galpin pointed out the parking lot was restriped and it looks good.

Ms. McQueen inquired when Billy Casper registered the Golf Course as a business with the City did they have to count the chairs. Mr. Murphy replied that is done every year, but the banquet chairs are not on the asset list. Ms. McQueen questioned what the bill was for the seating capacity. Mr. Murphy replied he believed it was \$294. There was a brief discussion about this.

Ms. Paige requested a copy of the rounds and revenue to be posted in the ladies locker room. Mr. Murphy reported he changed it early in the morning. Ms. Paige inquired about a maintenance schedule. Mr. Murphy stated it has been awhile, and explained he was developing a calendar on Google so that everyone could see what is going on (events, maintenance, etc.).

6. Marketing Update from Prior Month – Mr. Murphy reported the thank you Thursdays were still going on, and they were continuing with the Friday night dinners.

Mr. Galpin questioned if this meeting time works for everyone, because with it in the middle of the day it wasn't really convenient for him. He suggested either early in the day or later. There was a brief discussion about this, but there wasn't support to change the time.

Chair Smyk reminded the committee members to provide Mr. Murphy 60th anniversary promotional ideas within the next week. He inquired how much golf Mr. Murphy has played the course. Mr. Murphy replied not enough, and clarified right now he was able to play three times a month. It was noted the superintendent plays the course, and Chair Smyk suggested that both Mr. Murphy and the superintendent play the course together on a weekly basis. He noted there may not be the time to do that. Ms. Galpin commented Mr. Murphy was doing a good job. She noted Mr. Murphy listens and responds to things.

