

**White Deer Golf Course
For the Month Ending March 31st, 2021**

March					YTD					
Actual	Budget	Budget Variance	Last Year	Last Year Variance		Actual	Budget	Budget Variance	Last Year	Last Year Variance
Rounds										
722	600	122	830	(108)	Rounds - Member	722	600	122	1,377	(655)
0	0	0	0	0	Rounds - Outing	0	0	0	2	(2)
1,750	850	900	1,027	723	Rounds - Public	1,750	850	900	1,776	(26)
2,472	1,450	1,022	1,857	615	Total Rounds	2,472	1,450	1,022	3,155	(683)
Revenue										
13,836	12,500	1,336	15,091	(1,255)	Green Fees	13,836	12,500	1,336	26,247	(12,411)
23,353	6,065	17,288	5,829	17,524	Cart Fees	23,353	6,065	17,288	8,742	14,612
50	4,350	(4,300)	1,527	(1,477)	Driving Range	50	5,050	(5,000)	3,121	(3,071)
962	1,000	(38)	606	356	Golf Cards/Passes	987	1,700	(713)	1,187	(200)
5,159	3,903	1,257	2,203	2,956	Pro Shop Sales	6,456	4,862	1,594	6,253	203
1,408	2,250	(842)	542	866	Food (Food & Soft Drinks)	1,408	2,250	(842)	1,116	292
3,890	3,500	390	980	2,910	Beverages (Alcohol)	3,891	3,500	391	1,824	2,067
(32)	0	(32)	0	(32)	Other Food & Beverage Revenue	(32)	0	(32)	0	(32)
1,591	1,100	491	112	1,479	Other Golf Revenues (Club Rent, Han	2,291	1,100	1,191	252	2,039
0	1,400	(1,400)	0	0	Clinic / School Revenue	0	1,400	(1,400)	0	0
337	0	337	7	331	Miscellaneous Income and Discounts	534	0	534	167	367
50,554	36,068	14,486	26,896	23,658	Total Revenue	52,774	38,427	14,347	48,909	3,865
Cost of Sales										
6,541	2,768	(3,773)	1,441	(5,100)	COGS - Pro Shop	7,180	3,439	(3,741)	3,984	(3,196)
1,314	660	(654)	7	(1,307)	COGS - Food	1,372	660	(712)	184	(1,188)
1,247	375	(872)	260	(987)	COGS - Non-Alcoholic Beverages	1,127	375	(752)	682	(446)
1,956	1,230	(726)	209	(1,747)	COGS - Alcohol	1,956	1,230	(726)	862	(1,094)
11,058	5,033	(6,025)	1,917	(9,141)	Total Cost of Sales	11,635	5,704	(5,931)	5,711	(5,924)
39,496	31,035	8,461	24,979	14,517	GROSS INCOME	41,138	32,723	8,415	43,197	(2,059)
Labor										
7,910	4,641	(3,270)	5,051	(2,859)	Golf Operation Labor	16,731	11,721	(5,010)	11,027	(5,704)
3,416	8,583	5,167	4,012	596	General and Administrative	8,020	19,671	11,651	18,710	10,691
7,826	10,992	3,166	4,452	(3,374)	Maintenance and Landscaping	13,636	19,706	6,070	12,429	(1,208)
516	1,500	984	53	(464)	F&B	516	1,500	984	53	(464)
19,668	25,716	6,047	13,568	(6,101)	Total Direct Labor	38,903	52,598	13,694	42,218	3,315
2,976	3,673	697	1,146	(1,831)	Total Payroll Taxes	4,867	7,548	2,681	7,814	2,947
6,916	5,700	(1,216)	6,536	(381)	Total Medical/Health Benefits	20,620	17,400	(3,220)	19,644	(976)
254	1,885	1,631	1,744	1,490	Total Workmans Comp	881	5,655	4,774	5,885	5,004
10,146	11,258	1,112	9,425	(721)	Total Payroll Burden	26,368	30,603	4,235	33,343	6,975
29,815	36,974	7,160	22,993	(6,822)	Total Labor	65,271	83,201	17,929	75,561	10,290
Other Operational Expenses										
250	975	725	1,128	878	Golf Ops	1,367	1,335	(32)	1,868	502
14,873	17,090	2,218	16,580	1,708	G&A	41,098	51,893	10,795	47,397	6,299
4,437	1,714	(2,723)	3,158	(1,279)	Maintenance	7,141	3,817	(3,324)	8,260	1,119
848	620	(228)	291	(557)	F&B	1,152	1,142	(10)	728	(424)
2,476	975	(1,501)	900	(1,576)	Sales and Marketing	6,471	5,245	(1,226)	5,245	(1,226)
(663)	648	1,311	543	1,207	Insurance - P&C	5,821	7,712	1,891	7,618	1,797
22,221	22,022	(199)	22,601	380	Total Other Operational Expenses	63,049	71,144	8,094	71,116	8,066
52,036	58,997	6,960	45,594	(6,442)	Total Expenses	128,321	154,345	26,024	146,677	18,356
(12,540)	(27,961)	15,422	(20,615)	8,075	EBITDAR	(87,183)	(121,622)	34,439	(103,480)	16,297
(12,540)	(27,961)	15,422	(20,615)	8,075	EBITDA	(87,183)	(121,622)	34,439	(103,480)	16,297
Interest Expense/Dep&Amt										
3,679	3,700	21	7,963	4,284	Depreciation	11,071	11,100	29	23,910	12,839
3,679	3,700	21	7,963	4,284	Total Interest Expense	11,071	11,100	29	23,910	12,839
(16,219)	(31,661)	15,442	(28,578)	12,359	Net Income	(98,253)	(132,722)	34,468	(127,389)	29,136