

ALLEN OWEN
Chair
DON SMITH
Vice-Chair
JERRY WYATT
Director
CHRIS PRESTON
Director
YOLANDA FORD
Director



ANTHONY MAROULIS
Director
FLOYD EMERY
Director
ANTHONY SNIPES
Chief Administrative Officer
E. JOYCE IYAMU
Secretary

MISSOURI CITY RECREATION AND LEISURE LOCAL GOVERNMENT CORPORATION MEETING AGENDA

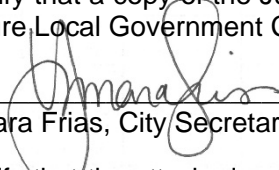
Notice is hereby given of a meeting of the Board of Directors of the Missouri City Recreation and Leisure Local Government Corporation to be held on **Monday, June 20, 2016**, at **5:30 p.m.** at: **City Hall, Council Conference Room, 2nd Floor, behind the Council Chamber**, 1522 Texas Parkway, Missouri City, Texas, for the purpose of considering the following agenda items. All agenda items are subject to action. The Board of Directors of the Missouri City Recreation and Leisure Local Government Corporation reserves the right to meet in a closed session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

1. **ROLL CALL**
2. Consider approving the minutes of the meeting of June 6, 2016.
3. Consider electing a Treasurer.
4. Consider a resolution amending the designation of certain officials authorized to maintain an account or accounts with Amegy Bank National Association Corporation.
5. Consider approval of the Fiscal Year 2017 proposed budget.
6. **CLOSED EXECUTIVE SESSION**
The Board of Directors may go into Executive Session regarding any item posted on the Agenda as authorized by Chapter 551 of the Texas Government Code.
7. **RECONVENE** into Regular Session and consider action, if any, on items discussed in Executive Session.
8. **ADJOURN**

In compliance with the Americans with Disabilities Act, the City of Missouri City will provide for reasonable accommodations for persons attending Missouri City Recreation and Leisure Local Government Corporation meetings. To better serve you, requests should be received 24 hours prior to the meetings. Please contact Maria Jackson, City Secretary, at 281.403.8686.

CERTIFICATION

I certify that a copy of the June 20, 2016, agenda of items to be considered by the Missouri City Recreation and Leisure Local Government Corporation was posted on the City Hall bulletin board on June 17, 2016, at 4:00 p.m.



Yomara Frias, City Secretary Department

I certify that the attached notice and agenda of items for consideration by the Missouri City Recreation and Leisure Local Government Corporation was removed by me from the City Hall bulletin board on the ____ day of _____, 2016.

Title: _____

ALLEN OWEN
Chair
DON SMITH
Vice-Chair
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Director
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**MISSOURI CITY RECREATION AND LEISURE
LOCAL GOVERNMENT CORPORATION
JUNE 6, 2016 MEETING MINUTES**

The Board of Directors of the Missouri City Recreation and Leisure Local Government Corporation held a meeting on **Monday, June 6, 2016, at 5:30 p.m.** at City Hall, Council Conference Room, 2nd Floor, behind Council Chambers, 1522 Texas Parkway, Missouri City, Texas, to consider the following:

1. ROLL CALL

Chair Owen called the meeting to order at 5:48 p.m.

Those also present: Vice-Chair Smith, Directors Preston and Emery; Chief Administrative Officer Snipes; Secretary Iyamu; Golf Course Manager Stittleburg; Assistant City Manager Atkinson; Assistant City Manager Elmer; City Secretary Jackson; Budget/Financial Manager Ellis; Interim Director of Parks and Recreation Browne; and Media Relations Specialist Stottlemeyer. Director Ford arrived at approximately 5:50 p.m. Also present: Roy Gilbert and Joe Morrow. Absent: Director Wyatt and Maroulis.

2. Consider approving the minutes of the meeting of April 4, 2016.

Director Emery moved to approve the minutes of the April 4, 2016 meeting. Vice-Chair Smith seconded. **MOTION PASSED.**

No vote: Director Ford.

3. Consider a resolution authorizing the acquisition of one 2016 Cushman Shuttle and the execution of a lease agreement between the City of Missouri City, as Lessee, Missouri City Recreation and Leisure Local Government Corporation, as Co-Lessee, and PNC Equipment Finance, LLC, as Lessor.

General Manager Stittleburg stated that the course had three beverage carts, one of which had a completed lease term. He requested to replace the cart with the completed lease term with a 6 passenger shuttle cart. The expected cost of the shuttle cart was \$228.89 per month, which could create an annual savings of \$1,578.24 from the current payment structure.

Director Emery moved to approve the resolution. Vice-Chair Smith seconded. **MOTION PASSED.**

No vote: Director Ford.

4. Discuss the dedication of certain sales tax funds to the City Centre at Quail Valley.

Assistant City Manager Atkinson stated Staff recognized items are sold at the golf course which generate sales tax. Last year, discussion arose regarding how to keep the sales tax generated from the LGC to stay in the LGC. The LGC decided that the LGC would get rebated back. Staff noted that there would be approximately \$14,300 generated from LGC sales tax and returned to the Missouri City Recreation and Leisure Local Government Corporation board to further discuss how to move forward at the end of the Fiscal Year 2016.

Staff recommended not moving forward with the LCG sales tax rebate in Fiscal Year 2016 and Fiscal Year 2017.

Chief Administrative Officer Snipes advised the board not to act until final valuations for Fiscal Year 2016 are received. Mr. Snipes stated that if the budget ends up in the positive, the board could determine to proceed with the \$14,300 already approved by the board to go back to the golf course or could allocate the funds back into the general fund.

Chair Owen then read a statement Director Maroulis provided the City, "This should flow back to the general fund and not the LGC P&L. It should be like the Parks Departments. We can't have multiple accounting methods and besides, when the LGC needs funding they dip into the General fund."