7. Requests From The Public To Be Heard On Items Not On The Agenda – There were no requests to heard at this time.

8. Adjournment – 4:26 PM

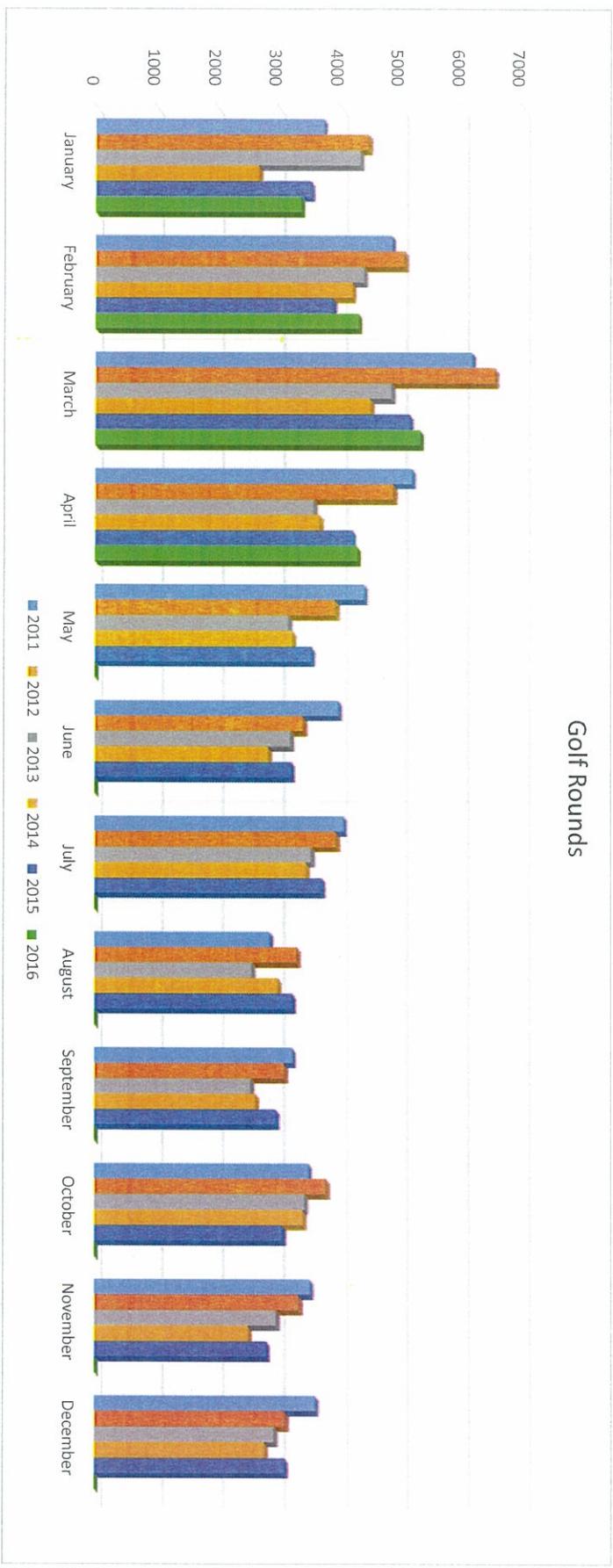
Beth McQueen, Secretary

Bruce Smyk, Chair

Total Rounds

| | January | February | March | April | May | June | July | August | September | October | November | December |
|------|---------|----------|-------|-------|------|------|------|--------|-----------|---------|----------|----------|
| 2011 | 3741 | 4868 | 6175 | 5194 | 4419 | 3979 | 4061 | 2879 | 3241 | 3510 | 3533 | 3609 |
| 2012 | 4483 | 5072 | 6543 | 4892 | 3935 | 3422 | 3943 | 3317 | 3111 | 3783 | 3348 | 3121 |
| 2013 | 4344 | 4407 | 4862 | 3587 | 3181 | 3213 | 3552 | 2587 | 2572 | 3445 | 2987 | 2947 |
| 2014 | 2687 | 4205 | 4514 | 3677 | 3240 | 2852 | 3470 | 3005 | 2645 | 3414 | 2522 | 2786 |
| 2015 | 3537 | 3888 | 5151 | 4217 | 3552 | 3227 | 3720 | 3242 | 2975 | 3086 | 2819 | 3109 |
| 2016 | 3380 | 4317 | 5325 | 4299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

