

**GOLF COURSE COMMITTEE Agenda**  
**Monday, October 24, 2022–12:00 p.m.**  
**Nemadji Club House – Greens View Grille**  
**5 North 58<sup>th</sup> Street, Superior**



VIDEO CALL LINK: <https://us02web.zoom.us/j/85991064507>  
Meeting ID: 859 9106 4507 Password: 672420  
Dial-in option: (312) 626-6799

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MISSION STATEMENT:“To provide value-based recreation to citizens on a cost-effective foundation sufficient to ensure that operations, debt and capital improvements are self-sustaining without assistance from the general fund, if possible.”

COMMITTEE MEMBERS: Barb Hoag (Chair), Troy Clark (Vice-Chair), Lindsey Graskey (Secretary), Jack Sweeney (City Council Rep), Tylor Elm (Alt City Council Rep), and William Anderson (Citizen Rep)

**1 ROLL CALL**

**2 APPROVAL OF MINUTES**

2.1 Golf Course Committee (Meeting held August 29, 2022)

**3 OLD BUSINESS**

- 3.1 Golf Simulator
  - 3.1.1 Revenue Estimates (separate out food and beverage)
- 3.2 KemperSports Management Contract Extension
- 3.3 Irrigation Design

**4 NEW BUSINESS**

- 4.1 Tourism Opportunities Off Season – Marketing Grants
- 4.2 YTD (6 months) of expenses/payroll report analysis by department for review
- 4.3 Proposed 2023 Rates

**5 RECURRING BUSINESS**

- 5.1 General Manager’s Report with Profit/Loss statement
  - 5.1.1 Top 3 Concerns
- 5.2 Superintendent – Grounds/Maintenance Report
  - 5.2.1 Top 3 Concerns
- 5.3 Nemadji Women’ and Men’s Club – Concerns/Updates
- 5.4 Agenda Items for Future Meeting
- 5.5 Set next Committee meeting

**6 ADJOURNMENT**

***Notice is hereby given that a majority of the members of the Common Council may be present at the meeting, and although this may constitute a quorum of the Common Council, the Council will not take any action at this meeting.***

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***Pursuant to the Americans with Disabilities Act of 1990, if you are in need of an accommodation to participate in the public meeting process, please call (715) 395-7200 by 4:30 p.m. on the day prior to the scheduled meeting date (OR dial 711 for Telecommunications Relay Service). The City will attempt to accommodate any request depending on the amount of notice received.***

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**In compliance with Wisconsin Open Meetings Law, this agenda was posted on 10/21/2022 at the following locations:** Superior Government Center, Douglas County Courthouse, and online at <https://www.ci.superior.wi.us/agendacenter>. It was also emailed to the Superior Public Library (to be posted), to PACT TV and to the Superior Telegram.

**GOLF COURSE COMMITTEE PROCEEDINGS**  
**Monday, August 29, 2022**  
**Noon at Nemadji Greens View Grille and Remotely via ZOOM\***

Members Present: Barb Hoag (Chair), Troy Clark (Vice-Chair), Lindsey Graskey\*, William Anderson, Jack Sweeney (City Council Rep), Tylor Elm (Alt City Council Rep)

Advisory Members and Others Present: Linda Cadotte, Vince Dodge, Trevor DeRoche, Jon Cheshire\*

Members Excused: Tom Beaudry

Golf course meeting called to order at 12:00 p.m.

**1. Roll call was done.**

1.1 Chair Hoag acknowledged the group's members.

**2. Seeking approval of the June 27, 2022 Golf Course Committee Meeting Minutes**

**Motion by Sweeney, seconded by Vice-Chair Clark and carried, to approve the June 27th, 2022 meeting minutes.**

**3. Old Business**

No old business to report.