Vice-Chair Smith questioned how this request came to be. Assistant City Manager Atkinson stated that the discussion began with the Finances & Services Committee. Then, in June 2015, the Missouri City Recreation & Leisure Local Government Corporation directors discussed the Fiscal Year 2016 budget with General Manager Stittleburg and approved the Fiscal Year 2016 budget with additional "other revenue" of sales tax reinvestment from the City of Missouri City. The LGC would have all sales taxes generated by the facility returned and recorded in an "other revenue" account. There would be an offsetting line item in the budget for "budget reserve" to be used to offset expenses for improvements when there was a budget surplus, or other expenses, in the event of a revenue shortfall.

Director Emery stated that he remembered the item and the committee was looking at other sources of revenue. Director Emery stated that because the LGC would produce a healthy profit this fiscal year and, since the Fiscal Year 2017 budget did not include those funds, he was recommending not to move forward with the sales tax reimbursement to the Missouri City Recreation & Leisure Local Government Corporation. Vice Chair Smith stated he was also recommending not to move forward with the sales tax reimbursement to the LGC and City funds should stay with City priorities.

5. Discuss the proposed budget for the Missouri City Recreation and Leisure Local Government Corporation for Fiscal Year 2017.

General Manager Stittleburg presented an overview of the proposed fiscal year 2017 budget. He stated that they have seen a significant increase in rounds of golf in large part due to change in pricing structure with a 31% increase in rounds played after 12:00 p.m. The Food & Beverage division continued to make improvements with \$135,068 in revenue over expenditures for Fiscal year 2016 through April 2016. Overall operation planning has shown a budget surplus for Fiscal Year 2016 with \$30,747 total estimated over expenditures for Fiscal year 2016. For the Fiscal Year 2017 operational summary, the course would continue to push for more rounds of golf, increase focus on food cost savings, marketing focus would be on new avenues for added opportunities and look for ways to improve employee satisfaction and productivity.

6. ADJOURN

Chair Owen moved to adjourn the meeting at 6:23 p.m. Vice-Chair Smith seconded. **MOTION PASSED UNANIMOUSLY.**

BY: _____
Allen Owen, Chair

ATTEST: _____
E. Joyce Iyamu, Secretary



**CITY COUNCIL
MISSOURI CITY RECREATION & LEISURE
LOCAL GOVERNMENT CORPORATION
COVER MEMO**

June 20, 2016

To: Board of Directors of Missouri City Recreation and Leisure Local Government Corporation

Agenda Item: 3 Consider electing a Treasurer.

Submitted by: Tyson Stittleburg, General Manager

SYNOPSIS

This agenda item provides for the election of a Treasurer for the Corporation.

BACKGROUND

The Bylaws provide that the Board of Directors may elect the Corporation's Treasurer from the Directors of the Board itself or may delegate the duties of such office to a non-member of the Board of Directors. Such person holding the office of Treasurer is deemed an officer of the Corporation.

Wes Vela was appointed Treasurer on May 18, 2009; and, Michael Higgins was appointed as Interim Treasurer on February 2, 2015. Given the resignation of Michael Higgins, it is recommended that the Board of Directors replace the position. For continuity and ease of transition, it is recommended that, if the Board of Directors prefers to delegate the duties of the Treasurer, the Board of Directors appoint Edena Atmore, Director of Finance for the City of Missouri City, to serve as the Treasurer of the LGC.

BUDGET ANALYSIS

There are no material costs associated with the election or delegation of the Treasurer, unless a salary is provided for such position.

SUPPORTING MATERIALS

1. None.

STAFF'S RECOMMENDATION

Elect a Treasurer from the Board of Directors, if desired. If it is preferred to delegate such duties to a non-Board member, Staff recommends the delegation of the duties of Treasurer to Edena Atmore.

Director Approval: Tyson Stittleburg, General Manager

**Assistant City Manager/
City Manager Approval:** Bill Atkinson, Assistant City Manager



**CITY COUNCIL
AGENDA ITEM COVER MEMO**

June 20, 2016

To: LGC Board of Directors
Agenda Item: 4 - Consider a resolution designating certain officials to maintain an account or accounts with Amegy Bank National Association for the Missouri City Recreation and Leisure Local Government Corporation and containing other provisions relating to the subject.
Submitted by: Tyson Stittleburg, General Manager

SYNOPSIS

The MCRLGC needs to update the signature card on file with Amegy Bank to reflect the newly appointed Finance Director and other LGC directors as necessary

STRATEGIC PLAN 2019 GOALS ADDRESSED

- Maintain a financially sound City
- Develop a high performing City team

BACKGROUND

The signature card on file with Amegy Bank was last updated in December 2015 when City Manager Anthony Snipes was appointed Chief Administrative Officer. As of June 20, 2016 City Finance Director Edina Atmore will be the Treasurer for the LGC and as a result the signature card on file with Amegy Bank will need to be updated. To expedite LGC business when certain signatures are unavailable, other directors of the LGC will also be added to the signature card.

The updated signature card will include the signatures of the Chair of the Board (Allen Owen), Chief Administrative Officer (Anthony Snipes), Treasurer (Edina Atmore), Assistant City Manager (Charles Atkinson), LGC General Manager (Tyson Stittleburg)

BUDGET ANALYSIS

SUPPORTING MATERIALS

1. Resolution, including blank signature card to be signed (*forthcoming*)

STAFF'S RECOMMENDATION

Adopt the resolution authorizing the update of the signature card with Amegy Bank to reflect the new signatories.

Director Approval: Tyson Stittleburg

**Assistant City Manager/
City Manager Approval:** Bill Atkinson

**MISSOURI CITY RECREATION AND LEISURE
LOCAL GOVERNMENT CORPORATION**

RESOLUTION NO. R-16__

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE MISSOURI CITY RECREATION AND LEISURE LOCAL GOVERNMENT CORPORATION AMENDING THE DESIGNATION OF CERTAIN OFFICIALS AUTHORIZED TO MAINTAIN AN ACCOUNT OR ACCOUNTS WITH AMEGY BANK NATIONAL ASSOCIATION; AMENDING RESOLUTION NO. R-12-02, ADOPTED ON APRIL 23, 2012, AS AMENDED BY RESOLUTION NOS. R-15-02, ADOPTED ON FEBRUARY 2, 2015, AND R-15-09, ADOPTED ON DECEMBER 7, 2015; PROVIDING AN EFFECTIVE DATE; PROVIDING FOR REPEAL; PROVIDING FOR SEVERABILITY; AND CONTAINING OTHER PROVISIONS RELATING TO THE SUBJECT.