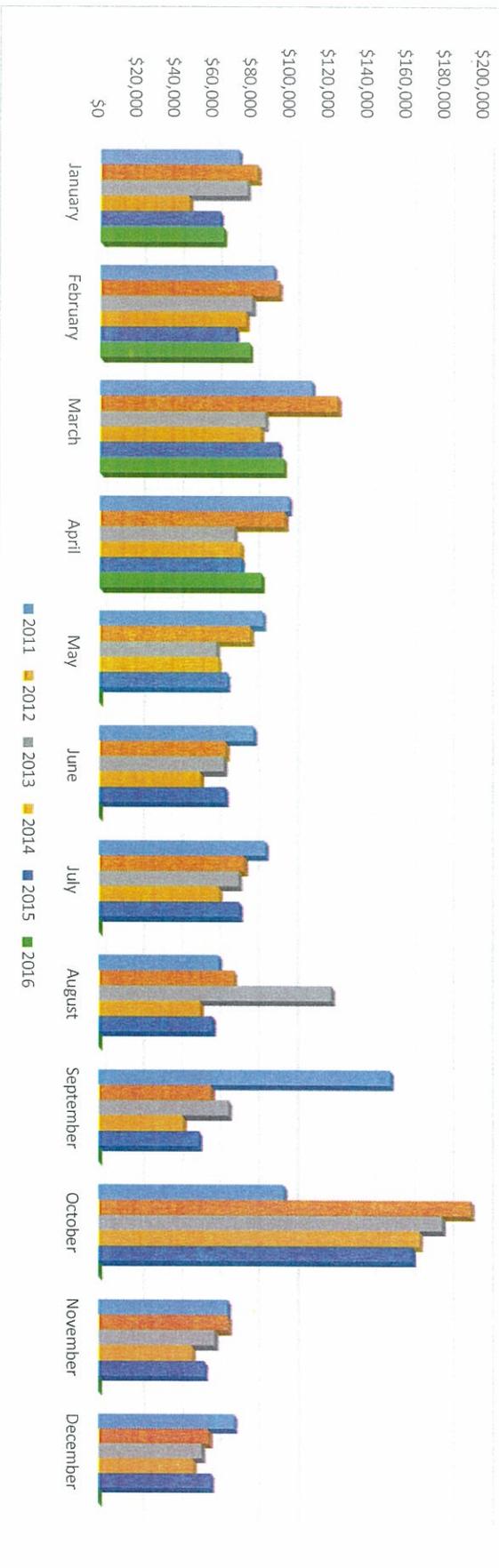
Golf Rounds



Total Golf Revenue

| | January | February | March | April | May | June | July | August | September | October | November | December |
|------|----------|----------|-----------|----------|----------|----------|----------|-----------|-----------|-----------|----------|----------|
| 2011 | \$72,548 | \$90,355 | \$110,229 | \$98,437 | \$85,304 | \$80,820 | \$86,735 | \$62,558 | \$150,926 | \$96,331 | \$67,313 | \$70,650 |
| 2012 | \$82,171 | \$93,137 | \$123,576 | \$96,467 | \$79,151 | \$66,182 | \$76,100 | \$70,372 | \$58,625 | \$192,322 | \$67,606 | \$57,386 |
| 2013 | \$76,993 | \$79,595 | \$86,334 | \$70,436 | \$61,029 | \$65,280 | \$73,008 | \$120,528 | \$67,853 | \$177,651 | \$60,535 | \$53,778 |
| 2014 | \$46,133 | \$76,200 | \$84,014 | \$73,832 | \$61,973 | \$52,732 | \$62,542 | \$52,730 | \$43,820 | \$165,720 | \$48,593 | \$49,198 |
| 2015 | \$62,377 | \$70,893 | \$93,376 | \$74,222 | \$66,767 | \$65,825 | \$73,315 | \$59,201 | \$52,188 | \$162,220 | \$55,001 | \$58,273 |
| 2016 | \$64,512 | \$78,495 | \$95,860 | \$84,641 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

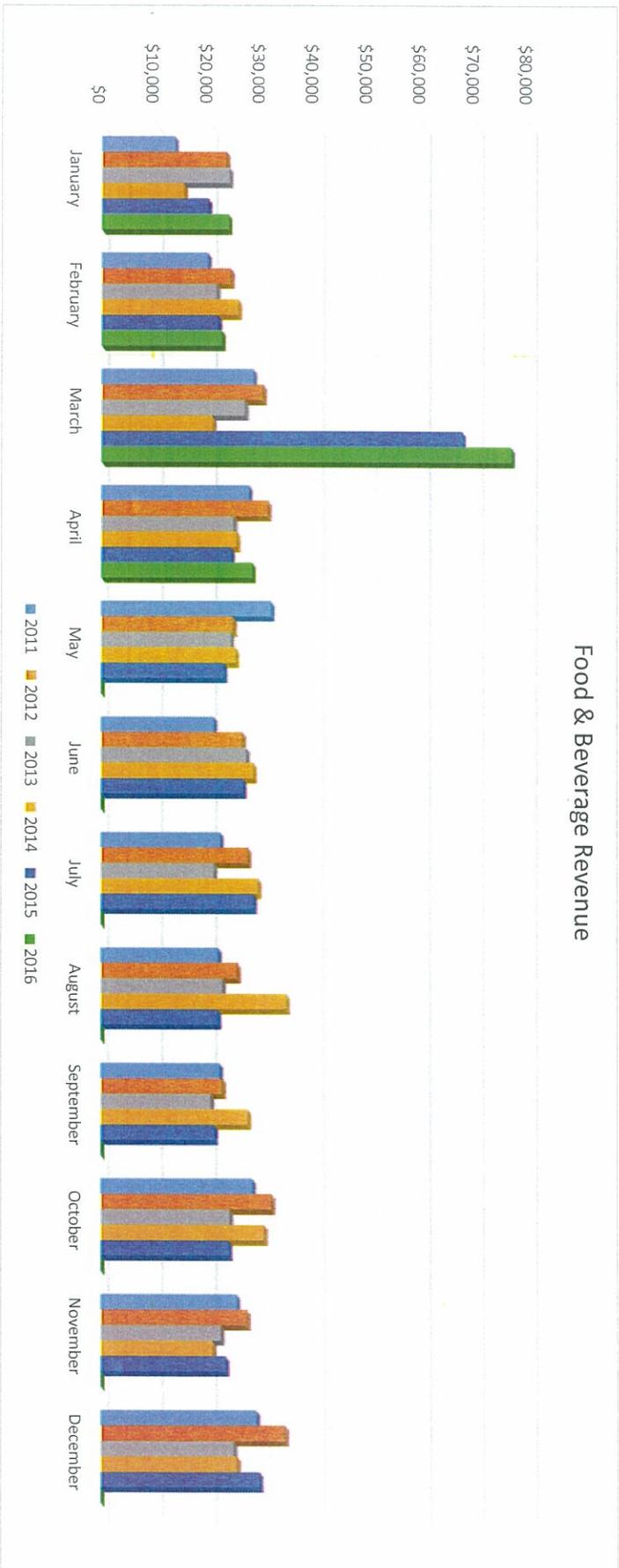
Golf Revenue
Includes Green Fee, Cart Fee, Range, Card Sales and Memberships