**4. NEW BUSINESS**

**4.1 Golf Simulator Discussion** - The golf simulator is set to arrive November 2nd. Director Cadotte asked if Kemper was still putting together the numbers to propose a second simulator. The decision was moved forward with one to see its show of play along with feeling out the process to see the need for a second. Sweeney asked what are the projections of extended revenue in the food and beverage area in relation to off season when the simulator is up and running.

Cheshire says in other properties they've seen an increase of \$30,000 to \$60,000 generated through the simulator related programming. Clark reiterated the strength this will bring if applied correctly. Cheshire continued with creating leagues with guaranteed revenue resulting in food and beverage to average to \$8-\$12 per person during rented hours. This of course comes with the promotion of programming often and consistently will result in profit. Director Cadotte explained on paper projections help with support at the city level in understanding the benefits of the investment. Sweeney asked that these projections be put on paper and shared with the Committee at the next meeting.

Chair Hoag questioned in other municipalities has this been successful. Chesire believes in its capabilities to be a destination in due time.

**4.2 KemperSports Management Contract Extension** Chair Hoag expressed fulfillment of the goals met in the current contract. As we are currently in year 3 of 5 years, Hoag made a recommendation to extend to a 10 year contract with Kemper starting in 2024 to 2034. Chair Hoag asked the next step in the process where Director Cadotte explained options on how to whether this be a discussion within the city of Superior’s finance committee and then to the Superior City Council for final approval. Chesire added the extension provides commitment which in return adds benefits to the current work being done currently. He reassured Kemper is highly interested in continuing if the city accepts the recommendation.

**Motion by Chair Hoag, seconded by Vice-Chair Clark and carried, to encourage the City Finance Department begin considering a 10 year contract extension with KemperSports.**

**4.3 Recommendation for Irrigation Design Services** An RFP was created resulting in three firms that attended the pre-proposal meeting. Two companies submitted proposals, both were found to be satisfactory after research and Superintendent Dodge follow up with references. Dodge recommended EC design as the golf course’s preference. Both firms were similar in price and are working in the area currently. The bid will be in two parts, first design and then construction oversight. Director Cadotte suggested the committee make a suggestion for each phase. EC design quoted the design phase at \$72,250. Irrigation Consulting, Inc quoted the design phase of the system at \$81,310.

**Motion by Anderson, seconded by Vice-Chair Clark and carried, to award the design phase of the irrigation system to EC design group, LTD.**

## **5. RECURRING BUSINESS**

### **5.1 General Manager’s Report with Profit/Loss statement**

#### **Top 3 Concerns**

1. Food
2. Beverage
3. Retention

Reoccurring consistencies have continued with extra costs in employee training, but overall revenue was up \$66,000. Numbers reflect an unseasonably less desirable June to then have drier than usual July. The food and beverage area continues to retain, but is a reflection of the industry in general. Buffet is done, except for special events. Chair Hoag complimented the current staff’s positive attitudes during this time.

### **5.2 Superintendent – Grounds/Maintenance Report**

#### **Top 3 Concerns**

1. Vandalism – psychological impact on staff
2. Fatigue with staff – keeping them motivated this time of year
3. Parts timeline/fixing current outdated equipment

Update on rough mower status was communicated by Dodge. Looking to arrive the first week in September (ordered over a year ago) creating an upgrade in operations. Dodge also addressed this time of year can create fatigue amongst the ground crew as days become darker sooner and the change in structure can feel too repetitive. Dodge has appreciated the use of the par 3 course and was exhilarated with the turnout for junior golf as it sits at its highest turnout since being managed by Kemper.

Marketing Manager Trevor DeRoche gave insight on the new website's improvements including a well used mobile option for bookings tee times. He also shared the usages of being able to see what customers preferred pass type best suits the current target market. The status discussed of local surrounding golf courses prompted Chair Hoag to share her observations of the out of state plates in the parking lot often. Next budgeting outlook will focus more on traditional Spring predictions to help keep revenue as transparent and workable as possible.

