

Month of February	COMPARISONS												Month of February
Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Avg
Golf Rounds	91	536	90	470	518	657	1,223	1,128	373	0	335	563	499
No Play Days - Weather	28	17	27	13	18	18	11	8	12	28	27	18	19
Play Days	0	11	2	15	10	10	18	20	16	0	2	10	10
Avg \$ Rev per Round / Star	172.53	46.83	65.56	51.49	54.25	66.82	59.12	50.62	92.49	--	66.87	27.42	63
Avg \$ Profit per Round/Start	(452.75)	(61.57)	(368.89)	(34.47)	(36.49)	(2.44)	25.18	14.27	(47.18)	--	(102.09)	(79.88)	(96)
Revenue - Golf	15.7	25.1	5.9	24.2	28.1	43.9	72.3	57.1	34.5	10.2	22.4	15.4	29.6
Expenses													
Golf Course Operations	32.8	32.7	19.2	17.4	13.4	16.8	18.1	18.3	26.1	24.0	30.9	24.8	22.9
Administration	11.8	11.7	7.1	7.1	8.6	11.0	7.3	7.1	6.9	7.9	6.9	7.3	8.4
Grounds Operations	12.3	13.7	12.8	15.9	25.0	17.7	16.1	15.6	19.1	29.7	18.8	28.3	18.7
Total Expenses	56.9	58.1	39.1	40.4	47.0	45.5	41.5	41.0	52.1	61.6	56.6	60.4	50
P&L Excess / (Deficiency)	(41.2)	(33.0)	(33.2)	(16.2)	(18.9)	(1.6)	30.8	16.1	(17.6)	(51.4)	(34.2)	(45.0)	(20.4)
Key Expense Areas:													
Payroll													
Grounds Operations	12.3	9.5	11.7	12.9	9.9	12.8	13.2	12.6	14.4	14.6	16.7	18.8	13.3
Golf Course Operations	8.8	9.4	3.1	3.2	1.9	3.6	4.0	5.4	4.3	1.7	6.3	10.0	5.1
Administration	7.4	8.7	6.8	6.6	7.8	6.4	6.5	6.5	6.4	6.3	6.6	6.7	6.9
Total Payroll	28.5	27.6	21.6	22.7	19.6	22.8	23.7	24.4	25.1	22.6	29.6	35.5	8.4
% Payroll to Revenue	182%	110%	366%	94%	70%	52%	33%	43%	73%	222%	132%	230%	29%
% Payroll to Expenses	50%	48%	55%	56%	42%	50%	57%	60%	48%	37%	52%	59%	17%
Utilities													
Golf Ops & Pro Shop	3.1	8.2	1.8	2.4	3.1	2.7	2.3	2.2	2.3	2.0	2.0	3.6	3.0
Grounds		2.6	0.8	1.2	0.7	1.9	0.4	1.8	1.5	0.2	1.3	2.1	1.3
Clubhouse Top Floor			6.8	4.7	5.5	5.6	4.6	5.4	5.2	10.7	5.5	0.9	5.5
Utilities/Gen Fund Prtn	0.0	0.0	6.8	4.7	5.5	5.6	4.6	5.4	5.2	10.7	5.5	0.9	4.6
Clubhouse Maintenance/Improvements (Gen Fund):													
1st Bldg Repair/Maintenance			0.0		0.3	0.2	5.3	3.5	0.5	0.2	0.6	1.2	1.3
2nd Bldg Repair/Maintenance		0.2	0.6	1.5	1.6	3.5	0.8	0.0	1.3	3.3	1.7	1.4	1.4
Capital Expenditures													
Grounds / Golf	12.1	26.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	22.3	35.2	
Clubhouse	4.5	11.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.1	
Golf Course	0.0	20.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Restaurant - Noonan's	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total Cap Exp	16.6	58.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	22.3	47.3	
District Fund Accounts													
General Fund	16	31	67	101	110	30	159	30	30	30	30	162	
* Gen Fund (8/15 Roof Ins Proceeds)									121	171	146	187	400
Capital Fund	1,360	424	76	41	3	3	3	1,143	742	429	409	142	
Debit Service Fund	291	332	363	313	321	319	352	246	344	390	449	500	
Enterprise Fund	299	170	132	166	251	383	348	341	339	323	472	538	
TOTAL ALL FUNDS	1,966	957	638	621	685	735	862	1,881	1,626	1,318	1,547	1,742	
Total Funds less Dbt Svc	315	625	275	308	364	416	507	492	540	499	689	1,100	
Must always be > \$100													
Bond Balance	5,195	5,694	5,529	5,348	5,348	4,963	4,963	6,380	6,195	6,005	5,810	5,605	
HR Foundation Bank				3.3	3.3	4.9	7.4	7.4	12.4	12.4	12.4	12.4	
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Avg

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