

Month of September	COMPARISONS												Month of September
Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Avg
											Covid-19		
<b>Golf Rounds</b>	4,151	3,308	3,213	2,867	3,383	2,889	3,021	2,702	3,881	3,765	5,339	5,040	3,630
No Play Days - Weather	0	0	0	3	0	0	0	0	0	0	2	0	0
Play Days	30	30	30	30	30	30	30	30	30	30	28	30	30
<b>Avg \$ Rev per Round / Star</b>	<b>15.76</b>	<b>18.86</b>	<b>21.26</b>	<b>28.71</b>	<b>26.04</b>	<b>25.20</b>	<b>26.08</b>	<b>27.65</b>	<b>30.04</b>	<b>32.56</b>	<b>35.59</b>	<b>36.55</b>	27
Avg \$ Profit per Round/Start	(9.52)	(9.85)	0.44	4.92	1.77	0.35	0.23	(4.07)	6.11	10.15	(26.26)	13.60	(1)
<b>Revenue - Golf</b>	<b>65.4</b>	<b>62.4</b>	<b>68.3</b>	<b>82.3</b>	<b>88.1</b>	<b>72.8</b>	<b>78.8</b>	<b>74.7</b>	<b>116.6</b>	<b>122.6</b>	<b>190.0</b>	<b>184.2</b>	<b>100.5</b>
<b>Expenses</b>				9/13 Flood							COVID TrxRf Ins		
Golf Course Operations	46.8	44.7	23.6	27.4	34.1	30.2	30.2	34.9	41.9	41.0	250.8	61.9	55.6
Administration	13.1	6.2	7.5	8.6	10.5	7.3	7.1	6.2	6.9	7.2	8.0	2.1	7.6
Grounds Operations	45.0	44.1	35.8	32.2	37.5	34.3	40.8	44.6	44.1	36.2	71.4	51.7	43.1
<b>Total Expenses</b>	<b>104.9</b>	<b>95.0</b>	<b>66.9</b>	<b>68.2</b>	<b>82.1</b>	<b>71.8</b>	<b>78.1</b>	<b>85.7</b>	<b>92.9</b>	<b>84.4</b>	<b>330.2</b>	<b>115.7</b>	<b>106</b>
<b>P&amp;L Excess / (Deficiency)</b>	<b>(39.5)</b>	<b>(32.6)</b>	<b>1.4</b>	<b>14.1</b>	<b>6.0</b>	<b>1.0</b>	<b>0.7</b>	<b>(11.0)</b>	<b>23.7</b>	<b>38.2</b>	<b>(140.2)</b>	<b>68.6</b>	<b>(5.8)</b>
<b>Key Expense Areas:</b>													
<b>Payroll</b>													
Grounds Operations	31.4	19.8	18.3	18.5	18.9	19.9	20.5	21.6	23.1	23.6	29.9	34.2	23.3
Golf Course Operations	37.2	17.5	9.8	10.1	10.8	14.0	12.8	15.1	17.4	20.1	18.9	24.4	17.3
Administration	12.9	4.9	6.5	7.5	8.5	6.0	6.1	6.1	6.0	6.2	6.4	1.2	6.5
<b>Total Payroll</b>	<b>81.5</b>	<b>42.2</b>	<b>34.6</b>	<b>36.1</b>	<b>38.2</b>	<b>39.9</b>	<b>39.4</b>	<b>42.8</b>	<b>46.5</b>	<b>49.9</b>	<b>55.2</b>	<b>59.8</b>	<b>15.7</b>
% Payroll to Revenue	125%	68%	51%	44%	43%	55%	50%	57%	40%	41%	29%	32%	16%
% Payroll to Expenses	78%	44%	52%	53%	47%	56%	50%	50%	50%	59%	17%	52%	15%
<b>Utilities</b>													
Golf Ops & Pro Shop	10.4	11.2	2.8	3.7	3.6	3.5	2.9	3.0	3.5	2.4	3.2	4.9	4.6
Grounds	10.4	12.1	9.9	10.5	10.0	9.8	11.6	9.7	13.2	10.5	11.3	11.6	10.9
Clubhouse Top Floor			7.9	7.9	7.2	7.6	9.2	7.8	20.9	4.4	9.3	12.5	9.5
<b>Utilities/Gen Fund Prtn</b>	<b>0.0</b>	<b>0.0</b>	<b>7.9</b>	<b>7.9</b>	<b>7.2</b>	<b>7.6</b>	<b>9.2</b>	<b>7.8</b>	<b>20.9</b>	<b>4.4</b>	<b>9.3</b>	<b>12.5</b>	<b>7.9</b>
<b>Clubhouse Maintenance/Improvements (Gen Fund):</b>													
1st Bldg Repair/Maintenance							0.4	4.2	0.3	0.7	2.3	0.0	1.3
2nd Bldg Repair/Maintenance	0.7		2.2	0.6	11.2	4.4	1.5		0.8	48.9	0.3	17.5	8.8
										(roof)			
<b>Capital Expenditures</b>													
<b>Grounds / Golf</b>	<b>0.5</b>	<b>19.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>403.6</b>	<b>0.0</b>	<b>2.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Clubhouse</b>	<b>31.6</b>	<b>1.4</b>	<b>5.4</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>0.0</b>	<b>0.0</b>
<b>Golf Course</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>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Restaurant - Noonan's</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>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Cap Exp</b>	<b>32.1</b>	<b>20.5</b>	<b>5.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>403.6</b>	<b>0.0</b>	<b>2.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>District Fund Accounts</b>													
General Fund	58	55	99	126	71	177	30	30	30	30	294	227	
* Gen Fund (2021 Cat Fund)							134	167	182	115		400	
Capital Fund	585	97	51	33	3	3	1,388	737	467	436	360	0	
Debit Service Fund	409	495	453	455	474	481	451	458	509	559	619	687	
Enterprise Fund	230	112	236	343	473	492	474	449	496	616	807	972	
<b>TOTAL ALL FUNDS</b>	<b>1,282</b>	<b>759</b>	<b>839</b>	<b>957</b>	<b>1,021</b>	<b>1,153</b>	<b>2,477</b>	<b>1,841</b>	<b>1,684</b>	<b>1,756</b>	<b>2,080</b>	<b>2,286</b>	
<b>Total Funds less Dbt Svc</b>													
<b>Must always be &gt; \$100</b>	<b>288</b>	<b>264</b>	<b>386</b>	<b>502</b>	<b>547</b>	<b>672</b>	<b>638</b>	<b>646</b>	<b>708</b>	<b>761</b>	<b>1,101</b>	<b>1,599</b>	
<b>Bond Balance</b>	<b>5,195</b>	<b>5,855</b>	<b>5,695</b>	<b>5,529</b>	<b>5,348</b>	<b>5,161</b>	<b>6,640</b>	<b>6,380</b>	<b>6,195</b>	<b>6,005</b>	<b>5,810</b>	<b>5,605</b>	
<b>HR Foundation Bank</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7.4</b>	<b>7.4</b>	<b>12.4</b>	<b>12.4</b>	<b>12.4</b>	<b>12.4</b>	<b>12.4</b>	
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Avg</b>

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