* * * * *

WHEREAS, the Board of Directors of the Missouri City Recreation and Leisure Local Government Corporation (“LGC”) selected Amegy Bank National Association (“Bank”) as the designated depository for LGC funds; and

WHEREAS, it is necessary to amend the designation of those LGC officials who have authority to act on behalf of the LGC in transacting business with the Bank; now, therefore,

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MISSOURI CITY RECREATION AND LEISURE LOCAL GOVERNMENT CORPORATION:

Section 1. The facts and recitations set forth in the preamble of this Resolution are hereby found to be true and correct and are in all things incorporated herein and made a part hereof.

Section 2. Resolution No. R-12-02, adopted on April 23, 2012, as amended by Resolution Nos. R-15-02, adopted on February 2, 2015, and R-15-09, adopted on December 7, 2015, is hereby amended by deleting Exhibit “A” thereof and substituting therefor a new Exhibit “A,” attached hereto and made a part hereof for all purposes.

Section 3. *Effective Date.* This Resolution shall become effective the 13th day of June, 2016.

Section 4. *Repeal.* All resolutions or parts of resolutions, if any, in conflict herewith, shall be and are expressly repealed to the extent of such conflict.

Section 5. *Severability.* In the event any clause, phrase, provision, sentence or part of this Resolution or the application of the same to any person or circumstances shall for any reason be adjudged invalid or held unconstitutional by a court of competent jurisdiction, it shall not affect, impair, or invalidate this Resolution as a whole or any part or provision hereof other than the part declared to be invalid or unconstitutional; and the City Council of the City of Missouri City, Texas, declares that it would have passed each and every part of the same notwithstanding the omission of any part thus declared to be invalid or unconstitutional, or whether there be one or more parts.

PASSED and APPROVED this 20th day of June, 2016.

Allen Owen, Chair

ATTEST:

E. Joyce Iyamu, Secretary



**CITY COUNCIL
AGENDA ITEM COVER MEMO**

June 20, 2016

To: LGC Board of Directors
Agenda Item: 5 - Consider approval of the Fiscal Year 2017 proposed budget
Submitted by: Tyson Stittleburg

SYNOPSIS

The FY2017 budget is submitted for approval of the LGC Board of Directors as presented on June 6, 2016.

STRATEGIC PLAN 2019 GOALS ADDRESSED

- Maintain a financially sound City
- Develop a high performing City team

BACKGROUND

Staff has prepared the FY17 budget per the guidance of the LGC Board of Directors. The FY17 Budget is presented with a year end budget surplus of \$1,744

BUDGET ANALYSIS

Total Revenues: \$3,900,132
Total Expenses: \$3,898,388
Total Net: \$1,744

Note: Compliance with the conflict of interest questionnaire requirements, if applicable, and the interested party disclosure requirements (HB 1295) has been confirmed/is pending within 30-days of this Council action and prior to execution.

SUPPORTING MATERIALS

1. FY2017 Budget

STAFF'S RECOMMENDATION

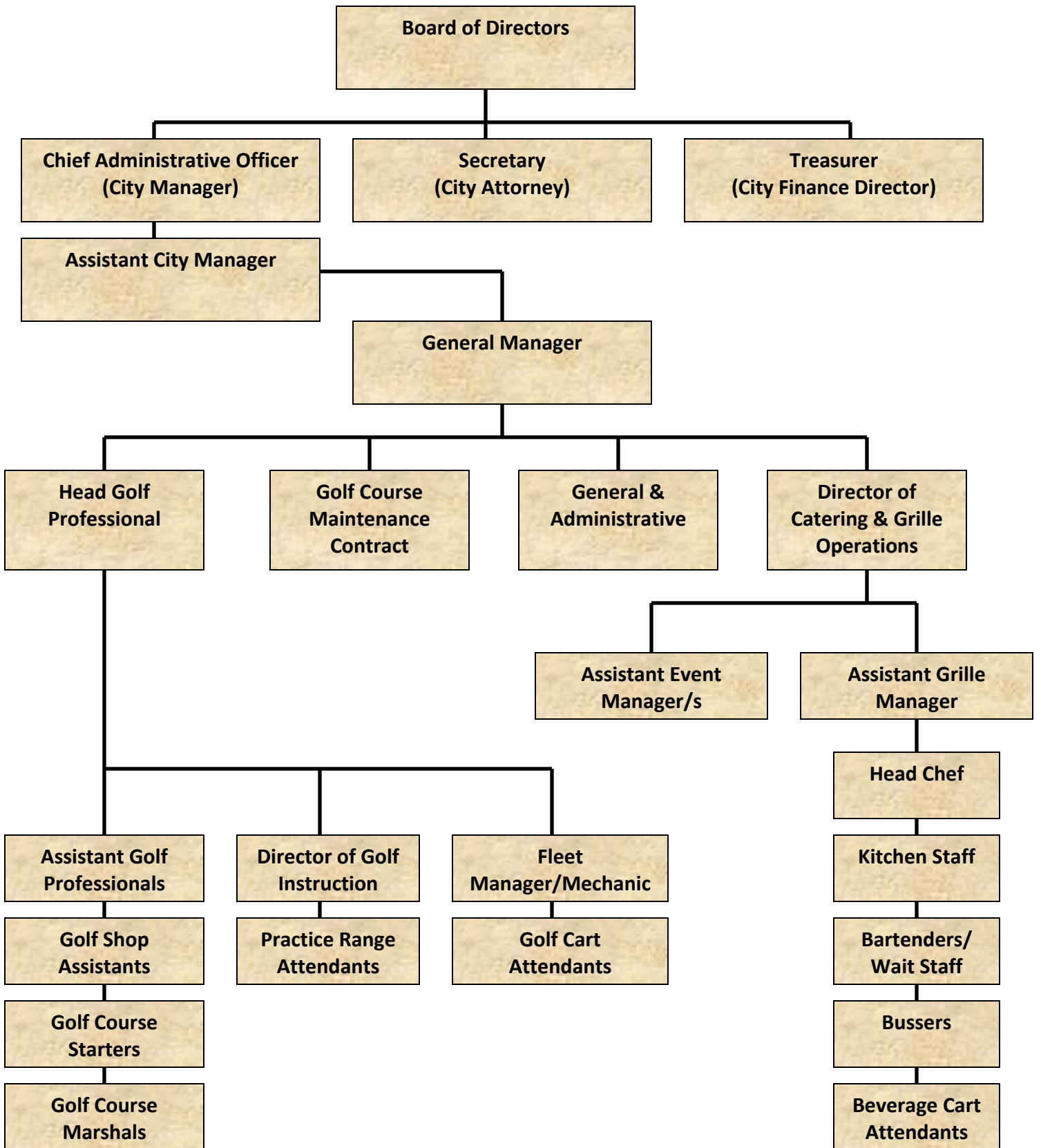
LGC Staff Recommends the approval of the FY2017 Budget as proposed.