Total F&B Revenue

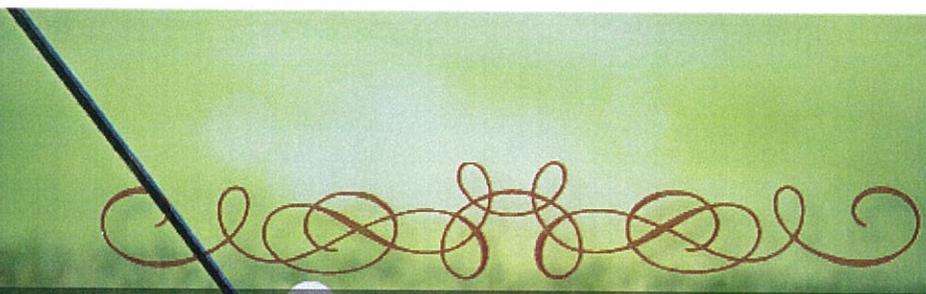
| | January | February | March | April | May | June | July | August | September | October | November | December |
|------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|
| 2011 | \$13,386 | \$19,556 | \$28,184 | \$27,343 | \$31,573 | \$20,790 | \$21,962 | \$21,615 | \$21,875 | \$28,029 | \$25,090 | \$28,741 |
| 2012 | \$22,991 | \$23,760 | \$29,903 | \$30,858 | \$24,401 | \$26,093 | \$27,117 | \$25,135 | \$22,351 | \$31,592 | \$26,923 | \$34,046 |
| 2013 | \$23,645 | \$21,230 | \$26,602 | \$24,471 | \$23,975 | \$26,888 | \$20,834 | \$22,398 | \$20,197 | \$23,757 | \$22,087 | \$24,478 |
| 2014 | \$15,048 | \$25,250 | \$20,404 | \$24,992 | \$24,810 | \$28,159 | \$29,013 | \$34,369 | \$27,111 | \$30,149 | \$20,487 | \$25,085 |
| 2015 | \$19,602 | \$21,461 | \$67,229 | \$24,038 | \$22,677 | \$26,277 | \$28,286 | \$21,559 | \$20,888 | \$23,582 | \$22,961 | \$29,313 |
| 2016 | \$23,531 | \$22,270 | \$76,533 | \$28,035 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Food & Beverage Revenue



