



AGENDA
GOLF ADVISORY BOARD
CITY OF PORT ORANGE

Meeting Date: Tuesday, October 1, 2019
Type of Meeting: Regular

Time: 5:00 PM
Location: Dorothy L. Hukill City Center Annex
Conference Room
1395 Dunlawton Avenue

A. CALL TO ORDER

1. Roll Call

B. PUBLIC COMMENTS

C. DISCUSSION/ACTION

2. Consideration of Minutes- August 6, 2019
3. Financial and Evaluation Reports
4. Update from Reggie Hunter, Director of Sales & Marketing
5. Update from Ken Cascadden, Superintendent
6. Golf Course General Landscaping
7. Adopted Budget Discussion
8. Staff Comments
9. Items for Next Agenda

D. BOARD COMMENTS

E. NEXT MEETING DATE

F. ADJOURNMENT

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE BY THE **GOLF ADVISORY BOARD** WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE HE OR SHE MAY NEED TO ENSURE AT HIS OR HER OWN EXPENSE FOR THE TAKING AND PREPARATION OF A VERBATIM RECORD OF ALL TESTIMONY AND EVIDENCE OF THE PROCEEDINGS UPON WHICH THE APPEAL IS TO BE BASED. NOTE: IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS AN ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF PORT ORANGE, 1000 CITY CENTER CIRCLE, PORT ORANGE, FLORIDA 32129, TELEPHONE NUMBER 386-506-5563, CITYCLERK@PORT-ORANGE.ORG, AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING DATE. IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 7-1-1 or 1-800-955-8771. UPON REQUEST BY A QUALIFIED INDIVIDUAL WITH A DISABILITY, THIS DOCUMENT WILL BE MADE AVAILABLE IN AN ALTERNATE FORMAT. IF YOU NEED TO REQUEST THIS DOCUMENT IN AN ALTERNATE FORMAT, PLEASE CONTACT THE CITY CLERK WHOSE CONTACT INFORMATION IS PROVIDED ABOVE.

GOLF ADVISORY BOARD MEETING MINUTES
CITY OF PORT ORANGE
DOROTHY L. HUKILL CITY CENTER ANNEX
1395 DUNLAWTON AVE - CONFERENCE ROOM
PORT ORANGE, FLORIDA
AUGUST 6, 2019 AT 5:00 P.M.

A Regular Meeting of the Golf Advisory Board was called to order by Chairman Richard Lee at 5:00 p.m.

Present: Richard Lee, Chairman
John Cameron, Vice Chairman
Jane Taylor
Dennis Flesch
Lance Green

Also Present: Susan Lovallo, Parks & Recreation Director
Shelby Field, Assistant City Clerk

B. PUBLIC COMMENTS

Mike Whitecotton, City-County Management Senior Fellowship Program, introduced himself and stated he is here to observe the City functions over the next week.

C. DISCUSSION/ACTION

2. Consideration of Minutes - June 4, 2019

Motion to approve the Minutes from June 4, 2019 as presented was made by Member Taylor and Seconded by Member Flesch. Motion carried unanimously by voice vote.

3. Introduction of the New Superintendent

Bob Duquette, General Manager for Kemper Sports, introduced the new Cypress Head Golf Course Superintendent Ken Cascadden. Mr. Cascadden introduced himself to the Board and informed them that so far, he is just evaluating the course and deciding a plan of action as he has only been here two weeks.

Member Taylor spoke about her concerns with the past superintendents and the rollercoaster the course has been on. She asked Mr. Cascadden to rate the course on a scale from a 1-10, Mr. Cascadden responded that he is still new and learning the course but believes it's at a 5 1/2- 6 now and it's his goal to make the course the best it can be and avoid the mistakes from the past. His goal is to get it to a 7-7 1/2 by the next time the Board meets.

Member Green welcomed Mr. Cascadden and touched on the troubles of finding man power, working with the budget and the struggles with the weather.

Chairman Lee asked Mr. Cascadden if he feels he has the man power and budget to get the course to a better standing. Mr. Cascadden responded that if he wasn't confident that he could get the course to where it should be, he wouldn't be here. Chairman Lee requested he manage the space between the two ponds on hole 17.

Member Cameron thanked Mr. Cascadden for coming and made sure he is aware of how to take care of Bermuda grass and Jones Dwarf. Member Cameron wanted to make sure the Boards expectations for conditions improving rapidly were tampered, as we are coming to a close on growing season. He also spoke to the troubles of finding people to hire, working with City Council and the Boards support of Mr. Cascadden.

Member Flesch asked about the leaning flag sticks and the pin positions on the greens. Mr. Cascadden replied that was a lack of training for staff and he has already started working on addressing it and the crew has been very receptive so far. Member Flesch suggested better maintenance on the waste area on hole 18.

4. Financial and Evaluation Reports

Mr. Duquette asked the Board if they had any questions on the provided reports.

Chairman Lee asked Mr. Duquette to look back at the numbers he plugs in himself as they are off.

5. Golf Course General Landscaping

Member Cameron submitted photos for the record of the problem areas on the course he feels need work. He is excited about Mr. Cascadden being here and hopes he fixes the issues.

Mr. Duquette agrees about the problem areas and would like stronger enforcement for people not respecting the course.

6. Resolution 92-32

Mr. Duquette spoke about the updated rules and the enforcement they have already implemented, such as prohibiting outside alcohol.

Chairman Lee asked for minor language adjustments on the rules.

Motion to approve Resolution 92-32 with staff recommended amendments was made by Member Taylor and Seconded by Member Flesch. Motion carried unanimously by voice vote.

7. Staff Comments

There were none.

8. Items for Next Agenda

Golf Course General Landscaping

Update from Ken Cascadden, Superintendent

Update from Reggie Hunter, Director of Sales & Marketing

Adopted budget discussion

D. BOARD COMMENTS

Member Green would like to see the golf course being monitored better. He also asked about why the beer cart person doesn't have a vehicle at the course. Ms. Lovallo explained that they are allowed to make up their hours per the contract. Mr. Duquette explained that they requested the beer cart come on the weekends when the course is busiest, but he has been having some trouble and they have stopped coming recently. Mr. Duquette will look into it again.

Chairman Lee was very impressed with how the Mayors tournament went.

E. NEXT MEETING DATE – October 1, 2019

F. ADJOURNMENT – 6:07pm

Chairman Richard Lee

**The Golf Club at Cypress Head
Course Cash Flow Report
August 31, 2019**

	<u>August</u>	<u>YTD</u>
EBITDA	(\$44,223.34)	\$42,088.73
Management Fee Expense	(5,943.66)	(65,380.26)
Depreciation & Amortization	<u>(95.53)</u>	<u>(1,050.83)</u>
Net Income	(50,262.53)	(24,342.36)
Working Capital Changes		
Inventory	2,618.76	(1,595.86)
Receivables	(179,272.95)	(72,275.70)
Payables	12,975.26	(120.76)
Due to from the City	(9.43)	540.10
Prepays	(2,472.08)	603.79
Accrued Liabilities	14,195.24	14,066.10
Other Liabilities	153,117.50	(31,285.07)
Depreciation & Amortization	<u>95.53</u>	<u>1,050.83</u>
Operating Cash Flow	(49,014.70)	(113,358.93)
Investing Cash Flows	<u> </u>	<u> </u>
Financing Cash Flow	<u> </u>	<u> </u>
Net Cash Flows	<u>(49,014.70)</u>	<u>(113,358.93)</u>
Beginning Cash	81,530.72	145,874.95
Net Cash Flows	<u>(49,014.70)</u>	<u>(113,358.93)</u>
Ending Cash	<u>32,516.02</u>	<u>32,516.02</u>

The Golf Club at Cypress Head
Comparative Income Statement
For the Eleven Months Ending August 31, 2019

	MTD Prior Year	YTD Prior Year	Audited Prior Year	Percent of Total	MTD Actual	YTD Actual	Annual Budget	Percent of Total
REVENUES								
Green Fees & Cart Fees	55,842	1,042,428	1,111,456	94%	58,039	1,032,844	1,193,457	87%
Merchandise	3,941	64,463	68,906	94%	4,492	63,638	66,700	95%
Other Pro Shop	300	14,133	15,010	94%	2,276	16,260	12,341	132%
Range	1,606	33,004	34,886	95%	1,782	31,881	41,000	78%
Food and Beverage	0	121,455	121,455	100%	0	0	0	
Other Operating Revenues	2,000	34,538	36,815	94%	2,127	33,386	39,300	85%
Other G&A Income	0	0	0		749	1,221	0	
TOTAL REVENUE	63,690	1,310,021	1,388,528	94%	69,465	1,179,230	1,352,798	87%
COST OF SALES								
Merchandise	2,315	38,742	41,273	94%	2,729	39,446	40,020	99%
Food & Beverage	0	55,573	55,573	100%	0	0	0	
TOTAL COGS	2,315	94,315	96,846	97%	2,729	39,446	40,020	99%
COGS - Merchandise %	58.7%	60.1%	59.9%	100.3%	60.7%	62.0%	60.0%	103.3%
COGS - Food %		45.8%	45.8%	100.0%				
PAYROLL								
Course and Grounds	24,814	261,848	286,413	91%	32,073	278,123	410,798	68%
Carts, Range, Starters, Etc.	6,132	79,511	86,159	92%	7,107	83,693	95,625	88%
Pro Shop	4,465	51,412	56,997	90%	5,464	54,220	60,916	89%
Food and Beverage	0	81,967	81,967	100%	0	0	0	
General and Administrative	12,027	128,604	138,756	93%	15,084	134,337	148,394	91%
Marketing	4,144	47,132	51,006	92%	4,556	48,889	51,051	96%
TOTAL PAYROLL	51,583	650,473	701,298	93%	64,284	599,263	766,784	78%
OPERATING EXPENSES								
Course and Grounds	23,310	183,527	208,057	88%	22,823	200,017	260,225	77%
Carts, Range, Starters, Etc.	6,162	75,580	82,037	92%	7,159	83,991	80,417	104%
Pro Shop	0	6,324	6,359	99%	491	7,282	6,900	106%
Food and Beverage	0	17,884	17,884	100%	0	0	0	
General and Administrative	13,717	191,391	208,210	92%	16,535	192,337	226,888	85%
Marketing	1,526	18,197	20,064	91%	(332)	14,806	25,200	59%
TOTAL OPERATING EXPENSES	44,715	492,903	542,612	91%	46,676	498,432	599,630	83%
TOTAL EXPENSES	98,613	1,237,691	1,340,755	92%	113,689	1,137,141	1,406,434	81%
OTHER INCOME (EXPENSE)								
MANAGEMENT FEES	(5,827)	(69,240)	(75,067)	92%	(5,944)	(65,380)	(70,608)	93%
Depreciation & Amortization	(96)	(1,051)	(1,146)	92%	(96)	(1,051)	(1,140)	92%
TOTAL OTHER INCOME (EXPENSE)	(5,923)	(70,291)	(76,213)	92%	(6,039)	(66,431)	(71,748)	93%
NET INCOME	(40,846)	2,040	(28,441)	-7%	(50,263)	(24,342)	(125,384)	19%
Paid Rounds	1,892	33,367	35,583	17%	2,343	34,564	38,434	90%
Annual Pass Rounds	454	6,472	6,899	16%	238	4,266	8,541	50%
Other Rounds	180	2,360	2,590	17%	270	2,559	1,594	161%
Total Rounds	2,526	42,199	45,072	16%	2,851	41,389	48,569	85%
Revenue/Paid Rounds	34	39	39.02	106%	30	34	35	97%
Revenue/Total Rounds	25	31	30.81	106%	24	28	28	102%

