

Actual \$ (000)

Month of July Description	COMPARISONS												Month of July Avg	
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		
													Covid-19	
Golf Rounds	4,600	4,553	4,459	4,579	4,882	4,837	4,649	4,616	4,493	5,155	6,962	6,704	5,041	
No Play Days - Weather	0	0	0	0	0	0	0	0	0	0	0	0	0	
Play Days	31	31	31	31	31	31	31	31	31	31	31	31	31	
Avg \$ Rev per Round / Star	24.57	20.87	21.31	26.69	28.04	27.89	26.16	29.12	28.89	30.49	31.83	37.26	28	
Avg \$ Profit per Round/Start	(0.78)	(0.15)	6.59	10.00	10.34	11.43	9.49	7.32	8.88	12.05	14.92	16.41	9	
Revenue - Golf	113.0	95.0	95.0	122.2	136.9	134.9	121.6	134.4	129.8	157.2	221.6	249.8	142.6	
Expenses														
Golf Course Operations	68.3	52.7	24.9	27.8	32.5	36.5	37.1	52.7	38.0	40.2	48.8	63.4	43.6	
Administration	11.5	8.6	7.7	8.8	11.3	7.6	7.0	7.0	7.7	7.1	8.7	6.3	8.3	
Grounds Operations	36.8	34.4	33.0	39.8	42.6	35.5	33.4	40.9	44.2	47.8	60.2	70.2	43.2	
Total Expenses	116.6	95.7	65.6	76.4	86.4	79.6	77.5	100.6	89.9	95.1	117.7	139.8	95	
P&L Excess / (Deficiency)	(3.6)	(0.7)	29.4	45.8	50.5	55.3	44.1	33.8	39.9	62.1	103.9	110.0	47.5	
Key Expense Areas:														
Payroll														
Grounds Operations	21.7	21.5	19.3	20.5	20.8	21.3	23.0	22.4	23.6	26.4	31.7	35.0	23.9	
Golf Course Operations	23.2	21.1	10.5	11.6	11.5	13.9	15.0	18.6	16.4	17.9	23.1	28.4	17.6	
Administration	9.8	4.9	6.6	7.9	9.1	6.1	6.1	6.1	6.0	6.2	6.5	7.6	6.9	
Total Payroll	54.7	47.5	36.4	40.0	41.4	41.3	44.1	47.1	46.0	50.5	61.3	71.0	16.1	
% Payroll to Revenue	48%	50%	38%	33%	30%	31%	36%	35%	35%	32%	28%	28%	11%	
% Payroll to Expenses	47%	50%	55%	52%	48%	52%	57%	47%	51%	53%	52%	51%	17%	
Utilities														
Golf Ops & Pro Shop	10.2	10.2	3.5	3.9	4.3	3.3	4.1	4.5	4.2	2.6	2.7	4.2	4.8	
Grounds	9.7	6.1	9.2	12.6	12.1	9.5	8.6	10.7	13.3	7.1	11.7	11.0	10.1	
Clubhouse Top Floor			7.7	8.6	8.2	8.6	9.7	10.4	16.0	7.0	9.5	9.3	9.5	
Utilities/Gen Fund Prtn	0.0	0.0	7.7	8.6	8.2	8.6	9.7	10.4	16.0	7.0	9.5	9.3	7.9	
Clubhouse Maintenance/Improvements (Gen Fund):														
1st Bldg Repair/Maintenance			0.0	0.0	0.0	0.5	0.0	0.4	0.7	0.6	2.0	3.3	0.7	
2nd Bldg Repair/Maintenance	(4.1)		0.2	3.4	10.0	1.9	1.5	0.0	3.1	13.6	4.2	3.4	3.4	
Capital Expenditures														
Grounds / Golf	86.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	57.0		
Clubhouse	29.1	4.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Golf Course		1.3	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		
Total Cap Exp	115.4	5.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	57.0		
District Fund Accounts														
														*\$75k Roof Ins Proceeds in GF
General Fund	70	80	120	149	108	30	30	30	30	30	151	275		
* Gen Fund (8/15 Roof/2021 Cat)							160	182	206	199		400		
Capital Fund	688	151	56	33	3	3	1,790	736	467	434	359	0		
Debit Service Fund	389	481	447	447	468	474	442	448	491	551	612	678		
Enterprise Fund	264	148	215	287	405	452	453	426	441	514	855	879		
TOTAL ALL FUNDS	1,411	860	838	916	984	959	2,875	1,822	1,635	1,728	1,977	2,232		
Total Funds less Dbt Svc														
Must always be > \$100	334	379	391	469	516	485	643	638	677	743	1,006	1,554		
Bond Balance					5,348	5,161	6,640	6,380	6,195	6,005	5,810	5,605		
HR Foundation Bank					4.2	7.4	7.4	12.4	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