

Month of November	COMPARISONS											Month of November
Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Avg
											Covid-19	
<b>Golf Rounds</b>	1,525	1,314	1,472	1,490	893	655	1,397	1,662	984	968	2,662	1,366
No Play Days - Weather	7	4	2	6	14	16	4	1	11	13	9	8
Play Days	23	26	28	24	16	14	26	29	19	17	21	22
<b>Avg \$ Rev per Round / Star</b>	<b>31.93</b>	<b>16.13</b>	<b>21.09</b>	<b>21.11</b>	<b>22.63</b>	<b>35.41</b>	<b>19.79</b>	<b>24.00</b>	<b>22.08</b>	<b>28.41</b>	<b>31.09</b>	25
Avg \$ Profit per Round/Start	(17.78)	(12.02)	(14.21)	(13.41)	(27.84)	(61.13)	(20.87)	(7.16)	(33.20)	(31.82)	2.23	(22)
<b>Revenue - Golf</b>	<b>48.7</b>	<b>21.2</b>	<b>31.0</b>	<b>31.4</b>	<b>20.2</b>	<b>23.2</b>	<b>27.6</b>	<b>39.9</b>	<b>21.7</b>	<b>27.5</b>	<b>82.8</b>	<b>34.1</b>
<b>Expenses</b>	Golf less \$7.5 F&B											
Golf Course Operations	41.2	4.8	18.1	20.0	15.1	20.5	19.3	20.8	27.1	25.3	28.8	21.9
Administration	9.4	6.8	6.2	7.4	8.1	7.1	7.6	7.2	6.7	7.9	7.7	7.5
Grounds Operations	25.2	25.4	27.7	24.0	21.9	35.6	29.9	23.9	20.5	25.1	40.4	27.2
<b>Total Expenses</b>	<b>75.8</b>	<b>37.0</b>	<b>52.0</b>	<b>51.4</b>	<b>45.1</b>	<b>63.2</b>	<b>56.8</b>	<b>51.8</b>	<b>54.4</b>	<b>58.3</b>	<b>76.8</b>	<b>57</b>
<b>P&amp;L Excess / (Deficiency)</b>	<b>(27.1)</b>	<b>(15.8)</b>	<b>(20.9)</b>	<b>(20.0)</b>	<b>(24.9)</b>	<b>(40.0)</b>	<b>(29.1)</b>	<b>(11.9)</b>	<b>(32.7)</b>	<b>(30.8)</b>	<b>5.9</b>	<b>(22.5)</b>
<b>Key Expense Areas:</b>												
<b>Payroll</b>												
Grounds Operations	14.3	11.5	15.7	12.5	15.3	17.2	18.1	16.5	17.6	17.7	11.1	15.2
Golf Course Operations	16.5	5.5	4.7	5.5	8.2	6.4	8.9	7.6	8.1	7.4	21.7	9.1
Administration	8.3	6.0	5.6	6.9	6.5	6.5	6.2	6.1	6.0	6.3	6.6	6.4
<b>Total Payroll</b>	<b>39.1</b>	<b>23.0</b>	<b>25.9</b>	<b>24.9</b>	<b>30.0</b>	<b>30.1</b>	<b>33.2</b>	<b>30.1</b>	<b>31.8</b>	<b>31.4</b>	<b>39.3</b>	<b>10.3</b>
% Payroll to Revenue	80%	108%	84%	79%	148%	130%	120%	76%	146%	114%	48%	30%
% Payroll to Expenses	52%	62%	50%	48%	66%	48%	58%	58%	58%	54%	51%	18%
<b>Utilities</b>												
Golf Ops & Pro Shop	6.6	7.4	3.2	3.2	2.5	2.3	2.0	2.4	6.9	2.1		3.9
Grounds	11.0	10.5	9.1	7.6	4.8	5.7	8.5	4.6	(0.9)	4.7		6.6
Clubhouse Top Floor			5.7	5.1	5.2	5.6	5.3	8.1	8.3	6.0		6.2
<b>Utilities/Gen Fund Prtn</b>	<b>0.0</b>	<b>0.0</b>	<b>5.7</b>	<b>5.1</b>	<b>5.2</b>	<b>5.6</b>	<b>5.3</b>	<b>8.1</b>	<b>8.3</b>	<b>6.0</b>	<b>0.0</b>	<b>4.5</b>
<b>Clubhouse Maintenance/Improvements (Gen Fund):</b>												
1st Bldg Repair/Maintenance	1.3		0.0	0.0	0.1	0.4	0.2	0.2	0.3	0.4	4.6	0.7
2nd Bldg Repair/Maintenance	0.2		0.7	0.4	9.0	6.9	4.5	5.0	11.7	1.3	0.0	4.0
<b>Capital Expenditures</b>												
<b>Grounds / Golf</b>	<b>25.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>203.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>Clubhouse</b>	<b>0.0</b>	<b>0.0</b>	<b>7.4</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>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>42.1</b>	<b>0.0</b>	<b>14.7</b>	
<b>Restaurant - Noonan's!</b>	<b>0.0</b>	<b>8.5</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>25.3</b>	<b>8.5</b>	<b>7.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>203.7</b>	<b>0.0</b>	<b>42.1</b>	<b>0.0</b>	<b>14.7</b>	
<b>District Fund Accounts</b>	*\$75k Roof Ins Proceeds in GF											
General Fund	33	36	84	109	38	141	30	30	30	30	84	
* Gen Fund (8/15 Roof Ins Proceeds)							99	126	140	89	200	
Capital Fund	487	86	41	33	3	3	1,184	739	427	438	345	
Debit Service Fund	284	283	233	220	236	235	77	175	222	271	325	
Enterprise Fund	273	81	194	299	439	409	442	425	447	579	843	
<b>TOTAL ALL FUNDS</b>	<b>1,077</b>	<b>486</b>	<b>551</b>	<b>661</b>	<b>716</b>	<b>788</b>	<b>1,832</b>	<b>1,495</b>	<b>1,266</b>	<b>1,407</b>	<b>1,797</b>	
<b>Total Funds less Dbt Svc</b>												
<b>Must always be &gt; \$100</b>	<b>306</b>	<b>117</b>	<b>318</b>	<b>441</b>	<b>480</b>	<b>553</b>	<b>571</b>	<b>581</b>	<b>617</b>	<b>698</b>	<b>1,127</b>	
<b>Bond Balance</b>	<b>5,105</b>	<b>5,695</b>	<b>5,529</b>	<b>5,529</b>	<b>5,161</b>	<b>4,963</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>4.9</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>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>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