### **5.3 Nemadji Women' and Men's Club – Concerns/Updates**

#### Men's Club Update:

Two major tournaments gave way to 110 (Miller Tournament) and 88 (WSGA) participating through the Men's Club. Vice-Chair Clark found the tournaments to be successful and growing after the past years. To date, the men's club holds 426 members (same as last year).

New tee signs are loved by all!

#### Women's Club Update:

Chair Hoag reported 108 members (down 4 from last year). This year's dues went to investing back into the members by holding clinics in July. Hoag complimented the work of Steve and Parker. Women's Club invitational was held in July with the addition of the high school division to this year. Next year will be the 75th Women's Club Invitational. The Club Championship was held with 27 participating members (largest attendance to date). Hoag once again complimented the support and professionalism of Kemper during their hosted events.

### **5.4 Agenda Items for Future Meeting (October 24, 2022 at 12:00 p.m.)**

- Breakdown of simulator's potential revenue – separate out food and beverage
- YTD (6 months) of expenses/payroll report analysis by department for review
- Tourism opportunities in relation to marketing grants (specifically target off-season)
- Future of this committee to meet quarterly and set meetings

## **6. ADJOURNMENT**

**Motion by Anderson, seconded by Vice-Chair Clark and carried, to adjourn the meeting at 1:18pm.**



2022 Year end projection

**Year-End Projection**

	<i>I/(D) = Increase / (Decrease)</i>				<i>I/(D) = Increase / (Decrease)</i>		
	2022 Projection	2022 Budget	2022 Proj v 2022 Budget	% Var	2021 Actual	2022 Proj v 2021 Act	% Var
<b>Green Fee</b>	1,125,276	1,082,536	42,740	4%	1,103,680	21,596	2%
<b>Carts</b>	421,853	411,524	10,329	3%	423,412	(1,559)	0%
<b>Golf Shop</b>	244,807	182,404	62,403	34%	200,039	44,769	22%
<b>Range</b>	62,990	70,088	(7,098)	-10%	66,503	(3,513)	-5%
<b>Membership</b>	-	-	-		4,118	(4,118)	-100%
<b>Golf Total</b>	1,854,926	1,746,552	108,374	6%	1,797,751	57,175	3%
<b>F&amp;B</b>	450,956	429,026	21,930	5%	409,348	41,608	10%
<b>Hotel</b>	-	-	-		-	-	
<b>Tennis</b>	-	-	-		-	-	
<b>Other</b>	-	-	-		-	-	
<b>Total</b>	2,305,882	2,175,578	130,304	6%	2,207,099	98,784	4%
<b>ROUNDS</b>	49,313	43,641	5,672	13%	48,392	921	2%
<b>COGS</b>	329,609	253,808	75,801	30%	268,110	61,499	23%
<b>Payroll</b>	1,021,586	945,642	75,944	8%	859,617	161,969	19%
<b>OPEX</b>	776,966	676,393	100,573	15%	752,687	24,279	3%
<b>EBITDA</b>	177,722	299,735	(122,013)	-41%	326,685	(148,964)	-46%

## Proposed Budget

	<i>I/(D) = Increase / (Decrease)</i>				<i>I/(D) = Increase / (Decrease)</i>		
	2023 Budget	2022 Projection	2023 Budget v 2022 Proj	% Var	2021 Actual	2022 Proj v 2021 Act	% Var
<b>Green Fee</b>	1,221,777	1,125,276	96,500	9%	1,103,680	21,596	2%
<b>Carts</b>	451,487	421,853	29,634	7%	423,412	(1,559)	0%
<b>Golf Shop</b>	264,925	244,807	20,118	8%	200,039	44,769	22%
<b>Range</b>	63,100	62,990	110	0%	66,503	(3,513)	-5%
<b>Membership</b>	-	-	-		4,118	(4,118)	-100%
<b>Golf Total</b>	2,001,289	1,854,926	146,362	8%	1,797,751	57,175	3%
<b>F&amp;B</b>	504,729	450,956	53,773	12%	409,348	41,608	10%
<b>Hotel</b>	-	-	-		-	-	
<b>Tennis</b>	-	-	-		-	-	
<b>Other</b>	-	-	-		-	-	
<b>Total</b>	2,506,017	2,305,882	200,135	9%	2,207,099	98,784	4%
<b>ROUNDS</b>	50,738	49,313	1,425	3%	48,392	921	2%
<b>COGS</b>	362,742	329,609	33,132	10%	268,110	61,499	23%
<b>Payroll</b>	1,079,470	1,021,586	57,885	6%	859,617	161,969	19%
<b>OPEX</b>	733,150	776,966	(43,815)	-6%	752,687	24,279	3%
<b>EBITDA</b>	330,655	177,722	152,934	86%	326,685	(148,964)	-46%