The Golf Club at Cypress Head
For the Eleven Months Ending August 31, 2019

	<u>08/31/19</u>	<u>09/30/18</u>	<u>08/31/18</u>
ASSETS			
CURRENT ASSETS:			
Cash			
Cash - Depository	(16,183)	113,142	66,962
Cash - Payroll	47,349	31,383	31,921
Cash - Manual Checks	850	850	850
Cash - Housebank & Other	500	500	595
Total Cash	<u>32,516</u>	<u>145,875</u>	<u>100,327</u>
Accounts Receivable			
A/R Member	180,161	107,885	217,859
Total Accounts Recievable	<u>180,161</u>	<u>107,885</u>	<u>217,859</u>
Other Current Assets			
Inventory - Merchandise	18,163	16,567	15,007
Prepaid Insurance	17,610	20,601	16,017
Prepaid Exp - Other	13,356	10,969	10,862
Total Other Current Assets	<u>49,129</u>	<u>48,137</u>	<u>41,887</u>
TOTAL CURRENT ASSETS	<u>261,806</u>	<u>301,897</u>	<u>360,073</u>
PROPERTY, PLANT AND EQUIPMENT:			
Buildings & Improvements	30,598	30,598	30,598
Machinery & Equipment	5,550	5,550	5,550
Property Plant and Equipment	36,148	36,148	36,148
Accumulated Depreciation	(27,580)	(26,529)	(26,434)
TOTAL PROPERTY, PLANT AND EQUIPMENT	<u>8,568</u>	<u>9,619</u>	<u>9,714</u>
TOTAL ASSETS	<u><u>270,374</u></u>	<u><u>311,516</u></u>	<u><u>369,787</u></u>

The Golf Club at Cypress Head
For the Eleven Months Ending August 31, 2019

	<u>08/31/19</u>	<u>09/30/18</u>	<u>08/31/18</u>
LIABILITIES AND STOCKHOLDERS' EQUITY			
CURRENT LIABILITIES:			
Accts Pay - Trade	29,343	29,464	22,917
Accts Pay - Other	22,595	22,055	22,056
Accrued Expenses	702	480	3,337
Accrued Payroll	32,776	29,420	24,989
Accrued Taxes	13,964	3,477	17,189
Deferred Revenue	223,778	255,063	277,261
TOTAL CURRENT LIABILITIES	<u>323,158</u>	<u>339,958</u>	<u>367,749</u>
 TOTAL LIABILITIES	 <u>323,158</u>	 <u>339,958</u>	 <u>367,749</u>
 STOCKHOLDER'S EQUITY			
Retained Earnings	(52,784)	(28,442)	2,038
Net Retained Earnings	(52,784)	(28,442)	2,038
Stockholders Equity	(52,784)	(28,442)	2,038
TOTAL STOCKHOLDER'S EQUITY	<u>(52,784)</u>	<u>(28,442)</u>	<u>2,038</u>
 TOTAL LIABILITIES AND STOCKHOLDER'S EQUITY	 <u>270,374</u>	 <u>311,516</u>	 <u>369,787</u>

The Golf Club at Cypress Head
Course Cash Flow Report
For the Year Ended August 31, 2019

	OCT Actual	NOV Actual	DEC Actual	JAN Actual	FEB Actual	MAR Actual	APR Actual	MAY Actual	JUN Actual	JUL Actual	AUG Actual	SEP Actual	TOTAL
EBITDA	(7,009)	1,237	(1,126)	27,742	45,702	50,223	17,578	(10,108)	(18,260)	(19,666)	(44,223)	0	42,089
Management Fee Expense	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	(5,944)	0	(65,380)
Depreciation & Amortization	(96)	(96)	(96)	(96)	(96)	(96)	(96)	(96)	(96)	(96)	(96)	0	(1,051)
Net Income	(13,049)	(4,803)	(7,165)	21,702	39,663	44,184	11,539	(16,147)	(24,299)	(25,705)	(50,263)	0	(24,342)
Working Capital Changes													
Inventory	(1,972)	(2,275)	1,518	508	(6,555)	3,032	769	260	(1,542)	2,043	2,619	0	(1,596)
Receivables	103,675	3,367	514	(151)	(1,248)	(1,295)	2,167	(1,882)	(10,648)	12,478	(179,273)	0	(72,276)
Prepaid Expenses	4,583	4,583	(2,761)	11,811	(9,259)	(1,254)	4,300	3,378	4,231	(16,514)	(2,472)	0	604
Payables	(3,400)	(445)	(12,756)	6,152	28,315	(11,453)	16,121	(10,975)	(2,555)	(22,100)	12,975	0	(121)
Due to from the City	909	(12)	(135)	170	(3)	(314)	163	(7)	(227)	6	(9)	0	540
Accrued Expenses	6,055	(15,461)	3,650	7,260	1,545	3,744	2,604	(17,931)	3,282	5,124	14,195	0	14,066
Deferred Revenues	(62,311)	(5,093)	(13,297)	(15,438)	(14,657)	(14,274)	(14,145)	(19,005)	(13,482)	(12,701)	153,118	0	(31,285)
Depreciation & Amortization	96	96	96	96	96	96	96	96	96	96	96	0	1,051
Operating Cash Flow	34,586	(20,023)	(30,338)	32,110	37,896	22,465	23,692	(62,213)	(45,143)	(57,375)	(49,015)	0	(113,359)
Investing Activities													
Financing Activities													
Net Cash Flows	34,586	(20,023)	(30,338)	32,110	37,896	22,465	23,692	(62,213)	(45,143)	(57,375)	(49,015)	0	(113,359)
Beginning Cash	145,875	180,461	160,438	130,100	162,210	200,106	222,570	246,263	184,050	138,906	81,531	32,516	1,885,024
Net Cash Flows	34,586	(20,023)	(30,338)	32,110	37,896	22,465	23,692	(62,213)	(45,143)	(57,375)	(49,015)	0	(113,359)
Ending Cash	180,461	160,438	130,100	162,210	200,106	222,570	246,263	184,050	138,906	81,531	32,516	32,516	1,771,665