Director Approval: Tyson Stittleburg

**Assistant City Manager/
City Manager Approval:** Bill Atkinson

**Missouri City Recreation & Leisure LGC
Budget Narrative
FY2017**





Executive Summary

FY2016 proved to be one of major steps forward for the Missouri City Recreation & Leisure Local Government Corporation (LGC). A change in golf rate structure, a partnership with a third party tee time provider and continued focus on special events garnered increased business in almost all divisions of the operation. Striving to build off of these successes will be the foundation for the FY2017 budget. FY2016 saw much improved weather conditions as compared to the past few years, especially seen in a very mild winter. Management does not expect such a boon again in FY2017 and is budgeting for a consistently conservative budget. The general focus for the FY2017 budget is to maintain the gains in rounds of golf played if not show a modest increase, look for further ways to reduce COGS in the F&B departments and overall find ways to improve the customer experience while at the LGC to provide further value.

Golf Operations

The revenues for the Operations Department encompass daily green fees, tournament fees and annual green fees. This department is the largest revenue producer of all of the operational areas. The largest expenses for the Operations Department include a percentage golf shop employees and golf course starter wages, office supplies for the golf operations, golf course maintenance (including tree maintenance), bank and credit card fees for golf operations as well as a percentage of operational utilities. Management will continue to focus marketing efforts on rounds of golf, specifically daily fee rounds, to work to maintain if not grow rounds of golf played.

In FY2016 management addressed lagging golf rounds by adjusting golf rates based on historical demand. This change prompted a significant shift in rounds being played in the afternoons. Rounds of golf after 12:00 pm increased 25% over FY2015. Management plans to continue this strategy but plans to implement a \$1.00 increase in rounds of golf played under "Super Twilight" rates. Management believes that this increase will not hinder demand for these times and will provide a slight increase in revenues generated. Based on this shift, overall dollar per round will be lower than the FY2016 budget but should still reflect an accurate representation of revenues needed to justify expenses.

Given these adjustments, budgeted revenues in the Operations Department are \$1,363,007 and budgeted expenses are \$1,545,577. This is a net operational loss of (\$182,570). Even though rounds of golf are projected to increase over the past two year history, there has also been a readjustment of the expected dollar per round. Budgeted rounds for FY2017 are 57,282. This is taking into consideration approximately 25 days lost to rain, which is based on the last six year average of days closed. The operations department carries the load of the expenses with the course maintenance contract. Losses in this department are recouped through the various other golf departments.

Golf Cart Operations

Golf carts at a golf facility are traditionally one of the largest revenue generating areas of the operation. In addition the expenses are traditionally low enough to allow for a healthy profit from the operation.

As the LGC has increased rounds played, so too has it increased the wear and tear on the golf cart fleet. While the full fleet is up and running additional rounds played will shorten the time frame for the carts to reach battery hour warranty. Management will be keeping a close watch on this process as FY2017 progresses to work to reduce the amount of expenses necessary for battery replacement. During FY2017 management will begin the process of replacing 50 carts in the fleet but the actual replacement should not happen until FY2018.

Annualized revenues for the golf cart operation are \$584,647. Expenses for FY2017 are projected to be \$262,169 which covers a percentage of outside services wages, mechanic wages, golf cart leases, cart maintenance, and a percentage of facility utilities. This leaves a net positive for golf cart operations of \$322,477.

Practice Range

The practice range facility also continues to provide a consistent revenue stream for the facility. On average, for every person that tees off, there is a little over \$1.00 in range fees generated. FY2016 saw a sizeable increase in range revenues primarily due to the closure of two other local practice ranges. This increase in business has heightened wear on the practice facilities. Management plans to increase the fee for range balls by \$1.00 per bag. The goal of this is to maintain revenues while reducing the amount of golfers hitting range balls. The range space itself is not large enough to maintain conditions with so much traffic and is very costly to replace.

Revenues for the practice range department are budgeted for \$114,641 while expenses are expected to be \$65,237. Expenses include a percentage of outside services labor, range balls, picker lease and maintenance, teaching fees and a percentage of facility utilities. The difference is a net positive \$49,404.

Golf Shop Merchandise

Finding ways to increase revenues and especially net revenues in the Golf Shop Merchandise department will be a focus for FY2017. FY2016 saw a slight slip in sales, in part due to lost tournament orders. Management will look to find ways to increase sales through promotions, demo days and other methods. Revenues for the merchandise department are budgeted for \$211,765. Expenses for merchandise include a percentage of golf shop employee wages, cost of goods (77%) and a percentage of facility utilities. Estimated expenses for merchandise are \$209,755. This is a net positive difference of \$2,010.

Food & Beverage – Grille Operations

The Bluebonnet Grille has developed into a consistent revenue generating department. Even though revenues are still highly tied to rounds of golf, there is enough non-golf business to justify keeping the facility open even when the golf course may be closed due to weather. This is very encouraging as this business provides an added revenue stream for the facility as a whole. Special events such as music on the patio, QV Proud sponsored bingo nights and Friday Night Fish in the spring all help to contribute to the continued revenue growth in the Grille.