Nemadji  
Summary of All Units  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY	Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>REVENUES</b>											
103,868	107,744	96%	100,027	104%	619,523	643,503	96%	629,899	98%	680,006	683,395
51,428	54,336	95%	51,996	99%	396,818	380,397	104%	388,729	102%	402,530	417,998
64,241	61,831	104%	61,502	104%	381,853	392,267	97%	391,310	98%	411,524	413,955
28,764	27,262	106%	27,929	103%	189,403	155,821	122%	168,254	113%	164,823	204,426
9,840	0	0%	0	0%	20,639	9,466	218%	9,435	219%	9,466	20,639
485	0	0%	(1,151)	-42%	7,766	3,450	225%	2,334	333%	3,450	7,701
(2,607)	0	0%	198	-1317%	584	2,570	23%	2,243	26%	2,570	686
239	0	0%	0	0%	1,234	0	0%	8	16410%	0	1,234
545	0	0%	493	111%	3,055	2,095	146%	2,531	121%	2,095	3,230
79	0	0%	0	0%	790	0	0%	0	0%	0	790
6,486	7,354	88%	6,128	106%	64,740	69,008	94%	64,533	100%	70,088	66,710
21,924	9,734	225%	12,309	178%	178,157	84,044	212%	82,029	217%	86,268	183,649
4,609	9,734	47%	6,543	70%	35,884	65,077	55%	59,126	61%	67,301	39,062
22,027	20,549	107%	20,964	105%	148,859	155,208	96%	148,271	100%	161,880	156,703
9,901	14,060	70%	10,725	92%	56,391	108,771	52%	98,868	57%	112,478	60,931
239	0	0%	0	0%	2,072	0	0%	0	0%	0	2,072
220	100	220%	0	0%	1,519	1,050	145%	0	0%	1,100	1,519
0	0	0%	0	0%	0	0	0%	800	0%	0	0
0	0	0%	0	0%	0	0	0%	3,318	0%	0	0
<b>322,286</b>	<b>312,702</b>	<b>103%</b>	<b>297,664</b>	<b>108%</b>	<b>2,109,287</b>	<b>2,072,727</b>	<b>102%</b>	<b>2,051,686</b>	<b>103%</b>	<b>2,175,578</b>	<b>2,264,699</b>
<b>COST OF GOODS SOLD</b>											
19,537	19,265	101%	21,825	90%	128,382	103,714	124%	116,479	110%	110,017	142,671
9,057	4,088	222%	4,625	200%	74,287	35,378	210%	31,335	237%	36,379	77,339
3,806	3,407	112%	742	513%	28,518	22,777	125%	28,874	99%	23,600	27,707
8,704	6,781	128%	6,517	134%	51,512	51,219	101%	47,470	109%	53,687	57,465
3,629	3,655	99%	2,763	131%	20,606	28,280	73%	21,502	96%	29,355	20,718
107	0	0%	(15)	-688%	345	0	0%	(212)	-163%	0	413
144	70	205%	0	0%	995	735	135%	0	0%	770	995
0	0	0%	0	0%	942	0	0%	0	0%	0	942
<b>44,984</b>	<b>37,266</b>	<b>121%</b>	<b>36,356</b>	<b>124%</b>	<b>305,587</b>	<b>242,103</b>	<b>126%</b>	<b>245,448</b>	<b>125%</b>	<b>253,808</b>	<b>328,249</b>
<b>Total COGS</b>											
<b>277,303</b>	<b>275,437</b>	<b>101%</b>	<b>261,308</b>	<b>106%</b>	<b>1,803,700</b>	<b>1,830,624</b>	<b>99%</b>	<b>1,806,238</b>	<b>100%</b>	<b>1,921,770</b>	<b>1,936,451</b>
<b>GROSS MARGIN</b>											
67.92%	70.66%	96.12%	78.15%	86.92%	67.78%	66.56%	101.84%	69.23%	97.91%	66.75%	972.66%
41.31%	42.00%	99.37%	36.70%	112.40%	41.70%	42.00%	99.06%	42.17%	109.16%	42.17%	470.61%
82.59%	35.00%	235.97%	11.33%	728.64%	79.47%	35.00%	227.07%	48.83%	35.07%	35.07%	54.90%
