

**White Deer Golf Course**  
For the Month Ending November 30th, 2017

<b>November</b>				
<b>Actual</b>	<b>Budget</b>	<b>Budget Variance</b>	<b>Last Year</b>	<b>Last Year Variance</b>
905	1,200	(295)	1,098	(193)
297	100	197	241	56
375	950	(575)	552	(177)
<b>1,577</b>	<b>2,250</b>	<b>(673)</b>	<b>1,891</b>	<b>(314)</b>
11,130	14,099	(2,968)	12,949	(1,819)
4,091	7,448	(3,357)	4,892	(801)
689	1,050	(361)	859	(170)
144	0	144	0	144
6,710	5,500	1,210	6,357	354
3,767	7,388	(3,620)	3,916	(149)
2,209	5,740	(3,530)	3,153	(943)
34	0	34	2	32
0	1,000	(1,000)	32	(32)
250	0	250	0	250
0	0	0	0	0
82	0	82	22	59
<b>29,107</b>	<b>42,223</b>	<b>(13,116)</b>	<b>32,181</b>	<b>(3,074)</b>
5,425	3,015	(2,410)	5,051	(373)
1,538	2,778	(1,239)	2,028	489
532	387	(145)	503	(29)
826	1,951	(1,125)	1,876	1,050
<b>8,321</b>	<b>8,131</b>	<b>(190)</b>	<b>9,457</b>	<b>1,136</b>
<b>20,785</b>	<b>34,092</b>	<b>(13,307)</b>	<b>22,724</b>	<b>(1,938)</b>
2,973	6,268	(3,295)	3,581	608
14,217	15,014	(797)	14,703	486
19,714	20,734	(1,020)	23,136	3,422
980	5,868	(4,888)	3,978	2,997
<b>37,885</b>	<b>47,884</b>	<b>10,000</b>	<b>45,398</b>	<b>7,513</b>
3,423	5,267	(1,845)	3,555	132
7,889	7,666	(223)	7,951	62
2,628	1,700	(928)	1,655	(973)
<b>13,940</b>	<b>14,633</b>	<b>694</b>	<b>13,160</b>	<b>(779)</b>
<b>51,824</b>	<b>62,518</b>	<b>10,693</b>	<b>58,558</b>	<b>6,733</b>
358	100	(258)	208	(150)
24,629	18,225	(6,404)	18,867	(5,762)
7,264	6,670	(594)	6,668	(596)
1,420	925	(495)	437	(982)
1,990	1,625	(365)	7,544	5,554
5,795	3,886	(1,909)	3,773	(2,022)
<b>41,455</b>	<b>31,431</b>	<b>(10,024)</b>	<b>37,497</b>	<b>(3,959)</b>
<b>93,280</b>	<b>93,949</b>	<b>669</b>	<b>96,055</b>	<b>2,775</b>
<b>(72,494)</b>	<b>(59,857)</b>	<b>(12,638)</b>	<b>(73,331)</b>	<b>837</b>

<b>YTD</b>				
<b>Actual</b>	<b>Budget</b>	<b>Budget Variance</b>	<b>Last Year</b>	<b>Last Year Variance</b>
<b>Rounds</b>				
Rounds - Member	23,164	24,975	(1,811)	
Rounds - Outing	5,139	7,300	(2,161)	
Rounds - Public	22,677	28,575	(5,898)	
<b>Total Rounds</b>	<b>50,980</b>	<b>60,850</b>	<b>(9,870)</b>	<b>(1,842)</b>
<b>Revenue</b>				
Green Fees	492,916	640,077	(147,161)	
Cart Fees	284,984	309,018	(24,033)	
Driving Range	38,765	52,385	(13,620)	
Golf Cards/Passes	3,188	8,125	(4,937)	
Pro Shop Sales	116,468	134,197	(17,729)	
Food (Food & Soft Drinks)	156,038	208,560	(52,522)	
Beverages (Alcohol)	155,123	165,300	(10,177)	
Other Food & Beverage Revenue	973	0	973	
Other Golf Revenues (Club Rent, Handicap, Locker, Bag Storage)	5,595	4,800	795	
Clinic / School Revenue	2,500	0	2,500	
Dues Income - Monthly Dues	307,220	344,540	(37,321)	
Miscellaneous Income and Discounts	(2,051)	0	(2,051)	
<b>Total Revenue</b>	<b>1,561,719</b>	<b>1,867,002</b>	<b>(305,283)</b>	<b>(16,102)</b>
<b>Cost of Sales</b>				
COGS - Pro Shop	84,797	86,562	1,765	
COGS - Food	59,898	79,985	20,088	
COGS - Non-Alcoholic Beverages	18,357	9,639	(8,718)	
COGS - Alcohol	56,022	56,202	180	
<b>Total Cost of Sales</b>	<b>219,074</b>	<b>232,388</b>	<b>13,315</b>	<b>228,035</b>
<b>GROSS INCOME</b>	<b>1,342,645</b>	<b>1,634,613</b>	<b>(291,968)</b>	<b>(7,141)</b>
<b>Labor</b>				
Golf Operation Labor	101,821	128,544	26,723	
General and Administrative	162,497	172,898	10,401	
Maintenance and Landscaping	298,053	309,147	11,095	
F&B	65,883	100,377	34,494	
<b>Total Direct Labor</b>	<b>628,254</b>	<b>710,966</b>	<b>82,713</b>	<b>748,522</b>
Total Payroll Taxes	83,379	78,206	(5,172)	
Total Medical/Health Benefits	86,674	84,326	(2,348)	
Total Workmans Comp	34,490	18,700	(15,790)	
<b>Total Payroll Burden</b>	<b>204,542</b>	<b>181,232</b>	<b>(23,310)</b>	<b>181,648</b>
<b>Total Labor</b>	<b>832,796</b>	<b>892,199</b>	<b>59,403</b>	<b>930,170</b>
<b>Other Operational Expenses</b>				
Golf Ops	24,768	30,600	5,832	
G&A	220,870	217,775	(3,095)	
Maintenance	205,917	212,480	6,564	
F&B	20,539	27,915	7,377	
Sales and Marketing	30,846	26,925	(3,921)	
Insurance - P&C	40,041	42,746	2,705	
<b>Total Other Operational Expenses</b>	<b>542,981</b>	<b>558,442</b>	<b>15,461</b>	<b>543,571</b>
<b>Total Expenses</b>	<b>1,375,777</b>	<b>1,450,640</b>	<b>74,864</b>	<b>1,473,741</b>
<b>EBITDA</b>	<b>(33,132)</b>	<b>183,973</b>	<b>(217,104)</b>	<b>90,823</b>