Fernandina Beach Golf Club
For the Month Ending April 30th, 2016

| April | | | | | YTD | | | | | |
|-------------------------------------|----------|-----------------|-----------|--------------------|---|-----------|-----------------|-----------|--------------------|-----------|
| Actual | Budget | Budget Variance | Last Year | Last Year Variance | Actual | Budget | Budget Variance | Last Year | Last Year Variance | |
| Rounds | | | | | | | | | | |
| 1,170 | 2,213 | (1,043) | 1,275 | (105) | Rounds - Member | 8,180 | 13,740 | (5,560) | 8,597 | (417) |
| 238 | 200 | 38 | 160 | 78 | Rounds - Outing | 604 | 980 | (376) | 546 | 58 |
| 2,891 | 2,147 | 744 | 2,782 | 109 | Rounds - Public | 17,551 | 13,528 | 4,023 | 16,372 | 1,179 |
| 4,299 | 4,560 | (261) | 4,217 | 82 | Total Rounds | 26,335 | 28,248 | (1,913) | 25,515 | 820 |
| Revenue | | | | | | | | | | |
| 34,083 | 26,866 | 7,217 | 27,336 | 6,747 | Green Fees | 181,474 | 157,737 | 23,737 | 156,750 | 24,724 |
| 42,950 | 44,538 | (1,588) | 45,215 | (2,266) | Cart Fees | 255,264 | 274,456 | (19,193) | 256,574 | (1,310) |
| 4,865 | 4,796 | 70 | 3,733 | 1,133 | Driving Range | 24,043 | 28,954 | (4,911) | 22,283 | 1,760 |
| 540 | 535 | 5 | 560 | (20) | Golf Cards/Passes | 21,556 | 18,915 | 2,641 | 10,663 | 10,893 |
| 7,877 | 13,823 | (6,045) | 14,543 | (6,666) | Pro Shop Sales | 55,283 | 81,384 | (26,101) | 61,238 | (5,955) |
| 14,955 | 22,346 | (7,393) | 15,151 | (238) | Food (Food & Soft Drinks) | 131,286 | 132,224 | (938) | 118,903 | 12,383 |
| 10,099 | 9,915 | 184 | 8,547 | 1,552 | Beverages (Alcohol) | 64,668 | 60,277 | 4,391 | 60,065 | 4,603 |
| 2,983 | 400 | 2,583 | 769 | 2,214 | Other Food & Beverage Revenue | 28,615 | 31,250 | (2,635) | 30,126 | (1,511) |
| 3,859 | 1,050 | 2,809 | 1,545 | 2,314 | Other Golf Revenues (Club Rent, Ha | 11,179 | 8,350 | 2,829 | 6,054 | 5,125 |
| 660 | 660 | 0 | 280 | 380 | Clinic / School Revenue | 3,765 | 5,370 | (1,605) | 2,205 | 1,560 |
| 2,203 | 913 | 1,290 | 1,940 | 262 | Dues Income - Monthly Dues | 104,409 | 143,385 | (38,976) | 119,699 | (15,290) |
| (103) | 2,475 | (2,578) | 1,654 | (1,757) | Miscellaneous Income and Discount | 8,271 | 15,164 | (6,893) | 178,831 | (170,561) |
| 124,970 | 128,466 | (3,496) | 121,313 | 3,657 | Total Revenue | 889,813 | 957,466 | (67,653) | 1,023,392 | (133,579) |
| Cost of Sales | | | | | | | | | | |
| 5,277 | 9,057 | 3,780 | 10,113 | 4,836 | COGS - Pro Shop | 31,325 | 52,985 | 21,660 | 40,637 | 9,312 |
| 5,310 | 7,415 | 2,105 | 5,877 | 567 | COGS - Food | 41,344 | 43,840 | 2,496 | 42,092 | 748 |
| 1,055 | 647 | (408) | 799 | (256) | COGS - Non-Alcoholic Beverages | 6,474 | 3,865 | (2,609) | 5,426 | (1,048) |
| 3,069 | 2,776 | (293) | 2,187 | (882) | COGS - Alcohol | 19,690 | 16,878 | (2,812) | 19,915 | 225 |
| 14,711 | 19,895 | 5,184 | 18,976 | 4,265 | Total Cost of Sales | 98,833 | 117,567 | 18,734 | 108,070 | 9,237 |
| 110,259 | 108,571 | 1,688 | 102,337 | 7,921 | GROSS INCOME | 790,980 | 839,899 | (48,919) | 915,322 | (124,342) |
| Labor | | | | | | | | | | |
| 11,920 | 10,385 | (1,535) | 11,770 | (150) | Golf Operation Labor | 75,790 | 71,238 | (4,552) | 68,175 | (7,614) |