The Golf Club at Cypress Head
Summary of All Units
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
32,889	42,102	78%	31,589	104%	Green Fees	630,485	671,983	94%	621,291	101%	714,205	671,303
25,150	37,742	67%	24,253	104%	Cart Fee	402,359	441,148	91%	421,137	96%	479,252	430,570
0	20	0%	30	0%	Handicap Fee	4,245	4,260	100%	4,159	102%	4,255	4,255
2,096	250	838%	0	0%	Lessons	8,985	4,611	195%	6,704	134%	4,861	9,662
180	200	90%	270	67%	Rental Clubs	3,030	3,000	101%	3,270	93%	3,200	3,220
4,492	4,400	102%	3,941	114%	Retail	63,638	63,000	101%	64,463	99%	66,700	68,081
1,782	2,900	61%	1,606	111%	Range	31,881	38,200	83%	33,004	97%	41,000	33,763
0	0	0%	0	0%	Food & Beverage	0	0	0%	63,318	0%	0	0
0	0	0%	0	0%	Beer	0	0	0%	34,326	0%	0	0
0	0	0%	0	0%	Liquor	0	0	0%	19,723	0%	0	0
0	0	0%	0	0%	Wine	0	0	0%	3,896	0%	0	0
0	0	0%	0	0%	F&B Other	0	0	0%	191	0%	0	0
2,127	2,700	79%	2,000	106%	City Surcharge R & R	33,386	37,200	90%	34,538	97%	39,300	35,662
749	0	0%	0	0%	Miscellaneous G&A	1,221	0	0%	0	0%	0	1,221
69,465	90,314	77%	63,690	109%	Total Revenues	1,179,230	1,263,402	93%	1,310,021	90%	1,352,798	1,257,736
COST OF GOODS SOLD												
2,729	2,640	103%	2,315	118%	COGS - Merchandise	39,446	37,800	104%	38,742	102%	40,020	41,977
0	0	0%	0	0%	COGS - Food & Beverage	0	0	0%	29,560	0%	0	0
0	0	0%	0	0%	COGS - Beer	0	0	0%	17,668	0%	0	0
0	0	0%	0	0%	COGS - Liquor	0	0	0%	6,638	0%	0	0
0	0	0%	0	0%	COGS - Wine	0	0	0%	1,707	0%	0	0
2,729	2,640	103%	2,315	118%	Total COGS	39,446	37,800	104%	94,315	42%	40,020	41,977
66,737	87,674	76%	61,375	109%	GROSS MARGIN	1,139,784	1,225,602	93%	1,215,706	94%	1,312,778	1,215,759
60.74%	60.00%	101.24%	58.75%	103.39%	COGS - Merchandise %	61.99%	60.00%	103.31%	60.10%	103.14%	60.00%	724.25%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Food & Beverage %	0.00%	0.00%	0.00%	46.68%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Beer %	0.00%	0.00%	0.00%	51.47%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Liquor %	0.00%	0.00%	0.00%	33.65%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Wine %	0.00%	0.00%	0.00%	43.82%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - All Food & Bev	0.00%	0.00%	0.00%	45.83%	0.00%	0.00%	0.00%
PAYROLL												
28,345	18,965	149%	18,682	152%	Gross Payroll - Salaried	218,555	208,232	105%	195,915	112%	227,198	237,318
0	0	0%	0	0%	Gross Kitchen Payroll - Salaried	0	0	0%	33,256	0%	0	0
25,520	34,448	74%	22,977	111%	Gross Payroll - Hourly	277,661	372,195	75%	273,943	101%	405,532	303,035
0	0	0%	0	0%	Gross Kitchen Payroll - Hourly	0	0	0%	34,550	0%	0	0
53,865	53,413	101%	41,659	129%	S/T Wages	496,215	580,427	85%	537,663	92%	632,730	540,353
3,956	4,086	97%	2,854	139%	Payroll Tax - FICA	35,812	44,403	81%	38,742	92%	48,404	38,762
211	331	64%	97	217%	Payroll Tax - UC	2,461	5,020	49%	3,362	73%	5,240	2,611
875	1,046	84%	638	137%	Payroll Tax - WC	8,595	11,122	77%	9,978	86%	12,146	9,251
5,376	5,818	92%	6,336	85%	Benefits	56,179	62,447	90%	60,727	93%	68,264	59,110
10,419	11,281	92%	9,924	105%	S/T Adders	103,047	122,991	84%	112,810	91%	134,054	109,735
64,284	64,694	99%	51,583	125%	TOTAL PAYROLL	599,263	703,418	85%	650,473	92%	766,784	650,087
OPERATING EXPENSES												
0	0	0%	0	0%	Bar Supplies	0	0	0%	144	0%	0	0
21	200	11%	0	0%	Cart Supplies	948	1,805	52%	1,281	74%	2,005	1,151
0	300	0%	179	0%	Chemicals	2,254	4,850	46%	4,850	46%	5,350	2,254
133	175	76%	127	105%	Course Accessories	1,758	1,505	117%	814	216%	1,803	3,683
0	0	0%	0	0%	Dining Room Supplies	0	0	0%	4,027	0%	0	0
107	2,600	4%	1,450	7%	Fertilizer	23,923	30,200	79%	20,235	118%	32,900	25,513
0	0	0%	0	0%	Flowers/Decor	0	250	0%	59	0%	750	0
1,414	1,300	109%	2,414	59%	Fuel	10,598	13,400	79%	10,618	100%	14,400	10,598
2,463	600	410%	300	820%	Fungicides	3,880	3,250	119%	1,451	267%	4,450	3,880
2,278	2,800	81%	2,496	91%	Herbicides	12,689	19,850	64%	17,429	73%	23,200	15,417
322	1,000	32%	1,098	29%	Insecticides	10,219	18,205	56%	7,929	129%	19,805	16,728
253	400	63%	734	35%	Janitorial Supplies	5,429	4,900	111%	5,380	101%	5,300	5,820
0	0	0%	0	0%	Kitchen Supplies	0	0	0%	974	0%	0	0
0	0	0%	0	0%	Laundry/Linens	0	0	0%	1,465	0%	0	0
0	1,000	0%	51	0%	Laundry/Uniforms	617	1,780	35%	1,715	36%	1,780	617
328	353	93%	166	198%	Office Supplies	3,734	4,818	78%	5,470	68%	5,177	3,885
0	0	0%	0	0%	Range Balls	2,650	2,900	91%	2,650	100%	2,900	2,650
0	100	0%	0	0%	Range Equipment	2,169	985	220%	1,363	159%	1,085	2,169
0	0	0%	0	0%	Range Expenses	0	0	0%	439	0%	0	0
5,671	3,500	162%	2,308	246%	Sand/Topdress	12,392	13,200	94%	6,552	189%	14,300	12,972
0	0	0%	700	0%	Seeds/Trees	13,020	4,400	296%	2,230	584%	4,400	13,970
56	100	56%	68	82%	Small Tools	423	1,050	40%	289	147%	1,050	423
0	0	0%	0	0%	Staff/Volunteer Uniforms	0	850	0%	0	0%	850	0
0	75	0%	0	0%	Supplies	1,538	1,000	154%	1,634	94%	1,075	1,538
491	80	613%	0	0%	Tournament Expense	835	880	95%	191	438%	960	835
121	140	87%	247	49%	Alarm System	3,119	1,400	223%	1,513	206%	1,490	3,382

The Golf Club at Cypress Head
Summary of All Units
For the Eleven Months Ending August 31, 2019

MTD	MTD	% of	MTD	% of		YTD	YTD	% of	YTD	% of	Annual	
Actual	Budget	Budget	Prior Year	PY		Actual	Budget	Budget	Prior Year	PY	Budget	
0	0	0%	0	0%	Carpet Cleaning	0	550	0%	0	0%	550	0
0	100	0%	0	0%	Cart Repairs	248	1,100	23%	640	39%	1,200	248
368	250	147%	42	884%	Computer Service	599	2,150	28%	1,227	49%	2,400	599
812	812	100%	812	100%	Contract Cleaning	8,932	8,932	100%	8,985	99%	9,744	9,744
0	0	0%	0	0%	Guest Relations	135	60	225%	64	211%	60	135
0	175	0%	0	0%	Handicap Expense	4,323	4,225	102%	4,121	105%	4,225	4,358
0	0	0%	0	0%	Indoor Plant Maint	0	100	0%	0	0%	100	0
1,126	1,000	113%	830	136%	Irrigation	5,787	6,180	94%	7,042	82%	6,680	5,827
0	75	0%	0	0%	Lesson Expense	49	450	11%	286	17%	450	49
0	0	0%	0	0%	Pest Control	0	0	0%	375	0%	0	0
1,264	1,600	79%	2,280	55%	Repair & Maint - Equipment	17,418	20,250	86%	18,850	92%	22,950	20,036
931	100	931%	445	209%	Repair & Maint - Building	4,555	3,300	138%	3,464	131%	3,700	4,709
6,225	5,136	121%	5,356	116%	Cart Lease	67,621	56,491	120%	58,912	115%	61,627	72,976
5,356	6,445	83%	5,316	101%	Equipment Lease	59,761	70,890	84%	59,387	101%	77,335	65,077
176	175	101%	186	95%	Off-Site Storage	1,925	1,936	101%	1,900	102%	2,100	2,112
1,164	1,200	97%	1,107	105%	Utilities - Electric	12,739	12,980	98%	12,896	99%	14,030	13,942
0	0	0%	0	0%	Utilities - Gas	0	0	0%	4,390	0%	0	0
3,207	3,800	84%	3,340	96%	Utilities - Other	38,173	37,260	102%	36,691	104%	40,860	41,136
450	250	180%	266	169%	Utilities - Telephone/Fax	2,984	2,750	109%	2,526	118%	3,000	3,268
196	250	79%	204	96%	Utilities - Water	2,398	2,600	92%	2,445	98%	2,800	2,586
(332)	1,500	-22%	1,526	-22%	Advertising & Promotion	14,668	22,500	65%	16,154	91%	24,000	16,535
317	300	106%	507	63%	Bank Charges	5,150	4,225	122%	5,164	100%	4,525	5,428
(20)	0	0%	(135)	15%	Cash Short/(Over)	(512)	0	0%	(2,171)	24%	0	(571)
250	200	125%	200	125%	Cell Phone	2,100	2,200	95%	2,142	98%	2,400	2,300
2,127	2,700	79%	2,000	106%	City Surcharge R & R	33,386	37,200	90%	34,538	97%	39,300	35,662
0	0	0%	0	0%	Copier/Photocopies	0	175	0%	0	0%	175	0
1,480	2,000	74%	1,233	120%	Credit Card Discounts	21,696	27,600	79%	25,364	86%	29,300	22,683
(100)	0	0%	(5)	2000%	Donations	(200)	300	-67%	523	-38%	300	127
20	100	20%	0	0%	Dues & Subscriptions	914	1,160	79%	739	124%	1,160	914
460	0	0%	45	1012%	Education & Training	460	200	230%	45	1012%	200	460
89	320	28%	0	-46758%	Employee Relations	(1,104)	1,895	-58%	1,245	-89%	1,945	(1,004)
83	30	278%	0	0%	Employee Testing	594	330	180%	93	636%	360	623
4,867	4,471	109%	4,230	115%	Insurance Expense	48,275	49,181	98%	47,671	101%	53,652	52,596
25	40	61%	0	0%	Member Relations	739	440	168%	0	0%	480	739
0	30	0%	0	0%	Messenger Service - Fedex	73	330	22%	276	26%	360	73
0	0	0%	0	0%	Miscellaneous	20	0	0%	(57)	-36%	0	20
0	0	0%	0	0%	O/S - Accounting	9,690	12,360	78%	12,000	81%	12,360	12,690
0	0	0%	0	0%	O/S - Legal	0	700	0%	720	0%	780	0
350	2,000	18%	1,900	18%	O/S - Other	8,137	7,900	103%	5,700	143%	7,900	8,967
357	500	71%	368	97%	Payroll Processing Fee	5,046	5,950	85%	5,568	91%	6,450	5,417
191	300	64%	159	121%	Postage/Shipping	1,447	1,290	112%	1,180	123%	1,340	1,689
(30)	0	0%	(30)	100%	Tax/Licenses/Fees	(245)	0	0%	(255)	96%	0	(275)
0	0	0%	0	0%	Theft Loss	0	0	0%	82	0%	0	0
53	0	0%	0	0%	Travel - Meals	2,758	0	0%	1,998	138%	0	2,798
1,557	1,150	135%	136	1148%	Travel - Other	5,489	12,650	43%	7,007	78%	13,800	5,952
0	0	0%	0	0%	Website Expenses	0	0	0%	2,100	0%	0	0
0	0	0%	56	0%	Employee Meals	0	0	0%	170	0%	0	0
46,676	51,731	90%	44,715	104%	TOTAL OPERATING EXPENSES	498,432	552,258	90%	492,903	101%	599,630	548,141
(44,223)	(28,752)	154%	(34,923)	127%	EBITDA	42,089	(30,075)	-140%	72,330	58%	(53,636)	17,531
5,944	5,884	101%	5,827	102%	Management Fee	65,380	64,724	101%	69,240	94%	70,608	71,207
5,944	5,884	101%	5,827	102%	Management Fees	65,380	64,724	101%	69,240	94%	70,608	71,207
23	23	101%	23	100%	Deprec - Mach & Equip	254	253	101%	254	100%	276	278
72	72	101%	72	100%	Deprec - Buildings	797	792	101%	797	100%	864	869
96	95	101%	96	100%	S/T DEPR. & AMORT	1,051	1,045	101%	1,051	100%	1,140	1,146
(50,263)	(34,731)	145%	(40,846)	123%	NET INCOME	(24,342)	(95,844)	25%	2,040	-1193%	(125,384)	(54,823)