In the past, the primary focus of the Grille operation was to reduce costs wherever possible. The focus for FY2017 will now be on customer service and how management can continue to provide added value for guests in the Grille. As the Grille continues to grow business it is becoming apparent that there is a need for staff during specific periods and resources must be given to meet this demand.

Grille revenues are highly dependant on the number of golf rounds played. In FY2016 there was \$8.21 per round in Grille revenues. This figure is up \$0.17 compared to FY2015. For FY2017 projected revenues in the Grille Department are \$571,871 while expenses are \$456,605. This results in a net profit of \$115,267.

Food & Beverage - Banquets & Events

The Banquets & Events Department has shown great improvement over the last year. The LGC continues to see new events grow out of current events. Many attendees like what they experience and want to host additional events at the City Centre. In addition to this, management continues to place a focus on advertising for events. The City Centre is developing a reputation as a great place to hold local events in Fort Bend County.

Given the large volume of business that is produced by the Banquets & Events department keeping costs in check is very important. Management is working on ways to lower food costs in all departments but the effects would truly be seen in this department. As the City Centre reaches its fifth year of operation, there will be an increase need for building maintenance and repairs. This will have a direct impact on how events are perceived by the guests of the LGC.

Revenues for the Banquet and Event Department are budgeted to be \$893,399 while expenses are budgeted for \$822,026. This provides for a net profit of \$71,373.

Food & Beverage – Beverage Cart Operations

The beverage cart at a public golf course is very important. Not only is this a vital service provided to the golf clientele it is also a great source of additional income for the facility as a whole. This department has seen a shift in sales that has gone in line with the shift in rounds played. More rounds in the afternoon also means more beverage cart sales during this time which is often a warmer part of the day. In the spring of FY2016

management adjusted prices on the beverage cart to more accurately represent the current cost of items being sold. This is primarily because the carts sell low cost items at a substantial mark up to golfers on the course. If this markup is out of line, then the department will likely not cover its expenses.

For FY2015 the revenues for the Beverage Cart Department are budgeted to be \$160,803 versus expenses of \$143,389. This leaves a net profit of \$17,414. Management plans to continue to modify the product mix being offered on the beverage cart to work to meet and create demand.

General & Administrative

The General & Administrative Department (G&A) covers all of the costs that are not easily allocated to individual departments. Half of the salary of the Catering & Events Manger and all of the salary of the General Manager are covered in this department to reflect the responsibilities of these positions.

Expenditures in the G&A department will closely follow those of FY2016. Budgets for general repairs and service agreements remain higher as compared to the past to include the increasing needs of a building that is not new and is out of warranty and agreements with multiple vendors for necessary services such as employee screenings, inspections and public postings. There are no revenues to offset the expenses in the G&A department. The expenses for this department are budgeted at cost of (\$393,627).

Summary Overall Operation

FY2016 finally showed a year with average if not above average weather conditions. This proved that the LGC as a whole can be financially successful in these conditions. Finding ways to stabilize revenues when the weather is less than optimal is the key for longer term financial stability. Having a golf operation that can host close to 60,000 rounds per year is one factor in this equation. Another is to continue to increase revenues from Banquets & Events and to have modest increases in Grille revenues.

Overall for FY2017, the MCLGC is budgeting revenues of \$3,900,132 and expenditures of \$3,898,388., resulting in a net budget of \$1,744. This is compared to the projected net profit for FY16 of \$30,747. Management of LGC does not want to be overly aggressive with the forecast for FY2017 given it is unlikely to see similar winter weather patterns. The LGC will continue to monitor its fee structures versus the competition as well as closely track expenses to look for efficiencies and savings.

Assumptions

- COGS for golf merchandise is 77%
- COGS for food and liquor is 33%
- Golf costs split per percentage of sales:
 - o Operations – 62%
 - o Golf Carts – 25%
 - o Practice Range – 4%
 - o Merchandise – 9%
- F&B costs split per percentage of sales:
 - o Grille - 31%
 - o Banquets & Events - 59%
 - o Beverage Cart - 10%
- Utilities cost split by department percentage of revenues
 - o Golf – 67%
 - o F&B – 33%

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Budget
Ordinary Income/Expense				
Income				
Operations				
Green Fees - La Quinta	\$396,204	\$450,690	\$421,256	\$441,432
Green Fees - El Dorado	\$519,075	\$550,000	\$600,076	\$559,635
Annual Fees	\$352,155	\$371,768	\$333,883	\$352,429
Handicap Fees	\$10,369	\$9,510	\$22,362	\$9,510
	<u>\$1,277,803</u>	<u>\$1,381,968</u>	<u>\$1,377,577</u>	<u>\$1,363,007</u>
Range				
Annual Range Fee	\$14,405	\$18,425	\$15,495	\$16,145
Range Fees	\$66,249	\$66,869	\$80,908	\$86,496
Range Teaching Fees	\$19,745	\$12,000	\$0	\$12,000
	<u>\$100,399</u>	<u>\$97,294</u>	<u>\$96,403</u>	<u>\$114,641</u>
Pro Shop				
Pro Shop Sales	\$227,007	\$235,080	\$226,438	\$211,765
Donations - Parks	\$20,995	\$0	\$0	\$0
	<u>\$248,002</u>	<u>\$235,080</u>	<u>\$226,438</u>	<u>\$211,765</u>
Cart				
Cart Rental Fees	\$450,314	\$546,743	\$526,458	\$506,724
Trail Fees	\$79,641	\$86,267	\$78,963	\$77,923
	<u>\$529,955</u>	<u>\$633,009</u>	<u>\$605,421</u>	<u>\$584,647</u>
Total Golf Revenues	\$2,156,159	\$2,347,351	\$2,305,839	\$2,274,059
Food & Beverage				
F&B Grille	\$261,347	\$262,136	\$311,808	\$351,845
LBW - Grille	\$151,910	\$156,801	\$203,147	\$220,026
	<u>\$413,257</u>	<u>\$418,937</u>	<u>\$514,955</u>	<u>\$571,871</u>
F&B - Banquets/Events/Rentals	\$589,519	\$571,885	\$608,219	\$648,435
F&B - Service Fees/Gratuities	\$85,355	\$123,751	\$129,296	\$132,292
LBW - Banquets/Events	\$120,223	\$76,524	\$79,836	\$112,672
	<u>\$795,097</u>	<u>\$772,159</u>	<u>\$817,351</u>	<u>\$893,399</u>
F&B - Golf Shop	\$12,335	\$14,965	\$12,337	\$18,895
LBW - Golf Shop	\$8,392	\$9,910	\$10,950	\$16,261
F&B - Bev Cart	\$43,236	\$49,374	\$55,376	\$62,727
LBW - Bev Cart	\$52,623	\$55,951	\$69,021	\$62,920
	<u>\$116,586</u>	<u>\$130,199</u>	<u>\$147,684</u>	<u>\$160,803</u>
		\$0		
Total F&B Revenues	\$1,324,940	\$1,321,296	\$1,479,990	\$1,626,073
Over/Short	(\$3,044)			\$0
Gross Revenues	\$3,478,055	\$3,668,647	\$3,785,829	\$3,900,132