39.51%	33.00%	119.74%	31.08%	127.12%	34.60%	33.00%	104.86%	32.02%	108.09%	33.16%	3518.55%
36.65%	26.00%	140.95%	25.77%	142.24%	36.54%	26.00%	140.54%	21.75%	168.02%	26.10%	-102.57%
44.59%	0.00%	0.00%	0.00%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	120.52%
65.26%	70.00%	93.24%	0.00%	0.00%	65.50%	70.00%	93.57%	0.00%	0.00%	70.00%	159.95%
43.19%	33.23%	129.98%	28.75%	150.22%	41.90%	33.42%	125.41%	33.21%	128.16%	33.52%	489.96%
<b>PAYROLL</b>											
27,074	29,297	92%	25,426	106%	243,860	263,497	93%	221,401	110%	352,101	318,459
51,542	55,468	93%	42,157	122%	379,834	355,177	107%	332,297	114%	421,345	427,950
2,044	0	0%	1,805	113%	19,592	0	0%	15,567	126%	0	20,141
1,750	0	0%	1,750	100%	15,750	0	0%	15,750	100%	0	17,850
0	0	0%	0	0%	750	0	0%	2,245	33%	0	750
0	0	0%	0	0%	4,150	0	0%	0	0%	0	4,150
<b>82,410</b>	<b>84,764</b>	<b>97%</b>	<b>71,138</b>	<b>116%</b>	<b>663,936</b>	<b>618,674</b>	<b>107%</b>	<b>587,260</b>	<b>113%</b>	<b>773,446</b>	<b>789,300</b>
<b>S/T Wages</b>											
6,487	6,484	100%	5,248	124%	50,614	47,329	107%	43,260	117%	59,169	59,257
1,489	1,870	87%	1,656	88%	15,408	19,558	79%	20,186	76%	20,765	17,246
2,167	1,914	113%	2,345	92%	14,360	13,713	105%	12,164	118%	17,207	17,255
<b>10,129</b>	<b>6,532</b>	<b>155%</b>	<b>8,249</b>	<b>123%</b>	<b>62,056</b>	<b>56,011</b>	<b>111%</b>	<b>40,700</b>	<b>152%</b>	<b>75,054</b>	<b>79,365</b>
<b>20,242</b>	<b>16,800</b>	<b>122%</b>	<b>17,498</b>	<b>116%</b>	<b>142,438</b>	<b>136,611</b>	<b>104%</b>	<b>116,310</b>	<b>122%</b>	<b>172,196</b>	<b>173,122</b>
<b>TOTAL PAYROLL</b>											
<b>102,651</b>	<b>101,364</b>	<b>101%</b>	<b>88,635</b>	<b>116%</b>	<b>806,375</b>	<b>755,286</b>	<b>107%</b>	<b>703,569</b>	<b>115%</b>	<b>945,641</b>	<b>962,422</b>
<b>OPERATING EXPENSES</b>											
2,528	1,700	149%	1,159	218%	53,633	55,100	97%	58,503	92%	63,700	68,049
0	0	0%	0	0%	0	500	0%	0	0%	500	0
3,034	0	0%	0	0%	20,421	6,500	314%	17,466	117%	6,500	20,421
0	0	0%	0	0%	387	0	0%	11	3689%	0	387
5,749	5,500	105%	7,122	81%	43,077	33,800	127%	30,816	140%	37,300	49,906
510	0	0%	0	0%	4,284	5,700	75%	7,843	55%	5,700	4,284
1,491	250	596%	0	0%	5,202	400	1301%	169	3078%	750	5,202
2,515	600	419%	244	1031%	10,580	14,150	75%	12,905	82%	14,150	11,323
0	0	0%	0	0%	0	150	0%	111	0%	150	111
0	0	0%	(28)	0%	0	0	0%	109	0%	0	0
0	0	0%	0	0%	8,063	5,500	147%	2,500	323%	5,500	8,738
213	0	0%	0	0%	1,878	1,000	188%	13,669	14%	4,000	1,878
418	0	0%	0	0%	2,305	0	0%	0	0%	0	2,305
2,114	3,000	70%	2,741	77%	9,322	12,500	75%	9,909	94%	15,500	10,242
0	0	0%	0	0%	2,386	2,500	95%	2,404	99%	2,500	2,386
0	0	0%	1,009	0%	4,552	4,000	114%	3,982	114%	4,000	4,552
6,511	2,050	318%	3,984	163%	47,956	36,450	132%	37,778	127%	43,500	52,175
259	200	129%	0	0%	1,946	1,800	108%	1,131	172%	2,400	2,813