The Golf Club at Cypress Head
Course & Grounds
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
32,889	42,102	78%	31,589	104%	Green Fees	630,485	671,983	94%	621,291	101%	714,205	671,303
2,127	2,700	79%	2,000	106%	City Surcharge R & R	33,386	37,200	90%	34,538	97%	39,300	35,662
35,016	44,802	78%	33,589	104%	Total Revenues	663,871	709,183	94%	655,829	101%	753,505	706,965
35,016	44,802	78%	33,589	104%	GROSS MARGIN	663,871	709,183	94%	655,829	101%	753,505	706,965
PAYROLL												
13,429	7,303	184%	7,239	186%	Gross Payroll - Salaried	84,881	79,950	106%	68,953	123%	87,253	92,952
13,469	21,406	63%	12,666	106%	Gross Payroll - Hourly	144,214	231,322	62%	147,456	98%	252,038	157,759
26,897	28,709	94%	19,905	135%	S/T Wages	229,095	311,272	74%	216,409	106%	339,291	250,711
1,936	2,196	88%	1,405	138%	Payroll Tax - FICA	16,168	23,812	68%	15,243	106%	25,956	17,428
118	156	76%	4	2669%	Payroll Tax - UC	1,031	2,512	41%	1,149	90%	2,570	1,041
436	562	78%	298	146%	Payroll Tax - WC	3,886	5,965	65%	3,994	97%	6,513	4,194
2,686	3,109	86%	3,202	84%	Benefits	27,943	33,359	84%	25,054	112%	36,468	29,315
5,176	6,023	86%	4,909	105%	S/T Adders	49,028	65,648	75%	45,439	108%	71,507	51,977
32,073	34,732	92%	24,814	129%	TOTAL PAYROLL	278,123	376,920	74%	261,848	106%	410,798	302,688
OPERATING EXPENSES												
0	300	0%	179	0%	Chemicals	2,254	4,850	46%	4,850	46%	5,350	2,254
133	175	76%	127	105%	Course Accessories	1,758	1,505	117%	814	216%	1,805	3,693
107	2,600	4%	1,450	7%	Fertilizer	23,923	30,200	79%	20,235	118%	32,900	25,513
0	0	0%	0	0%	Flowers/Decor	0	250	0%	59	0%	750	0
1,414	1,300	109%	2,414	59%	Fuel	10,598	13,400	79%	10,618	100%	14,400	10,598
2,463	600	410%	300	820%	Fungicides	3,880	3,250	119%	1,451	267%	4,450	3,880
2,278	2,800	81%	2,496	91%	Herbicides	12,689	19,850	64%	17,429	73%	23,200	15,417
322	1,000	32%	1,098	29%	Insecticides	10,219	18,205	56%	7,929	129%	19,805	16,728
5,671	3,500	162%	2,308	246%	Sand/Topdress	12,392	13,200	94%	6,552	189%	14,300	12,972
1,650	0	0%	700	236%	Seeds/Trees	13,020	4,400	296%	2,230	584%	4,400	13,970
56	100	56%	68	82%	Small Tools	423	1,050	40%	289	147%	1,050	423
0	0	0%	0	0%	Staff/Volunteer Uniforms	0	850	0%	0	0%	850	0
1,126	1,000	113%	830	136%	Irrigation	5,787	6,180	94%	7,042	82%	6,680	5,827
1,264	1,500	84%	2,280	55%	Repair & Maint - Equipment	15,919	18,600	86%	18,065	88%	20,800	18,538
6	100	6%	0	0%	Repair & Maint - Building	6	600	1%	318	2%	700	6
5,356	6,445	83%	5,316	101%	Equipment Lease	54,406	70,890	77%	58,477	93%	77,335	59,722
250	300	83%	301	83%	Utilities - Electric	2,422	2,430	100%	2,602	93%	2,730	2,727
1,090	1,500	73%	1,184	92%	Utilities - Other	16,559	14,360	115%	15,106	110%	15,660	17,313
153	100	153%	119	128%	Utilities - Telephone/Fax	1,016	1,100	92%	1,105	92%	1,200	1,153
196	250	79%	204	96%	Utilities - Water	2,398	2,600	92%	2,445	98%	2,800	2,586
460	0	0%	0	0%	Education & Training	460	0	0%	0	0%	0	460
0	100	0%	0	0%	Employee Relations	80	200	40%	0	0%	200	80
83	30	278%	0	0%	Employee Testing	594	330	180%	93	636%	360	623
350	2,000	18%	1,900	18%	O/S - Other	8,137	7,900	103%	5,700	143%	7,900	8,987
45	50	90%	35	129%	Travel - Other	1,079	550	196%	118	912%	600	1,079
24,473	25,750	95%	23,310	105%	TOTAL OPERATING EXPENSES	200,017	236,750	84%	183,527	109%	260,225	224,547
(21,531)	(15,680)	137%	(14,535)	148%	EBITDA	185,732	95,512	194%	210,454	88%	82,482	179,730
(21,531)	(15,680)	137%	(14,535)	148%	NET INCOME	185,732	95,512	194%	210,454	88%	82,482	179,730

The Golf Club at Cypress Head
Maintenance
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
					OPERATING EXPENSES							
(1,650)	0	0%	0	0%	Seeds/Trees	0	0	0%	0	0%	0	0
(1,650)	0	0%	0	0%	TOTAL OPERATING EXPENSES	0	0	0%	0	0%	0	0
1,650	0	0%	0	0%	EBITDA	0	0	0%	0	0%	0	0
1,650	0	0%	0	0%	NET INCOME	0	0	0%	0	0%	0	0

The Golf Club at Cypress Head
Carts
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
25,150	37,742	67%	24,253	104%	REVENUES	402,359	441,148	91%	421,137	96%	479,252	430,570
25,150	37,742	67%	24,253	104%	Cart Fee	402,359	441,148	91%	421,137	96%	479,252	430,570
25,150	37,742	67%	24,253	104%	Total Revenues	402,359	441,148	91%	421,137	96%	479,252	430,570
					GROSS MARGIN	402,359	441,148	91%	421,137	96%	479,252	430,570
6,395	7,307	88%	5,506	116%	PAYROLL	75,424	78,964	96%	71,588	105%	86,036	81,428
6,395	7,307	88%	5,506	116%	Gross Payroll - Hourly	75,424	78,964	96%	71,588	105%	86,036	81,428
					S/T Wages							
524	559	94%	420	125%	Payroll Tax - FICA	6,043	6,041	100%	5,640	107%	6,582	6,509
71	113	63%	61	116%	Payroll Tax - UC	822	1,139	72%	857	96%	1,248	912
109	143	76%	85	128%	Payroll Tax - WC	1,316	1,513	87%	1,315	100%	1,652	1,410
9	9	95%	60	14%	Benefits	88	99	89%	111	79%	108	82
712	824	86%	627	114%	S/T Adders	8,269	8,792	94%	7,923	104%	9,589	8,913
7,107	8,131	87%	6,132	116%	TOTAL PAYROLL	83,693	87,756	95%	79,511	105%	95,625	90,341
21	200	11%	0	0%	OPERATING EXPENSES	948	1,805	52%	1,281	74%	2,005	1,151
0	0	0%	0	0%	Cart Supplies	17	0	0%	0	0%	0	17
0	100	0%	0	0%	Supplies	248	1,100	23%	640	39%	1,200	248
6,225	5,136	121%	5,356	116%	Cart Repairs	67,621	56,491	120%	58,912	115%	61,627	72,976
913	900	101%	806	113%	Cart Lease	10,317	10,550	98%	10,294	100%	11,300	11,216
7,159	6,336	113%	6,162	116%	Utilities - Electric	79,151	69,946	113%	71,128	111%	76,132	85,608
10,885	23,275	47%	11,959	91%	TOTAL OPERATING EXPENSES	239,515	283,445	85%	270,497	89%	307,495	254,621
10,885	23,275	47%	11,959	91%	EBITDA	239,515	283,445	85%	270,497	89%	307,495	254,621
					NET INCOME	239,515	283,445	85%	270,497	89%	307,495	254,621

The Golf Club at Cypress Head
Range
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
1,782	2,900	61%	1,606	111%	REVENUES							
1,782	2,900	61%	1,606	111%	Range	31,881	38,200	83%	33,004	97%	41,000	33,763
1,782	2,900	61%	1,606	111%	Total Revenues	31,881	38,200	83%	33,004	97%	41,000	33,763
					GROSS MARGIN	31,881	38,200	83%	33,004	97%	41,000	33,763
					OPERATING EXPENSES							
0	0	0%	0	0%	Range Balls	2,650	2,900	91%	2,650	100%	2,900	2,650
0	100	0%	0	0%	Range Equipment	2,169	985	220%	1,363	159%	1,085	2,169
0	0	0%	0	0%	Range Expenses	0	0	0%	439	0%	0	0
0	0	0%	0	0%	Repair & Maint - Equipment	21	300	7%	0	0%	300	21
0	100	0%	0	0%	TOTAL OPERATING EXPENSES	4,840	4,185	116%	4,452	109%	4,285	4,840
1,782	2,800	64%	1,606	111%	EBITDA	27,041	34,015	79%	28,552	95%	36,715	28,923
1,782	2,800	64%	1,606	111%	NET INCOME	27,041	34,015	79%	28,552	95%	36,715	28,923