Expense**Operations**

Salaries & Wages	\$28,815	\$40,000	\$40,408	\$45,000
Overtime		\$0		\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$2,448	\$2,577	\$3,091	\$2,899
Workers Compensation	\$331	\$859	\$543	\$966
Benefits	\$799	\$4,020	\$0	\$4,020
Contingency Workers	\$89,110	\$94,500	\$89,077	\$102,300
Overtime	\$5,433	\$0	\$4,636	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$8,033	\$6,088	\$7,181	\$6,591
Workers Compensation	\$1,087	\$2,029	\$886	\$2,197
Benefits	\$2,621	\$5,628	\$355	\$5,628
Office Supplies	\$13,098	\$14,500	\$12,868	\$14,500
Wearing Apparel	\$775	\$1,500	\$759	\$1,500
Fuel, Oil & Lubricants		\$0		\$0
Minor Tools/Small Equip		\$0		\$0
Uniform & Laundry		\$0		\$0
Janitorial Supplies		\$0		\$0
Postage		\$0		\$0
Bldg Mat/Supplies/Repr		\$0		\$0
Copy Machine/Suppl/Repr		\$0		\$0
Golf Course Mater/Supply		\$0		\$0
Miscellaneous	\$552	\$600	\$5,887	\$600
Minor Equip Maintenance		\$0		\$0
Handicap Service	\$6,619	\$6,400	\$9,635	\$6,400
Contractor Hiring/Mowing	\$1,141,873	\$1,151,654	\$1,174,329	\$1,210,764
Contract Hiring/TreeTrim	\$6,293	\$9,000	\$6,613	\$9,000
Insurance		\$0		\$0
Special Services & Legal		\$0		\$0
Bank Fees	\$49,741	\$50,496	\$52,916	\$50,496
Service Agrmts/Contracts	\$2,875	\$4,500	\$0	\$3,000
Building Repairs		\$0		\$0
Printing & Publications		\$0		\$0
Dues & Subscriptions	\$2,808	\$2,225	\$4,937	\$2,225
Training & Travel	\$915	\$600	\$875	\$600
Golf Equipment Rental		\$0		\$0
Audit Services		\$0		\$0
Donations	\$18,800	\$0	\$3,265	\$0
Machinery & Equipment		\$0		\$0
Gas/Utilities	\$4,584	\$4,979	\$3,368	\$4,979
Electric Utilities	\$61,860	\$59,874	\$64,047	\$59,874
Water Utilities	\$10,706	\$12,038	\$13,212	\$12,038
	\$1,460,176	\$1,474,068	\$1,498,888	\$1,545,577

Cart

Contingency Workers (Mechanic)	\$27,300	\$27,300	\$26,350	\$27,300
Overtime		\$0		\$0
Taxes, Social Security	\$2,158.55	\$1,759	\$2,015	\$1,759
Worker's Compensation	\$284.89	\$586	\$352	\$586
Benefits		\$4,020	\$0	\$4,020
Contingency Workers (Attendants)	\$53,049	\$60,825	\$58,773	\$60,825
Overtime	\$1,391	\$0	\$940	\$0
Taxes, Social Security	\$4,304.45	\$3,919	\$4,568	\$3,919
Worker's Compensation	\$568.11	\$1,306	\$791	\$1,306
Benefits		\$0		\$0
Unemployment Benefits	\$2,940	\$1,200	\$0	\$1,200
Bldg Mat/Supplies/Repairs	\$15,590	\$13,800	\$4,738	\$9,996
Uniforms/Laundry		\$250	\$0	\$250
Minor Equip Maint/Rpr	\$1,020	\$1,200	\$0	\$1,200
Equipment/Cart Lease	\$110,319	\$113,897	\$113,897	\$113,897
Tournament Rentals	\$12,515	\$9,000	\$20,422	\$9,000
Gas/Utilities	\$1,837	\$1,743	\$1,150	\$1,743
Electric Utilities	\$24,746	\$20,956	\$21,869	\$20,956
Water Utilities	\$4,164	\$4,213	\$4,512	\$4,213
	\$262,187	\$265,973	\$260,377	\$262,169

Range

Contingency Workers	\$34,435	\$33,420	\$26,317	\$33,420
Overtime	\$596	\$0	\$402	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$2,768	\$2,153	\$2,045	\$2,153
Workers Compensation	\$365	\$718	\$354	\$718
Benefits		\$0		\$0
Range Ball Expense	\$6,294	\$8,500	\$5,796	\$8,500
Minor Tools & Equipment - Range	\$2,320	\$1,200	\$2,287	\$1,200
Instructor Fees	\$19,795	\$12,000	\$0	\$12,000
Minor Equip Maint/Rpr	\$1,975	\$1,200	\$0	\$1,200
Range Picker Lease Purchase	\$2,202	\$2,202	\$2,202	\$2,202
Gas/Utilities	\$295	\$249	\$164	\$249
Electric Utilities	\$3,977	\$2,994	\$3,124	\$2,994
Water Utilities	\$680	\$602	\$644	\$602
	\$75,702	\$65,237	\$43,335	\$65,237

