

HRMD 10 Yr 2010 - 2020 Summary

**Income / Expense Statement Summary**  
**Actual \$ (000)**

YTD Summary

**2010 - 2020**
**11 Year  
Average**

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
<b>Golf Rounds</b>	31,889	30,112	29,712	27,695	31,657	28,185	29,263	29,412	30,690	31,050	47,961	31,602
No Play Days - Weather	121	83	73	79	89	100	87	53	65	118	104	88
Play Days	244	282	290	286	276	265	279	312	300	247	262	277
<b>Avg \$ Rev per Round / Star</b>	<b>29.04</b>	<b>25.85</b>	<b>26.43</b>	<b>28.29</b>	<b>27.85</b>	<b>28.98</b>	<b>26.97</b>	<b>28.94</b>	<b>29.75</b>	<b>32.26</b>	<b>32.07</b>	<b>28.95</b>
Avg \$ Profit per Round/Start	(6.14)	(3.39)	3.43	3.95	4.34	(1.03)	0.44	(0.27)	1.53	4.00	5.35	\$1.31
<b>Revenue - Golf</b>	<b>926.0</b>	<b>778.3</b>	<b>785.2</b>	<b>783.5</b>	<b>881.8</b>	<b>816.9</b>	<b>789.2</b>	<b>851.2</b>	<b>912.9</b>	<b>1,001.7</b>	<b>1,538.2</b>	<b>915.0</b>
											<b>*\$200k &gt; Cat Fnd</b>	
<b>Expenses</b>												
Golf Course Operations	676.8	414.4	268.2	270.4	292.7	305.8	302.5	347.9	352.8	345.3	<b>672.8</b>	386.3
Administration	126.7	125.1	90.2	90.6	115.0	104.3	87.5	88.6	90.3	93.9	100.3	101.1
Grounds Operations	318.4	340.9	325.0	313.2	336.8	435.8	386.4	422.5	422.7	438.3	508.6	386.2
<b>Total Expenses</b>	<b>1,121.9</b>	<b>880.4</b>	<b>683.4</b>	<b>674.2</b>	<b>744.5</b>	<b>845.9</b>	<b>776.4</b>	<b>859.0</b>	<b>865.8</b>	<b>877.4</b>	<b>1,281.7</b>	<b>873.7</b>
<b>P&amp;L Excess / (Deficiency)</b>	<b>(195.9)</b>	<b>(102.1)</b>	<b>101.8</b>	<b>109.3</b>	<b>137.3</b>	<b>(29.0)</b>	<b>12.8</b>	<b>(7.8)</b>	<b>47.1</b>	<b>124.3</b>	<b>256.5</b>	<b>41.3</b>

**Key Expense Areas:**
**Payroll**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
Grounds Operations	238.0	201.6	197.2	186.9	196.3	203.4	207.1	218.4	222.5	226.8	304.0	218.4
Golf Course Operations	217.2	182.8	82.2	76.2	99.0	100.8	118.3	135.8	135.0	131.3	190.7	133.6
Administration	110.0	84.5	78.3	78.0	91.8	76.5	75.8	76.3	73.5	77.6	81.7	82.2
<b>Total Payroll</b>	<b>565.2</b>	<b>468.9</b>	<b>357.7</b>	<b>341.1</b>	<b>387.1</b>	<b>380.7</b>	<b>401.2</b>	<b>430.5</b>	<b>431.0</b>	<b>435.7</b>	<b>576.4</b>	<b>434.1</b>
% Payroll to Revenue	61%	60%	46%	44%	44%	47%	51%	51%	47%	43%	37%	47%
% Payroll to Expenses	50%	53%	52%	51%	52%	45%	52%	50%	50%	50%	45%	50%

**Utilities**

Golf Ops & Pro Shop	118.8	101.8	33.3	37.0	40.4	34.8	33.1	30.8	36.7	32.9	32.2	48.3
Grounds	69.4	84.8	76.2	65.9	60.3	62.7	80.0	73.8	68.4	57.7	76.3	70.5
Clubhouse Top Floor			77.5	73.2	76.2	80.8	76.6	81.4	105.1	91.8	80.9	82.6

<b>Utilities/Gen Fund Prtn</b>	<b>0.0</b>	<b>0.0</b>	<b>77.5</b>	<b>73.2</b>	<b>76.2</b>	<b>80.8</b>	<b>76.6</b>	<b>81.4</b>	<b>105.1</b>	<b>91.8</b>	<b>80.9</b>	<b>67.6</b>
--------------------------------	------------	------------	-------------	-------------	-------------	-------------	-------------	-------------	--------------	-------------	-------------	-------------

**Clubhouse Maintenance/Improvements (Gen Fund):**

1st Bldg Repair/Maintenance			0.1	0.0	0.8	2.6	8.6	15.1	11.3	4.9	27.7	7.9
2nd Bldg Repair/Maintenance	8.5	1.6	18.4	22.1	48.3	35.2	30.2	13.7	82.8	109.6	242.6	55.7

**Capital Expenditures**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	To Date
<b>Grounds / Golf</b>	<b>640.0</b>	<b>892.9</b>	<b>0.0</b>	<b>7.9</b>	<b>0.0</b>	<b>0.0</b>	<b>657.3</b>	<b>411.1</b>	<b>176.2</b>	<b>0.0</b>	<b>95.5</b>	<b>2,881</b>
<b>Clubhouse</b>	<b>262.6</b>	<b>69.3</b>	<b>12.8</b>	<b>9.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>147.8</b>	<b>0.0</b>	<b>0.0</b>	<b>502</b>
<b>Golf Operations</b>	<b>74.5</b>	<b>51.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>14.7</b>	<b>141</b>
<b>Restaurant - Noonan's!</b>	<b>0.0</b>	<b>74.2</b>	<b>22.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>97</b>
<b>Total Cap Exp</b>	<b>977.1</b>	<b>1,087.9</b>	<b>35.3</b>	<b>17.0</b>	<b>0.0</b>	<b>0.0</b>	<b>657.3</b>	<b>411.1</b>	<b>324.0</b>	<b>0.0</b>	<b>110.2</b>	<b>3,620</b>

**District Fund Accounts**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
* Gen Fund (8/15 Roof Ins Procr)	33	23	75	104	28	133	114	143	118	105	64
Catastrophic Fund (Created October, 2020)											200
Capital Fund	487	76	41	3	3	3	1,142	740	428	438	331
Debit Service (ends 12/39)	284	283	234	242	238	237	80	178	225	274	327
Enterprise Fund	273	52	152	262	399	370	383	375	422	537	781

\* 2016 \$75k Roof Ins Proceeds in GF

**TOTAL ALL FUNDS 1,077 434 502 611 668 743 1,719 1,436 1,193 1,353 1,703**
**2012-> Total Funds less Dbt Svc Must always be > \$100 306 75 227 366 427 503 497 518 540 641 1,045**
**Bond Balance (ends 12/39) 5,105 5,694 5,529 5,348 5,161 4,963 6,380 6,195 6,005 5,810 5,605**
**HR Foundation Bank 3.3 4.9 7.4 7.4 12.4 12.4 12.4**
**2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020**

Notes: This "Snap Shot" report is a summary prepared from Simmons & Wheeler (S&W) monthly HRMD financial reports  
It is not prepared by S&W, rather by the HRMD Directors