The Golf Club at Cypress Head
F & B Cafe
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
0	0	0%	0	0%	Food & Beverage	0	0	0%	63,318	0%	0	0
0	0	0%	0	0%	Beer	0	0	0%	34,326	0%	0	0
0	0	0%	0	0%	Liquor	0	0	0%	19,723	0%	0	0
0	0	0%	0	0%	Wine	0	0	0%	3,896	0%	0	0
0	0	0%	0	0%	F&B Other	0	0	0%	191	0%	0	0
0	0	0%	0	0%	Total Revenues	0	0	0%	121,455	0%	0	0
COST OF GOODS SOLD												
0	0	0%	0	0%	COGS - Food & Beverage	0	0	0%	29,560	0%	0	0
0	0	0%	0	0%	COGS - Beer	0	0	0%	17,668	0%	0	0
0	0	0%	0	0%	COGS - Liquor	0	0	0%	6,638	0%	0	0
0	0	0%	0	0%	COGS - Wine	0	0	0%	1,707	0%	0	0
0	0	0%	0	0%	Total COGS	0	0	0%	55,573	0%	0	0
0	0	0%	0	0%	GROSS MARGIN	0	0	0%	65,882	0%	0	0
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Food & Beverage %	0.00%	0.00%	0.00%	46.68%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Beer %	0.00%	0.00%	0.00%	51.47%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Liquor %	0.00%	0.00%	0.00%	33.65%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - Wine %	0.00%	0.00%	0.00%	43.82%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	COGS - All Food & Bev	0.00%	0.00%	0.00%	45.83%	0.00%	0.00%	0.00%
PAYROLL												
0	0	0%	0	0%	Gross Kitchen Payroll - Salaried	0	0	0%	33,256	0%	0	0
0	0	0%	0	0%	Gross Kitchen Payroll - Hourly	0	0	0%	34,550	0%	0	0
0	0	0%	0	0%	S/T Wages	0	0	0%	67,806	0%	0	0
0	0	0%	0	0%	Payroll Tax - FICA	0	0	0%	5,177	0%	0	0
0	0	0%	0	0%	Payroll Tax - UC	0	0	0%	613	0%	0	0
0	0	0%	0	0%	Payroll Tax - WC	0	0	0%	1,413	0%	0	0
0	0	0%	0	0%	Benefits	0	0	0%	6,959	0%	0	0
0	0	0%	0	0%	S/T Adders	0	0	0%	14,161	0%	0	0
0	0	0%	0	0%	TOTAL PAYROLL	0	0	0%	81,967	0%	0	0
OPERATING EXPENSES												
0	0	0%	0	0%	Bar Supplies	0	0	0%	144	0%	0	0
0	0	0%	0	0%	Dining Room Supplies	0	0	0%	4,027	0%	0	0
0	0	0%	0	0%	Kitchen Supplies	0	0	0%	974	0%	0	0
0	0	0%	0	0%	Laundry/Linens	0	0	0%	1,465	0%	0	0
0	0	0%	0	0%	Office Supplies	0	0	0%	316	0%	0	0
0	0	0%	0	0%	Contract Cleaning	0	0	0%	4,925	0%	0	0
0	0	0%	0	0%	Repair & Maint - Equipment	0	0	0%	650	0%	0	0
0	0	0%	0	0%	Equipment Lease	0	0	0%	910	0%	0	0
0	0	0%	0	0%	Utilities - Gas	0	0	0%	4,390	0%	0	0
0	0	0%	0	0%	Theft Loss	0	0	0%	82	0%	0	0
0	0	0%	0	0%	TOTAL OPERATING EXPENSES	0	0	0%	17,884	0%	0	0
0	0	0%	0	0%	EBITDA	0	0	0%	(33,969)	0%	0	0
0	0	0%	0	0%	Management Fee	0	0	0%	5,142	0%	0	0
0	0	0%	0	0%	Management Fees	0	0	0%	5,142	0%	0	0
0	0	0%	0	0%	NET INCOME	0	0	0%	(39,110)	0%	0	0

The Golf Club at Cypress Head
Golf Shop
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
0	20	0%	30	0%	Handicap Fee	4,245	4,260	100%	4,159	102%	4,280	4,255
2,096	250	838%	0	0%	Lessons	8,985	4,611	195%	6,704	134%	4,861	9,662
180	200	90%	270	67%	Rental Clubs	3,030	3,000	101%	3,270	93%	3,200	3,220
4,492	4,400	102%	3,941	114%	Retail	63,638	63,000	101%	64,463	99%	66,700	66,061
6,768	4,870	139%	4,241	160%	Total Revenues	79,898	74,871	107%	78,596	102%	79,041	85,218
COST OF GOODS SOLD												
2,729	2,640	103%	2,315	118%	COGS - Merchandise	39,446	37,800	104%	38,742	102%	40,020	41,977
2,729	2,640	103%	2,315	118%	Total COGS	39,446	37,800	104%	38,742	102%	40,020	41,977
4,039	2,230	181%	1,926	210%	GROSS MARGIN	40,451	37,071	109%	39,854	101%	39,021	43,241
60.74%	60.00%	101.24%	58.75%	103.39%	COGS - Merchandise %	61.99%	60.00%	103.31%	60.10%	103.14%	60.00%	724.25%
PAYROLL												
0	0	0%	106	0%	Gross Payroll - Salaried	0	0	0%	106	0%	0	(106)
4,995	4,672	107%	4,063	123%	Gross Payroll - Hourly	49,196	50,489	97%	46,541	106%	55,011	54,306
4,995	4,672	107%	4,169	120%	S/T Wages	49,196	50,489	97%	46,647	105%	55,011	54,200
384	357	107%	205	188%	Payroll Tax - FICA	3,824	3,862	99%	3,502	109%	4,208	4,301
16	44	36%	24	67%	Payroll Tax - UC	354	606	58%	453	78%	641	391
69	91	76%	68	102%	Payroll Tax - WC	846	967	87%	810	104%	1,056	912
469	493	95%	296	158%	S/T Adders	5,024	5,436	92%	4,765	105%	5,905	5,605
5,464	5,166	106%	4,465	122%	TOTAL PAYROLL	54,220	55,925	97%	51,412	105%	60,916	59,805
OPERATING EXPENSES												
0	0	0%	0	0%	Office Supplies	236	190	124%	92	257%	190	236
0	75	0%	0	0%	Supplies	1,521	1,000	152%	1,634	93%	1,075	1,521
491	80	613%	0	0%	Tournament Expense	835	880	95%	191	438%	960	835
0	175	0%	0	0%	Handicap Expense	4,323	4,225	102%	4,121	105%	4,225	4,358
0	75	0%	0	0%	Lesson Expense	49	450	11%	286	17%	450	49
0	0	0%	0	0%	Repair & Maint - Building	318	0	0%	0	0%	0	318
491	405	121%	0	0%	TOTAL OPERATING EXPENSES	7,282	6,745	108%	6,324	115%	6,900	7,317
(1,915)	(3,341)	57%	(2,539)	75%	EBITDA	(21,050)	(25,599)	82%	(17,882)	118%	(28,795)	(23,881)
(1,915)	(3,341)	57%	(2,539)	75%	NET INCOME	(21,050)	(25,599)	82%	(17,882)	118%	(28,795)	(23,881)

The Golf Club at Cypress Head
G & A
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
749	0	0%	0	0%	Miscellaneous G&A	1,221	0	0%	0	0%	0	1,221
749	0	0%	0	0%	Total Revenues	1,221	0	0%	0	0%	0	1,221
749	0	0%	0	0%	GROSS MARGIN	1,221	0	0%	0	0%	0	1,221
PAYROLL												
11,233	8,260	136%	8,135	138%	Gross Payroll - Salaried	93,747	90,860	103%	88,392	106%	99,120	101,173
662	1,063	62%	743	89%	Gross Payroll - Hourly	8,827	11,419	77%	8,358	106%	12,448	9,541
11,895	9,323	128%	8,878	134%	S/T Wages	102,573	102,279	100%	96,751	106%	111,568	110,715
819	713	115%	596	137%	Payroll Tax - FICA	6,957	7,824	89%	6,419	108%	8,535	7,493
6	15	42%	8	77%	Payroll Tax - UC	169	547	31%	203	83%	562	182
194	183	106%	138	141%	Payroll Tax - WC	1,858	1,960	95%	1,772	105%	2,141	1,996
2,171	2,181	100%	2,409	90%	Benefits	22,780	23,408	97%	23,458	97%	25,588	24,104
3,189	3,091	103%	3,150	101%	S/T Adders	31,764	33,739	94%	31,853	100%	36,826	33,775
15,084	12,414	122%	12,027	125%	TOTAL PAYROLL	134,337	136,018	99%	128,604	104%	148,394	144,490
OPERATING EXPENSES												
253	400	63%	734	35%	Janitorial Supplies	5,429	4,900	111%	5,380	101%	5,300	5,820
0	1,000	0%	51	0%	Laundry/Uniforms	617	1,780	35%	1,715	36%	1,780	617
328	353	93%	166	198%	Office Supplies	3,499	4,628	76%	5,062	69%	4,987	3,649
121	140	87%	247	49%	Alarm System	3,119	1,400	223%	1,513	206%	1,490	3,382
0	0	0%	0	0%	Carpet Cleaning	0	550	0%	0	0%	550	0
368	250	147%	42	884%	Computer Service	599	2,150	28%	1,227	49%	2,400	599
812	812	100%	812	100%	Contract Cleaning	8,932	8,932	100%	4,060	220%	9,744	9,744
0	0	0%	0	0%	Guest Relations	135	60	225%	64	211%	60	135
0	0	0%	0	0%	Indoor Plant Maint	0	100	0%	0	0%	100	0
0	0	0%	0	0%	Pest Control	0	0	0%	375	0%	0	0
0	100	0%	0	0%	Repair & Maint - Equipment	1,477	1,350	109%	135	1094%	1,850	1,477
925	0	0%	445	208%	Repair & Maint - Building	4,231	2,700	157%	3,146	134%	3,000	4,385
0	0	0%	0	0%	Equipment Lease	5,356	0	0%	0	0%	0	5,356
176	175	101%	186	95%	Off-Site Storage	1,936	1,925	101%	1,900	102%	2,100	2,112
2,117	2,300	92%	2,157	98%	Utilities - Other	21,614	22,900	94%	21,585	100%	25,200	23,823
297	150	198%	147	203%	Utilities - Telephone/Fax	1,968	1,650	119%	1,422	138%	1,800	2,115
317	300	106%	507	63%	Bank Charges	5,150	4,225	122%	5,164	100%	4,525	5,428
(20)	0	0%	(135)	15%	Cash Short/(Over)	(512)	0	0%	(2,171)	24%	0	(571)
250	200	125%	200	125%	Cell Phone	2,100	2,200	95%	2,142	98%	2,400	2,300
2,127	2,700	79%	2,000	106%	City Surcharge R & R	33,386	37,200	90%	34,538	97%	39,300	35,662
0	0	0%	0	0%	Copier/Photocopies	0	175	0%	0	0%	175	0
1,480	2,000	74%	1,233	120%	Credit Card Discounts	21,696	27,600	79%	25,364	86%	29,300	22,683
(100)	0	0%	(5)	2000%	Donations	(200)	300	-67%	523	-38%	300	127
20	100	20%	0	0%	Dues & Subscriptions	914	1,160	79%	739	124%	1,160	914
0	0	0%	45	0%	Education & Training	0	200	0%	45	0%	200	0
89	220	40%	0	-46758%	Employee Relations	(1,184)	1,695	-70%	1,245	-95%	1,745	(1,084)
4,867	4,471	109%	4,230	115%	Insurance Expense	48,275	49,181	98%	47,671	101%	53,652	52,596
25	40	61%	0	0%	Member Relations	739	440	168%	0	0%	480	739
0	30	0%	0	0%	Messenger Service - Fedex	73	330	22%	276	26%	360	73
0	0	0%	0	0%	Miscellaneous	20	0	0%	0	0%	0	20
0	0	0%	0	0%	O/S - Accounting	9,690	12,360	78%	12,000	81%	12,360	12,690
0	0	0%	0	0%	O/S - Legal	0	700	0%	720	0%	780	0
357	500	71%	368	97%	Payroll Processing Fee	5,046	5,950	85%	5,568	91%	6,450	5,417
191	300	64%	151	121%	Postage/Shipping	1,447	1,290	112%	1,180	123%	1,340	1,589
(30)	0	0%	(30)	100%	Tax/Licenses/Fees	(245)	0	0%	(255)	98%	0	(275)
53	0	0%	0	0%	Travel - Meals	2,758	0	0%	1,998	138%	0	2,798
1,511	1,000	151%	100	1504%	Travel - Other	4,272	11,000	39%	6,889	62%	12,000	4,735
0	0	0%	56	0%	Employee Meals	0	0	0%	170	0%	0	0
16,535	17,541	94%	13,717	121%	TOTAL OPERATING EXPENSES	192,337	211,031	91%	191,391	100%	226,888	209,156
(30,870)	(29,955)	103%	(25,744)	120%	EBITDA	(325,453)	(347,049)	94%	(319,994)	102%	(375,282)	(352,425)
5,944	5,884	101%	5,827	102%	Management Fee	65,380	64,724	101%	64,098	102%	70,608	71,207
5,944	5,884	101%	5,827	102%	Management Fees	65,380	64,724	101%	64,098	102%	70,608	71,207
23	23	101%	23	100%	Deprec - Mach & Equip	254	253	101%	254	100%	276	278
72	72	101%	72	100%	Deprec - Buildings	797	792	101%	797	100%	864	869
96	95	101%	96	100%	S/T DEPR. & AMORT	1,051	1,045	101%	1,051	100%	1,140	1,146
(36,910)	(35,934)	103%	(31,667)	117%	NET INCOME	(391,884)	(412,818)	95%	(385,143)	102%	(447,030)	(424,779)