Pro Shop

Contingency Workers	\$24,393	\$27,560	\$23,646	\$30,160
Overtime	\$2,328	\$0	\$1,986	\$0
Taxes, Social Security	\$2,463	\$1,776	\$1,965	\$1,943
Worker's Compensation	\$336	\$592	\$342	\$648
Benefits	\$1,391	\$2,412	\$1,090	\$2,412
Minor Tools & Equip	\$0	\$0		\$0
Bldg Mater/Supp/Repr		\$0		\$0
Purchases of Merchandise	\$192,620	\$181,011	\$194,307	\$163,059
Telephone - Pro Shop		\$0		\$0
Equipment/Cart Lease - Pro Shop		\$0		\$0
Gas/Utilities	\$657	\$747	\$492	\$747
Electric Utilities	\$8,838	\$8,981	\$9,372	\$8,981
Water Utilities	\$1,445	\$1,806	\$1,933	\$1,806

\$234,471

\$224,884

\$235,133

\$209,755

6104 - Food & Beverage - Grille

Salaries & Wages	\$35,135	\$35,000	\$14,002	\$45,000
Overtime		\$0		\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$2,926.50	\$2,274	\$1,071	\$2,923
Workers Compensation	\$382.29	\$758	\$155	\$974
Benefits	\$2,094.33	\$4,020	\$0	\$4,020
Contingency Workers	\$138,019	\$142,392	\$133,742	\$147,111
Overtime	\$5,144	\$0	\$2,696	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$11,924.50	\$9,250	\$10,443	\$9,557
Workers Compensation	\$1,557.71	\$3,083	\$1,978	\$3,186
Benefits	\$8,533.67	\$9,407	\$8,058	\$9,407
Unemployment Benefits	\$1,194	\$1,200	\$5,364	\$1,200
Meals/Drinks		\$0	\$0	\$0
Uniforms	\$0	\$750	\$705	\$750
Linens	\$5,978	\$5,865	\$6,605	\$8,006
Supplies	\$3,405	\$3,770	\$3,825	\$5,147
Dishes & Glassware	\$1,246	\$1,714	\$1,851	\$2,369
Paper/Disposables	\$4,122	\$4,380	\$4,274	\$6,127
Small Tools/Equip.	\$155	\$1,382	\$239	\$1,887
Kitchen Equip.	\$502	\$0		\$0
COGS F&B	\$109,183	\$91,748	\$116,374	\$131,759
COGS LBW	\$32,604	\$51,744	\$27,834	\$31,923
Miscellaneous		\$0	\$32	\$0
Service Agreements		\$1,257	\$0	\$1,716
Equipment Maintenance	\$3,956	\$4,189	\$3,976	\$5,719
Bank Fees	\$10,135	\$2,933	\$3,613	\$4,003
Beverage Taxes	\$15,791	\$5,865	\$6,880	\$8,006
Liquor Liability Insurance	\$0	\$825	\$2,039	\$825
Permit Services	\$282	\$0	\$1,760	\$0
Depreciation Expense	\$1,180	\$0		\$0
Utilities - Water	\$2,975	\$1,618	\$1,092	\$3,912
Utilities - Electricity	\$15,673	\$19,459	\$20,308	\$19,459
Utilities - Gas	\$1,154	\$3,912	\$4,097	\$1,618
	\$415,252	\$408,797	\$383,013	\$456,605

Total

6104 - Food & Beverage - Banquets/Events

Salaries/Wages - Dir. Of Catering	\$52,262	\$27,420	\$27,706	\$27,420
Commissions	\$14,294	\$16,210	\$18,389	\$19,028
Overtime		\$0		\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$5,571.54	\$4,616	\$3,478	\$4,799
Workers Compensation	\$728.47	\$1,539	\$656	\$1,600
Benefits	\$3,979.95	\$4,020	\$0	\$4,020
Contingency Workers - Ass. Sales Mgr.		\$37,000	\$36,442	\$39,000
Commissions		\$6,484	\$7,355	\$7,611
Overtime		\$0	\$2,936	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security		\$2,825	\$3,572	\$3,028
Workers Compensation		\$942	\$677	\$1,009
Benefits		\$4,020	\$0	\$4,020
Contingency Workers	\$268,452	\$222,716	\$242,753	\$230,097
Overtime	\$9,984	\$0	\$4,875	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$23,308.46	\$14,469	\$18,955	\$14,948
Workers Compensation	\$3,047.53	\$4,823	\$3,578	\$4,983
Benefits	\$16,650.05	\$14,713	\$21,534	\$14,713
Meals/Drinks		\$0		\$0
Uniforms	\$0	\$500	\$408	\$500
Linens	\$24,839	\$30,886	\$32,955	\$35,736
Supplies	\$6,370	\$6,177	\$7,270	\$7,147
Dishes & Glassware	\$2,049	\$2,316	\$3,440	\$2,680
Paper/Disposables	\$7,503	\$7,722	\$7,769	\$8,934
Small Tools/Equip.	\$295	\$2,548	\$454	\$2,948
Kitchen Equip.	\$683	\$0		\$0
COGS F&B	\$198,895	\$243,473	\$229,244	\$249,109
COGS LBW	\$54,951	\$25,253	\$43,016	\$53,037
Miscellaneous	\$16,446	\$15,443	\$19,475	\$17,868
Equipment Maintenance	\$6,969	\$7,722	\$7,557	\$8,934
Bank Fees	\$0	\$6,949	\$6,955	\$8,041
Beverage Taxes	\$0	\$9,266	\$13,077	\$10,721
Liquor Liability Insurance	\$0	\$1,650	\$3,880	\$1,650
Permit Services	\$323	\$0	\$3,270	\$0
Utilities - Water	\$4,392	\$2,489	\$1,680	\$6,019
Utilities - Electricity	\$28,182	\$29,937	\$31,242	\$29,937
Utilities - Gas	\$2,102	\$6,019	\$6,302	\$2,489
	\$752,277	\$760,146	\$810,900	\$822,026