| 5,337 | 4,855 | (483) | 4,788 | (549) | General and Administrative | 38,752 | 34,467 | (4,285) | 33,947 | (4,806) |
| 21,420 | 22,058 | 639 | 20,348 | (1,072) | Maintenance and Landscaping | 154,095 | 155,880 | 1,784 | 138,119 | (15,976) |
| 6,201 | 9,582 | 3,380 | 8,510 | 2,309 | F&B | 72,730 | 67,507 | (5,224) | 66,029 | (6,701) |
| 0 | 0 | 0 | 0 | 0 | Sales and Marketing | 2,401 | 0 | (2,401) | 809 | (1,592) |
| 44,879 | 46,880 | 2,001 | 45,416 | 538 | Total Direct Labor | 343,769 | 329,091 | (14,678) | 307,079 | (36,690) |
| 4,110 | 4,726 | 616 | 4,279 | 169 | Total Payroll Taxes | 32,716 | 33,175 | 459 | 31,248 | (1,468) |
| 2,380 | 2,502 | 122 | 1,810 | (569) | Total Medical/Health Benefits | 15,158 | 17,514 | 2,356 | 11,359 | (3,799) |
| 1,233 | 1,098 | (135) | 1,072 | (161) | Total Workmans Comp | 8,148 | 7,686 | (462) | 7,099 | (1,050) |
| 7,723 | 8,326 | 604 | 7,161 | (561) | Total Payroll Burden | 56,022 | 58,375 | 2,352 | 49,705 | (6,317) |
| 52,601 | 55,206 | 2,605 | 52,578 | (24) | Total Labor | 399,791 | 387,465 | (12,326) | 356,784 | (43,007) |
| Other Operational Expenses | | | | | | | | | | |
| 2,565 | 3,399 | 834 | 2,259 | (306) | Golf Ops | 16,816 | 17,992 | 1,176 | 17,959 | 1,143 |
| 19,370 | 19,327 | (43) | 19,397 | 27 | G&A | 123,603 | 136,716 | 13,114 | 132,293 | 8,691 |
| 17,904 | 32,848 | 14,943 | 32,053 | 14,149 | Maintenance | 70,943 | 133,448 | 62,505 | 117,324 | 46,381 |
| 3,801 | 3,900 | 99 | 4,092 | 291 | F&B | 26,510 | 28,230 | 1,720 | 29,723 | 3,213 |
| 0 | 528 | 528 | 0 | 0 | Amenities | 2,690 | 4,296 | 1,606 | (319) | (3,009) |
| 3,065 | 1,975 | (1,090) | 2,084 | (982) | Sales and Marketing | 18,153 | 19,552 | 1,399 | 18,279 | 126 |
| 4,491 | 4,173 | (318) | 4,290 | (202) | Insurance - P&C | 31,411 | 29,209 | (2,203) | 29,809 | (1,602) |
| 51,197 | 66,149 | 14,953 | 64,174 | 12,978 | Total Other Operational Expenses | 290,126 | 359,443 | 79,317 | 345,068 | 54,941 |
| 103,798 | 121,355 | 17,557 | 116,752 | 12,954 | Total Expenses | 689,917 | 756,909 | 66,991 | 701,852 | 11,934 |
| 6,461 | (12,785) | 19,245 | (14,415) | 20,875 | EBITDAR | 101,063 | 82,990 | 18,072 | 213,470 | (112,407) |
| 6,461 | (12,785) | 19,245 | (14,415) | 20,875 | EBITDA | 101,063 | 82,990 | 18,072 | 213,470 | (112,407) |
| Interest Expense/Dep&Amt | | | | | | | | | | |
| 0 | 1,330 | 1,330 | 0 | 0 | Interest Expense Debt | 0 | 9,311 | 9,311 | 11,449 | 11,449 |
| 27 | 0 | (27) | 201 | 173 | Interest Expense - Capital Leases | 476 | 0 | (476) | 1,598 | 1,123 |
| 1,995 | 0 | (1,995) | 0 | (1,995) | Bad Debt | 1,995 | 0 | (1,995) | 0 | (1,995) |
| 0 | 0 | 0 | 0 | 0 | Facility Improvement | 0 | 0 | 0 | 33,448 | 33,448 |
| (19,750) | 0 | (19,750) | (15,417) | 4,333 | Other Expense | (141,250) | 0 | 141,250 | (107,917) | 33,333 |
| 5,950 | 0 | (5,950) | 15,120 | 9,170 | Capital Improvements/Cap Reserve | 48,954 | 0 | (48,954) | 4,674 | (44,280) |
| (11,778) | 1,330 | 13,108 | (96) | 11,682 | Total Interest Expense | (89,826) | 9,311 | 99,136 | (56,748) | 33,078 |
| 18,238 | (14,115) | 32,353 | (14,319) | 32,557 | Net Income | 190,888 | 73,680 | 117,209 | 270,218 | (79,329) |



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