The Golf Club at Cypress Head
Marketing
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
					PAYROLL							
3,683	3,402	108%	3,202	115%	Gross Payroll - Salaried	39,927	37,422	107%	38,463	104%	40,824	43,298
3,683	3,402	108%	3,202	115%	S/T Wages	39,927	37,422	107%	38,463	104%	40,824	43,298
294	260	113%	228	129%	Payroll Tax - FICA	2,821	2,863	99%	2,761	102%	3,123	3,032
0	4	0%	0	0%	Payroll Tax - UC	85	216	39%	88	97%	220	85
68	67	102%	50	137%	Payroll Tax - WC	689	717	96%	675	102%	784	739
510	519	98%	664	77%	Benefits	5,368	5,581	96%	5,146	104%	6,100	5,609
873	850	103%	942	93%	S/T Adders	8,962	9,377	96%	8,669	103%	10,227	9,465
4,556	4,252	107%	4,144	110%	TOTAL PAYROLL	48,889	46,799	104%	47,132	104%	51,051	52,763
					OPERATING EXPENSES							
(332)	1,500	-22%	1,526	-22%	Advertising & Promotion	14,668	22,500	65%	16,154	91%	24,000	16,535
0	0	0%	0	0%	Miscellaneous	0	0	0%	(57)	0%	0	0
0	100	0%	0	0%	Travel - Other	138	1,100	13%	0	0%	1,200	138
0	0	0%	0	0%	Website Expenses	0	0	0%	2,100	0%	0	0
(332)	1,600	-21%	1,526	-22%	TOTAL OPERATING EXPENSES	14,806	23,600	63%	18,197	81%	25,200	16,673
(4,224)	(5,852)	72%	(5,670)	74%	EBITDA	(63,695)	(70,399)	90%	(65,329)	97%	(76,251)	(69,437)
(4,224)	(5,852)	72%	(5,670)	74%	NET INCOME	(63,695)	(70,399)	90%	(65,329)	97%	(76,251)	(69,437)

The Golf Club at Cypress Head
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
REVENUES												
58,039	79,844	73%	55,842	104%	Green Fees & Cart Fees	1,032,844	1,113,131	93%	1,042,428	99%	1,193,457	1,101,872
4,492	4,400	102%	3,941	114%	Merchandise	63,638	63,000	101%	64,463	99%	66,700	66,081
2,276	470	484%	300	759%	Other Pro Shop	16,260	11,871	137%	14,133	115%	12,341	17,137
1,782	2,900	61%	1,606	111%	Range	31,681	38,200	83%	33,004	97%	41,000	33,763
0	0	0%	0	0%	Food and Beverage	0	0	0%	121,455	0%	0	0
2,127	2,700	79%	2,000	106%	Other Operating Revenues	33,386	37,200	90%	34,538	97%	39,300	35,662
749	0	0%	0	0%	Other G&A Income	1,221	0	0%	0	0%	0	1,221
69,465	90,314	77%	63,690	109%	TOTAL REVENUE	1,179,230	1,263,402	93%	1,310,021	90%	1,352,798	1,257,736
COST OF SALES												
2,729	2,640	103%	2,315	118%	Merchandise	39,446	37,800	104%	38,742	102%	40,020	41,977
0	0	0%	0	0%	Food & Beverage	0	0	0%	55,573	0%	0	0
2,729	2,640	103%	2,315	118%	TOTAL COGS	39,446	37,800	104%	94,315	42%	40,020	41,977
60.7%	60.0%	101.2%	58.7%	103.4%	COGS - Merchandise %	62.0%	60.0%	103.3%	60.1%	103.1%	60.0%	724.3%
0.0%	0.0%	0.0%	0.0%	0.0%	COGS - Food %	0.0%	0.0%	0.0%	45.8%	0.0%	0.0%	0.0%
PAYROLL												
32,073	34,732	92%	24,814	129%	Course and Grounds	278,123	376,920	74%	261,848	106%	410,798	302,688
7,107	8,131	87%	6,132	116%	Carts, Range, Starters, Etc.	83,693	87,758	95%	79,511	105%	95,625	90,341
5,464	5,166	106%	4,465	122%	Pro Shop	54,220	55,925	97%	51,412	105%	60,916	59,805
0	0	0%	0	0%	Food and Beverage	0	0	0%	81,967	0%	0	0
15,084	12,414	122%	12,027	125%	General and Administrative	134,337	136,018	99%	128,604	104%	148,394	144,490
4,556	4,252	107%	4,144	110%	Marketing	48,889	46,799	104%	47,132	104%	51,051	52,763
64,284	64,694	99%	51,583	125%	TOTAL PAYROLL	599,263	703,418	85%	650,473	92%	766,784	650,087
OPERATING EXPENSES												
22,823	25,750	89%	23,310	98%	Course and Grounds	200,017	236,750	84%	183,527	109%	260,225	224,547
7,159	6,436	111%	6,162	116%	Carts, Range, Starters, Etc.	83,991	74,131	113%	75,580	111%	80,417	90,448
491	405	121%	0	0%	Pro Shop	7,282	6,745	108%	6,324	115%	6,900	7,317
0	0	0%	0	0%	Food and Beverage	0	0	0%	17,884	0%	0	0
16,535	17,541	94%	13,717	121%	General and Administrative	192,337	211,031	91%	191,391	100%	226,888	209,156
(332)	1,600	-21%	1,526	-22%	Marketing	14,806	23,600	63%	18,197	81%	25,200	16,673
46,676	51,731	90%	44,715	104%	TOTAL OPERATING EXPENSES	498,432	552,258	90%	492,903	101%	599,630	548,141
113,689	119,066	95%	98,613	115%	TOTAL EXPENSES	1,137,141	1,293,476	88%	1,237,691	92%	1,406,434	1,240,205
(44,223)	(28,752)	154%	(34,923)	127%	EBITDA	42,089	(30,075)	-140%	72,330	58%	(53,636)	17,531

The Golf Club at Cypress Head
For the Eleven Months Ending August 31, 2019

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	
(44,223)	(28,752)	154%	(34,923)	127%	EBITDA	42,089	(30,075)	-140%	72,330	58%	(53,636)	17,531
(5,944)	(5,884)	101%	(5,827)	102%	MANAGEMENT FEES	(65,380)	(64,724)	101%	(69,240)	94%	(70,608)	(71,207)
(96)	(95)	101%	(96)	100%	OTHER INCOME (EXPENSE)	(1,051)	(1,045)	101%	(1,051)	100%	(1,140)	(1,146)
(96)	(95)	101%	(96)	100%	Depreciation & Amortization	(1,051)	(1,045)	101%	(1,051)	100%	(1,140)	(1,146)
(50,263)	(34,731)	145%	(40,846)	123%	TOTAL OTHER INCOME (EXPENSE)	(24,342)	(95,844)	25%	2,040	-1193%	(125,384)	(54,823)
					NET INCOME							
2,343	3,107	75%	1,892	124%	Paid Rounds	34,564	35,287	98%	33,367	104%	38,434	36,780
238	584	41%	454	52%	Annual Pass Rounds	4,266	7,931	54%	6,472	66%	8,541	4,693
270	172	157%	180	150%	Other Rounds	2,559	1,464	175%	2,360	108%	1,594	2,789
2,851	3,863	74%	2,526	113%	Total Rounds	41,389	44,682	93%	42,199	98%	48,569	44,262
30	29	102%	34	88%	Revenue/Paid Rounds	34	36	95%	39	87%	35	407
24	23	104%	25	97%	Revenue/Total Rounds	28	28	101%	31	92%	28	337