Total

6104 - Food & Beverage - Bev Cart

Contingency Workers	\$31,248	\$31,360	\$30,868	\$31,360
Overtime	\$44	\$0	\$11	\$0
Salary Reserve		\$0		\$0
Taxes, Social Security	\$2,968	\$2,037	\$2,362	\$2,037
Workers Compensation	\$348	\$679	\$430	\$679
Meals/Drinks		\$0		\$0
Uniforms	\$0	\$242	\$0	\$242
Linens	\$1,898	\$2,474	\$0	\$3,055
Supplies	\$1,080	\$1,302	\$34	\$1,608
Dishes & Glassware	\$366	\$521	\$0	\$643
Paper/Disposables	\$1,292	\$1,432	\$2,840	\$1,769
Small Tools/Equip.	\$310	\$391	\$300	\$482
Kitchen Equip.	\$132	\$260	\$0	\$322
COGS F&B	\$34,267	\$22,518	\$35,810	\$40,755
COGS LBW	\$9,703	\$21,734	\$38,151	\$38,447
Miscellaneous		\$0		\$0
Maintenance & Repairs	\$1,662	\$2,864	\$474	\$3,538
Bank Fees		\$1,172	\$1,248	\$1,447
Liquor Liability Insurance		\$275	\$657	\$275
Permit Services	\$67	\$580	\$1,954	\$580
Beverage Cart Rental	\$12,360	\$12,527	\$12,779	\$8,460
Utilities - Water	\$819	\$498	\$336	\$1,204
Utilities - Electricity	\$4,873	\$5,987	\$6,248	\$5,987
Utilities - Gas	\$362	\$1,204	\$1,260	\$498
	\$103,799	\$110,058	\$135,762	\$143,389

Total

Admin

Salaries & Wages	\$65,946	\$100,420	\$101,462	\$100,420
Taxes, Social Security	\$5,105	\$4,703	\$7,761	\$4,703
Workers Compensation	\$673	\$1,568	\$1,365	\$1,568
Benefits	\$3,402	\$4,020	\$3,601	\$4,020
Pest Control		\$600	\$493	\$2,220
Supplies		\$600	\$0	\$0
General Maint.	\$45,024	\$36,400	\$65,842	\$78,000
Security Monitoring	\$2,892	\$6,000	\$709	\$1,800
Cable Service	\$4,377	\$4,800	\$3,944	\$4,500
Fees		\$0		\$0
Postage	\$484	\$296	\$196	\$300
Telephone	\$16,098	\$13,200	\$17,501	\$18,000
Auto/Travel	\$381	\$0	\$520	\$0
Adv/Promo	\$44,340	\$41,500	\$45,860	\$41,496
Service Agreements	\$18,409	\$21,600	\$17,555	\$21,600
License/Permits	\$440	\$0	\$1,907	\$750
Employee Recognition	\$0	\$2,000	\$0	\$2,000
P/R Prep.	\$11,391	\$12,000	\$12,243	\$12,000
Trash/Waste Removal	\$8,806	\$9,600	\$7,225	\$0
Property Insurance	\$27,374	\$0	\$24,355	\$0
Liability Insurance		\$26,400	\$0	\$27,600
CH Maint. Contract	\$37,763	\$39,600	\$34,663	\$30,758
Facility /Capital Improvements	\$2,282	\$0	\$0	\$0
COMC Maintenance Technician/HVAC PM	\$17,417	\$21,996	\$27,497	\$21,675
IT Equipment Lease		\$5,376	\$5,355	\$14,220
Elevator Maintenance	\$5,080	\$6,000	\$7,620	\$6,000
	\$317,684	\$358,678	\$387,674	\$393,630
Total				

Gross Expenses	\$3,621,548	\$3,667,842	\$3,755,082	\$3,898,388
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Other Income

Other Income - Operations	\$5,928
Other Income - Range	
Other Income - Pro Shop	\$3,707
Other Income - Food & Beverage	

Total Other Income	\$9,635			\$0
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Net Income (Loss)**(\$133,858)****\$805****\$30,747****\$1,744**

Management Fee

Total by Department

Operations

Income	\$1,277,803	\$1,381,968	\$1,377,577	\$1,363,007
Expenses	\$1,460,176	\$1,474,068	\$1,498,888	\$1,545,577
Net Income (Loss)	(\$182,373)	(\$92,100)	(\$121,311)	(\$182,570)

Cart

Income	\$529,955	\$633,009	\$605,421	\$584,647
Expenses	\$262,187	\$265,973	\$260,377	\$262,169
Net Income (Loss)	\$267,768	\$367,036	\$345,044	\$322,477

Range

Income	\$100,399	\$97,294	\$96,403	\$114,641
Expenses	\$75,702	\$65,237	\$43,335	\$65,237
Net Income (Loss)	\$24,697	\$32,057	\$53,068	\$49,404

Pro Shop

Income	\$248,002	\$235,080	\$226,438	\$211,765
Expenses	\$234,471	\$224,884	\$235,133	\$209,755
Net Income (Loss)	\$13,531	\$10,195	(\$8,695)	\$2,010

Food & Beverage (Grille)

Income	\$413,257	\$418,937	\$514,955	\$571,871
Expenses	\$415,252	\$408,797	\$383,013	\$456,605
Net Income (Loss)	(\$1,995)	\$10,141	\$131,942	\$115,267

Food & Beverage (Banquets/Events)

Income	\$795,097	\$772,159	\$817,351	\$893,399
Expenses	\$752,277	\$760,146	\$810,900	\$822,026
Net Income (Loss)	\$42,820	\$12,013	\$6,451	\$71,373

Food & Beverage (Bev Cart)

Income	\$116,586	\$130,199	\$147,684	\$160,803
Expenses	\$103,799	\$110,058	\$135,762	\$143,389
Net Income (Loss)	\$12,787	\$20,141	\$11,922	\$17,414

General & Administrative

Income	\$0	\$1	\$2	\$3
Expenses	\$317,684	\$358,678	\$387,674	\$393,630
Net Income (Loss)	(\$317,684)	(\$358,677)	(\$387,672)	(\$393,627)

Total

Income	\$3,487,690	\$3,668,647	\$3,785,829	\$3,900,132
Expenses	\$3,621,548	\$3,667,842	\$3,755,082	\$3,898,388
Net Income (Loss)	(\$133,858)	\$805	\$30,747	\$1,744