

**Month of December** **COMPARISONS** **Month of December**  
**Description** **2010** **2011** **2012** **2013** **2014** **2015** **2016** **2017** **2018** **2019** **2020** **Average**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
		Snow									Covid-19	
<b>Golf Rounds</b>	1,356	0	458	396	540	154	319	821	874	528	203	514
No Play Days - Weather	5	31	18	20	18	26	21	11	11	19	29	19
Play Days	26	0	13	11	13	5	10	20	20	12	2	132
<b>Avg \$ Rev per Round / Star</b>	<b>118.29</b>	<b>ERR</b>	<b>23.14</b>	<b>(4.80)</b>	<b>24.44</b>	<b>18.18</b>	<b>(5.64)</b>	<b>22.17</b>	<b>22.65</b>	<b>29.89</b>	<b>28.98</b>	<b>44.13</b>
Avg \$ Profit per Round/Start	61.73	ERR	(90.83)	(94.95)	(73.89)	(250.00)	(184.95)	(60.54)	(28.95)	(79.48)	(306.11)	(\$61.82)
<b>Revenue - Golf</b>	<b>160.4</b>	<b>6.3</b>	<b>10.6</b>	<b>(1.9)</b>	<b>13.2</b>	<b>2.8</b>	<b>(1.8)</b>	<b>18.2</b>	<b>19.8</b>	<b>15.8</b>	<b>5.9</b>	<b>22.7</b>
<b>Expenses</b>												
Golf Course Operations	45.2	18.6	20.9	17.6	18.0	15.7	14.9	18.9	15.6	17.2	29.2	21.1
Administration	10.8	7.2	5.6	6.2	13.1	8.3	9.0	8.9	8.2	9.2	10.2	8.8
Grounds Operations	20.7	17.9	25.7	11.9	21.9	17.3	33.3	40.0	21.3	31.3	28.5	24.5
<b>Total Expenses</b>	<b>76.7</b>	<b>43.7</b>	<b>52.2</b>	<b>35.7</b>	<b>53.1</b>	<b>41.3</b>	<b>57.2</b>	<b>67.9</b>	<b>45.1</b>	<b>57.8</b>	<b>68.0</b>	<b>54.4</b>
<b>P&amp;L Excess / (Deficiency)</b>	<b>83.7</b>	<b>(37.4)</b>	<b>(41.6)</b>	<b>(37.6)</b>	<b>(39.9)</b>	<b>(38.5)</b>	<b>(59.0)</b>	<b>(49.7)</b>	<b>(25.3)</b>	<b>(42.0)</b>	<b>(62.1)</b>	<b>(31.7)</b>

**Key Expense Areas:**

**Payroll**

Grounds Operations	10.5	10.0	13.8	11.3	15.1	15.4	16.0	17.8	16.6	19.9	21.7	15.3
Golf Course Operations	11.9	2.1	3.8	2.8	15.3	4.6	5.2	6.8	5.9	5.8	10.6	6.8
Administration	8.9	5.6	4.8	5.2	7.2	7.7	7.5	7.5	7.3	8.2	8.8	7.2
<b>Total Payroll</b>	<b>31.3</b>	<b>17.7</b>	<b>22.4</b>	<b>19.3</b>	<b>37.6</b>	<b>27.7</b>	<b>28.7</b>	<b>32.1</b>	<b>29.8</b>	<b>34.0</b>	<b>41.1</b>	<b>29.2</b>
% Payroll to Revenue	20%	281%	211%	-1016%	285%	989%	-1594%	176%	151%	215%	699%	129%
% Payroll to Expenses	41%	41%	43%	54%	71%	67%	50%	47%	66%	59%	60%	54%

**Utilities**

Golf Ops & Pro Shop	6.2	5.7	4.6	2.9	3.0	2.4	2.4	2.2	2.1	2.3	3.3	3.4
Grounds	7.5	5.8	8.1	3.2	3.0	1.5	6.6	3.6	3.5	2.6	5.0	4.6
Clubhouse Top Floor			7.8	5.5	5.8	5.3	5.6	5.6	10.1	5.4	5.9	6.3

**Utilities/Gen Fund Prtn**

	0.0	0.0	7.8	5.5	5.8	5.3	5.6	5.6	10.1	5.4	5.9	5.2
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**Clubhouse Maintenance/Improvements (Gen Fund):**

1st Bldg Repair/Maintenance					0.2		0.2	5.2		0.3	1.5	1.5
2nd Bldg Repair/Maintenance			0.1	3.7	1.4	1.8	7.6		13.8	3.6	8.7	5.1

**Capital Expenditures**

<b>Grounds / Golf</b>	24.7	7.0	0.0	3.8	0.0	0.0	43.1	0.0	0.0	0.0	13.8	8.4
<b>Clubhouse</b>	3.0	3.3	0.0	5.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1
<b>Golf Course</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Restaurant - Noonan's</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Cap Exp</b>	<b>27.7</b>	<b>10.3</b>	<b>0.0</b>	<b>9.2</b>	<b>0.0</b>	<b>0.0</b>	<b>43.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>13.8</b>	<b>9.5</b>

**District Fund Accounts**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
General Fund	33	23	75	104	28	133	30	30	30	30	64	
* Gen Fund (8/15 Roof Ins Proceeds)							84	113	88	75	200	
Capital Fund	487	76	41	3	3	3	1,142	740	428	438	331	
Debit Service Fund	284	283	234	242	238	237	80	178	225	274	327	
Enterprise Fund	273	52	152	262	399	370	383	375	422	537	781	

<b>TOTAL ALL FUNDS</b>	<b>1,077</b>	<b>434</b>	<b>502</b>	<b>611</b>	<b>668</b>	<b>743</b>	<b>1,719</b>	<b>1,436</b>	<b>1,193</b>	<b>1,353</b>	<b>1,703</b>	
<b>Total Funds less Dbt Svc</b>												
<b>Must always be &gt; \$100</b>	<b>306</b>	<b>75</b>	<b>268</b>	<b>369</b>	<b>430</b>	<b>506</b>	<b>497</b>	<b>518</b>	<b>540</b>	<b>641</b>	<b>1,045</b>	
<b>Bond Balance</b>					5,161	4,963	6,380	6,195	6,005	5,810	5,605	
<b>HR Foundation Bank</b>					4.9	7.4	7.4	12.4	12.4	12.4	12.4	
	<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>Average</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 (2019 GCatHR (Golf Ops) Budget \$919.1k Rev / \$858.8k Exp - 31k Rounds)