Ranges: From: To:

Date: 8/1/2019

Account: First Last

Sorted By: Account

Include: Posting, Unit

Print Currency In: Functional (Z-US\$)

Inactive	Account	Description	Beginning Balance	Debit	Credit	Net Change	Ending Balance
	10020-5950-900	Cash - Course Depository NEW	\$55,246.16	\$61,606.05	\$133,035.61	(\$71,429.56)	(\$16,183.40)
	10050-5950-900	Cash - Course Payroll BMO	\$24,934.56	\$48,669.02	\$26,254.16	\$22,414.86	\$47,349.42
	10100-5950-900	Cash - Course Other	\$850.00	\$0.00	\$0.00	\$0.00	\$850.00
	10180-5950-900	Cash - Pro Shop Bank	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00
	11160-5950-900	A/R Member	\$887.95	\$376,743.97	\$197,471.02	\$179,272.95	\$180,160.90
	12000-5950-900	Inventory - Merchandise	\$20,781.36	\$543.75	\$3,162.51	(\$2,618.76)	\$18,162.60
	13020-5950-900	Prepaid Insurance	\$16,359.59	\$7,067.00	\$5,816.54	\$1,250.46	\$17,610.05
	13040-5950-900	Prepaid Exp - Other	\$12,134.81	\$7,340.46	\$6,118.84	\$1,221.62	\$13,356.43
	20100-5950-900	Machinery & Equipment	\$5,550.40	\$0.00	\$0.00	\$0.00	\$5,550.40
	20160-5950-900	Buildings and Improvements	\$30,597.54	\$0.00	\$0.00	\$0.00	\$30,597.54
	22040-5950-900	Accum. Deprec - Mach & Equip	(\$3,838.38)	\$0.00	\$23.12	(\$23.12)	(\$3,861.50)
	22080-5950-900	Accum. Deprec - Buildings	(\$23,646.13)	\$0.00	\$72.41	(\$72.41)	(\$23,718.54)
	30000-5950-900	Accts Pay - Trade	(\$16,367.60)	\$93,686.51	\$106,661.77	(\$12,975.26)	(\$29,342.86)
	30040-5950-900	Accts Pay - Other	(\$22,604.75)	\$12,109.02	\$12,099.59	\$9.43	(\$22,595.32)
	31000-5950-900	Accrued Expenses	(\$1,651.96)	\$1,651.96	\$701.96	\$950.00	(\$701.96)
	31020-5950-900	Accrued Payroll	(\$26,704.17)	\$16,445.51	\$22,285.14	(\$5,839.63)	(\$32,543.80)
	31080-5950-900	Accrued Tips Payable	(\$475.00)	\$475.00	\$232.00	\$243.00	(\$232.00)
	31220-5950-900	Accrued Sales Tax	(\$4,415.83)	\$36,549.82	\$46,098.43	(\$9,548.61)	(\$13,964.44)
	31400-5950-900	Accrued City Surcharge	\$0.00	\$2,126.75	\$2,126.75	\$0.00	\$0.00
	32000-5950-900	Deferred Rev - Rainchecks	(\$3,527.75)	\$1,132.10	\$824.39	\$307.71	(\$3,220.04)
	32020-5950-900	Deferred Rev - Outing Deposits	(\$3,387.12)	\$32,472.10	\$32,232.04	\$240.06	(\$3,147.06)
	32040-5950-900	Deferred Rev - Legacy GF Passes	(\$7,459.60)	\$49,479.81	\$91,500.00	(\$42,020.19)	(\$49,479.79)
	32050-5950-900	Deferred Revenue - Cypress GF Passes	(\$5,384.20)	\$29,184.11	\$52,984.00	(\$23,799.89)	(\$29,184.09)
	32060-5950-900	Deferred Rev - Gift Certificates	(\$125.14)	\$0.00	\$0.00	\$0.00	(\$125.14)
	32070-5950-900	Deferred Rev - Gift Cards	(\$22,219.17)	\$1,202.77	\$21.20	\$1,181.57	(\$21,037.60)
	32100-5950-900	Deferred Rev - Credit Books	(\$12,034.47)	\$510.95	\$513.22	(\$2.27)	(\$12,036.74)
	32120-5950-900	Deferred Rev - Trail Fee Pass	(\$16,310.00)	\$104,091.00	\$191,872.00	(\$87,781.00)	(\$104,091.00)
	32220-5950-900	Deferred Rev - Founders Pass	(\$213.00)	\$1,456.51	\$2,700.00	(\$1,243.49)	(\$1,456.49)
	49020-5950-900	Retained Earnings - Current	\$28,442.07	\$0.00	\$0.00	\$0.00	\$28,442.07
	50000-5950-100	Green Fees - Annual Pass	(\$64,611.61)	\$0.00	\$6,528.43	(\$6,528.43)	(\$71,140.04)
	50040-5950-100	Green Fees - Member	(\$501,725.46)	\$0.00	\$24,233.89	(\$24,233.89)	(\$525,959.35)
	50070-5950-100	Green Fees - (surcharge)	(\$31,259.23)	\$2,126.75	\$4,253.50	(\$2,126.75)	(\$33,385.98)
	50500-5950-200	Cart Fee 18	(\$296,918.27)	\$0.00	\$16,995.33	(\$16,995.33)	(\$313,913.60)
	50520-5950-200	Cart Fee - Annual Trail	(\$80,290.00)	\$0.00	\$8,155.00	(\$8,155.00)	(\$88,445.00)
	52090-5950-600	Handicap Fee	(\$4,245.00)	\$0.00	\$0.00	\$0.00	(\$4,245.00)
	52150-5950-600	Lessons	(\$6,889.00)	\$0.00	\$2,095.50	(\$2,095.50)	(\$8,984.50)
	52280-5950-600	Rental Clubs	(\$2,850.00)	\$0.00	\$180.00	(\$180.00)	(\$3,030.00)
	52310-5950-600	Retail	(\$59,146.07)	\$0.00	\$4,492.23	(\$4,492.23)	(\$63,638.30)
	53050-5950-220	Range Pass Revenue	(\$30,098.80)	\$0.00	\$1,782.24	(\$1,782.24)	(\$31,881.04)
	56120-5950-100	City Surcharge R & R	(\$31,259.23)	\$0.00	\$2,126.75	(\$2,126.75)	(\$33,385.98)
	59010-5950-900	Miscellaneous G&A	(\$472.00)	\$0.00	\$749.11	(\$749.11)	(\$1,221.11)
	60000-5950-600	COGS - Merchandise - Accessories	\$36,717.70	\$2,728.68	\$0.00	\$2,728.68	\$39,446.38
	70000-5950-100	Gross Payroll - Salaried	\$71,452.50	\$15,554.93	\$2,126.37	\$13,428.56	\$84,881.06
	70000-5950-900	Gross Payroll - Salaried	\$82,513.47	\$4,979.89	\$2,979.89	\$11,233.17	\$93,746.64
	70000-5950-950	Gross Payroll - Salaried	\$36,243.64	\$5,018.32	\$1,335.12	\$3,683.20	\$39,926.84
	70010-5950-100	Gross Payroll - Hourly	\$130,744.91	\$18,445.97	\$4,977.10	\$13,468.87	\$144,213.78
	70010-5950-200	Gross Payroll - Hourly	\$69,029.77	\$8,749.56	\$2,354.96	\$6,394.60	\$75,424.37
	70010-5950-600	Gross Payroll - Hourly	\$44,201.43	\$6,273.13	\$1,278.49	\$4,994.64	\$49,196.07
	70010-5950-900	Gross Payroll - Hourly	\$8,164.92	\$914.93	\$253.33	\$661.60	\$8,826.52
	71000-5950-100	Payroll Tax - FICA	\$14,231.58	\$2,479.49	\$543.42	\$1,936.07	\$16,167.65
	71000-5950-200	Payroll Tax - FICA	\$5,519.69	\$703.77	\$180.15	\$523.62	\$6,043.31
	71000-5950-600	Payroll Tax - FICA	\$3,439.74	\$481.82	\$97.80	\$384.02	\$3,823.76
	71000-5950-900	Payroll Tax - FICA	\$6,138.08	\$1,065.98	\$247.34	\$818.64	\$6,956.72
	71000-5950-950	Payroll Tax - FICA	\$2,526.52	\$365.63	\$71.54	\$294.09	\$2,820.61
	71010-5950-100	Payroll Tax - UC	\$912.62	\$118.23	\$0.00	\$118.23	\$1,030.85
	71010-5950-200	Payroll Tax - UC	\$750.75	\$71.22	\$0.00	\$71.22	\$821.97
	71010-5950-600	Payroll Tax - UC	\$338.27	\$15.90	\$0.00	\$15.90	\$354.17

TRIAL BALANCE SUMMARY FOR 2018

The Golf Club at Cypress Head

Inactive	Account	Description	Beginning Balance	Debit	Credit	Net Change	Ending Balance
	71010-5950-900	Payroll Tax - UC	\$162.73	\$6.10	\$0.00	\$6.10	\$168.83
	71010-5950-950	Payroll Tax - UC	\$85.27	\$0.00	\$0.00	\$0.00	\$85.27
	71020-5950-100	Payroll Tax - WC	\$3,450.65	\$435.72	\$0.00	\$435.72	\$3,886.37
	71020-5950-200	Payroll Tax - WC	\$1,207.31	\$108.50	\$0.00	\$108.50	\$1,315.81
	71020-5950-600	Payroll Tax - WC	\$776.64	\$69.20	\$0.00	\$69.20	\$845.84
	71020-5950-900	Payroll Tax - WC	\$1,664.52	\$193.67	\$0.00	\$193.67	\$1,858.19
	71020-5950-950	Payroll Tax - WC	\$620.80	\$68.23	\$0.00	\$68.23	\$689.03
	71030-5950-100	Benefits	\$25,257.41	\$4,883.49	\$2,197.70	\$2,685.79	\$27,943.20
	71030-5950-200	Benefits	\$79.24	\$43.55	\$34.84	\$8.71	\$87.95
	71030-5950-900	Benefits	\$20,609.32	\$3,515.15	\$1,344.20	\$2,170.95	\$22,780.27
	71030-5950-950	Benefits	\$4,857.23	\$932.41	\$422.14	\$510.27	\$5,367.50
	80110-5950-200	Cart Supplies	\$926.56	\$21.01	\$0.00	\$21.01	\$947.57
	80120-5950-100	Chemicals	\$2,253.66	\$0.00	\$0.00	\$0.00	\$2,253.66
	80170-5950-100	Course Accessories	\$1,624.69	\$133.00	\$0.00	\$133.00	\$1,757.69
	80230-5950-100	Fertilizer	\$23,816.23	\$107.00	\$0.00	\$107.00	\$23,923.23
	80270-5950-100	Fuel	\$9,184.10	\$1,413.84	\$0.00	\$1,413.84	\$10,597.94
	80280-5950-100	Fungicides	\$1,417.89	\$2,462.50	\$0.00	\$2,462.50	\$3,880.39
	80320-5950-100	Herbicides	\$10,410.43	\$2,278.19	\$0.00	\$2,278.19	\$12,688.62
	80370-5950-100	Insecticides	\$9,897.21	\$322.20	\$0.00	\$322.20	\$10,219.41
	80380-5950-900	Janitorial Supplies	\$5,175.51	\$253.33	\$0.00	\$253.33	\$5,428.84
	80420-5950-900	Laundry/Uniforms	\$617.16	\$0.00	\$0.00	\$0.00	\$617.16
	80520-5950-600	Office Supplies	\$235.68	\$0.00	\$0.00	\$0.00	\$235.68
	80520-5950-900	Office Supplies	\$3,170.24	\$328.33	\$0.00	\$328.33	\$3,498.57
	80610-5950-220	Range Balls	\$2,650.00	\$0.00	\$0.00	\$0.00	\$2,650.00
	80620-5950-220	Range Equipment	\$2,169.07	\$58.49	\$58.49	\$0.00	\$2,169.07
	80690-5950-100	Sand/Topdress	\$6,721.22	\$5,670.61	\$0.00	\$5,670.61	\$12,391.83
	80710-5950-100	Seeds/Trees	\$11,370.00	\$1,650.00	\$0.00	\$1,650.00	\$13,020.00
	80710-5950-150	Seeds/Trees	\$1,650.00	\$0.00	\$1,650.00	(\$1,650.00)	\$0.00
	80730-5950-100	Small Tools	\$367.16	\$55.76	\$0.00	\$55.76	\$422.92
	80780-5950-200	Supplies	\$16.97	\$0.00	\$0.00	\$0.00	\$16.97
	80780-5950-600	Supplies	\$1,521.22	\$0.00	\$0.00	\$0.00	\$1,521.22
	80810-5950-600	Tournament Expense	\$344.96	\$490.50	\$0.00	\$490.50	\$835.46
	81010-5950-900	Alarm System	\$2,998.00	\$121.48	\$0.00	\$121.48	\$3,119.48
	81090-5950-200	Cart Repairs	\$247.99	\$0.00	\$0.00	\$0.00	\$247.99
	81130-5950-900	Computer Service	\$230.91	\$368.46	\$0.00	\$368.46	\$599.37
	81140-5950-900	Contract Cleaning	\$8,120.00	\$1,004.98	\$192.98	\$812.00	\$8,932.00
	81200-5950-900	Guest Relations	\$135.00	\$0.00	\$0.00	\$0.00	\$135.00
	81220-5950-600	Handicap Expense	\$4,322.50	\$0.00	\$0.00	\$0.00	\$4,322.50
	81250-5950-100	Irrigation	\$4,660.82	\$1,126.47	\$0.00	\$1,126.47	\$5,787.29
	81270-5950-600	Lesson Expense	\$49.15	\$423.61	\$423.61	\$0.00	\$49.15
	81350-5950-100	Repair & Maint - Equipment	\$14,655.01	\$1,282.27	\$18.00	\$1,264.27	\$15,919.28
	81350-5950-220	Repair & Maint - Equipment	\$20.86	\$0.00	\$0.00	\$0.00	\$20.86
	81350-5950-900	Repair & Maint - Equipment	\$1,477.37	\$0.00	\$0.00	\$0.00	\$1,477.37
	81360-5950-100	Repair & Maint - Building	\$0.00	\$6.00	\$0.00	\$6.00	\$6.00
	81360-5950-600	Repair & Maint - Building	\$318.00	\$87.96	\$87.96	\$0.00	\$318.00
	81360-5950-900	Repair & Maint - Building	\$3,306.10	\$924.50	\$0.00	\$924.50	\$4,230.60
	82000-5950-200	Cart Lease	\$61,396.17	\$6,224.50	\$0.00	\$6,224.50	\$67,620.67
	82020-5950-100	Equipment Lease	\$49,049.86	\$5,355.67	\$0.00	\$5,355.67	\$54,405.53
	82020-5950-900	Equipment Lease	\$5,355.67	\$0.00	\$0.00	\$0.00	\$5,355.67
	82060-5950-900	Off-Site Storage	\$1,760.00	\$176.00	\$0.00	\$176.00	\$1,936.00
	83000-5950-100	Utlities - Electric	\$2,171.65	\$250.29	\$0.00	\$250.29	\$2,421.94
	83000-5950-200	Utlities - Electric	\$9,403.93	\$913.45	\$0.00	\$913.45	\$10,317.38
	83020-5950-100	Utlities - Other	\$15,468.78	\$1,089.95	\$0.00	\$1,089.95	\$16,558.73
	83020-5950-900	Utlities - Other	\$19,496.53	\$2,339.22	\$221.96	\$2,117.26	\$21,613.79
	83030-5950-100	Utlities - Telephone/Fax	\$863.08	\$152.67	\$0.00	\$152.67	\$1,015.75
	83030-5950-900	Utlities - Telephone/Fax	\$1,670.81	\$297.46	\$0.00	\$297.46	\$1,968.27
	83050-5950-100	Utlities - Water	\$2,201.22	\$196.48	\$0.00	\$196.48	\$2,397.70
	84040-5950-950	Adv/Promo - Mktg/Bus Dev	\$12,899.45	\$521.40	\$853.11	(\$331.71)	\$12,567.74
	84110-5950-950	Adv/Promo - Website	\$2,100.00	\$0.00	\$0.00	\$0.00	\$2,100.00
	85020-5950-900	Bank Charges	\$4,832.24	\$317.30	\$0.00	\$317.30	\$5,149.54
	85050-5950-900	Cash Short/(Over)	(\$491.68)	\$138.79	\$159.26	(\$20.47)	(\$512.15)
	85060-5950-900	Cell Phone	\$1,850.00	\$300.00	\$50.00	\$250.00	\$2,100.00
	85070-5950-900	City Surcharge R & R	\$31,259.23	\$2,126.75	\$0.00	\$2,126.75	\$33,385.98

TRIAL BALANCE SUMMARY FOR 2018

The Golf Club at Cypress Head

Inactive	Account	Description	Beginning Balance	Debit	Credit	Net Change	Ending Balance
	85120-5950-900	Credit Card Discounts	\$20,215.55	\$1,480.38	\$0.00	\$1,480.38	\$21,695.93
	85140-5950-900	Donations	(\$100.00)	\$100.00	\$200.00	(\$100.00)	(\$200.00)
	85150-5950-900	Dues & Subscriptions	\$893.83	\$20.00	\$0.00	\$20.00	\$913.83
	85160-5950-100	Education & Training	\$0.00	\$459.64	\$0.00	\$459.64	\$459.64
	85190-5950-100	Employee Relations	\$80.00	\$0.00	\$0.00	\$0.00	\$80.00
	85190-5950-900	Employee Relations	(\$1,273.12)	\$1,428.81	\$1,339.97	\$88.84	(\$1,184.28)
	85200-5950-100	Employee Testing	\$510.20	\$83.40	\$0.00	\$83.40	\$593.60
	85280-5950-900	Insurance Expense	\$43,408.64	\$5,816.54	\$950.00	\$4,866.54	\$48,275.18
	85320-5950-900	Member Relations	\$714.81	\$24.51	\$0.00	\$24.51	\$739.32
	85330-5950-900	Messenger Service - Fedex	\$73.13	\$0.00	\$0.00	\$0.00	\$73.13
	85340-5950-900	Miscellaneous	\$20.09	\$0.00	\$0.00	\$0.00	\$20.09
	85390-5950-900	O/S - Accounting	\$9,690.34	\$0.00	\$0.00	\$0.00	\$9,690.34
	85430-5950-100	O/S - Other	\$7,787.00	\$350.00	\$0.00	\$350.00	\$8,137.00
	85480-5950-900	Payroll Processing Fee	\$4,688.77	\$916.40	\$559.43	\$356.97	\$5,045.74
	85490-5950-900	Postage/Shipping	\$1,255.61	\$191.12	\$0.00	\$191.12	\$1,446.73
	85610-5950-900	Tax/Licenses/Fees	(\$214.96)	\$0.00	\$30.00	(\$30.00)	(\$244.96)
	85710-5950-900	Travel - Meals	\$2,704.71	\$109.02	\$55.68	\$53.34	\$2,758.05
	85720-5950-100	Travel - Other	\$1,033.36	\$45.24	\$0.00	\$45.24	\$1,078.60
	85720-5950-900	Travel - Other	\$2,760.87	\$1,511.29	\$0.00	\$1,511.29	\$4,272.16
	85720-5950-950	Travel - Other	\$138.45	\$0.00	\$0.00	\$0.00	\$138.45
	90000-5950-900	Management Fee	\$59,436.60	\$5,943.66	\$0.00	\$5,943.66	\$65,380.26
	98020-5950-900	Deprec - Mach & Equip	\$231.20	\$23.12	\$0.00	\$23.12	\$254.32
	98040-5950-900	Deprec - Buildings	\$724.10	\$72.41	\$0.00	\$72.41	\$796.51
	RCMWD-5950-100	Rounds - Complimentary - Weekday	14,215.00	172.00	0.00	172.00	14,387.00
	REMWD-5950-100	Rounds - Employee - Weekday	20,089.00	98.00	0.00	98.00	20,187.00
	RMBWD-5950-100	Rounds - Member - Weekday	75,726.00	238.00	0.00	238.00	75,964.00
	RPKWD-5950-100	Rounds - Peak - Weekday	406,849.00	2,343.00	0.00	2,343.00	409,192.00
	RPKWE-5950-100	Rounds - Peak - Weekend	5,071.00	0.00	0.00	0.00	5,071.00
Grand Totals:			148	\$0.00	\$1,033,693.52	\$1,033,693.52	\$0.00