Nemadji  
Summary of All Units  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
313	200	157%	0	0%	Car Repairs	1,388	1,200	116%	68	2056%	1,400	2,256
91	200	45%	1,217	7%	Computer Service	5,003	3,750	133%	4,797	104%	5,000	6,067
0	0	0%	0	0%	Handicap Expense	10,010	5,300	189%	5,220	192%	5,300	13,913
245	2,000	12%	4,430	6%	Irrigation	10,931	24,000	46%	25,056	44%	26,500	10,931
0	0	0%	0	0%	Lesson Expense	3,645	3,000	121%	0	0%	3,000	3,645
3,370	2,017	167%	8,755	38%	Repair & Maint - Equipment	69,689	31,353	222%	41,633	167%	38,404	77,533
0	0	0%	5,507	0%	Repair & Maint - Building	19,624	11,000	178%	39,302	50%	14,000	31,356
215	330	65%	215	100%	Security	3,299	2,970	111%	2,434	136%	3,960	3,814
23,362	18,013	130%	18,173	129%	Cart Lease	102,212	98,665	104%	87,750	116%	116,678	121,836
0	2,992	0%	2,992	0%	Equipment Lease	14,518	17,952	81%	16,415	88%	20,944	20,501
530	0	0%	0	0%	Equipment Rental	7,380	6,000	123%	736	1003%	11,600	12,717
(899)	3,900	-23%	4,015	-22%	Utilities - Electric	16,265	19,930	82%	22,416	73%	28,130	21,751
(77)	200	-39%	137	-56%	Utilities - Gas	4,953	4,275	116%	3,132	158%	5,775	6,307
123	470	26%	408	30%	Utilities - Telephone/Fax	4,066	4,230	96%	3,491	116%	5,640	6,878
1,215	693	175%	2,069	59%	Utilities - Waste	5,665	6,237	91%	6,363	89%	8,316	10,813
16,886	11,375	148%	9,690	174%	Utilities - Water	43,491	40,355	108%	40,202	108%	44,720	56,615
1,376	500	275%	1,077	128%	Advertising & Promotion	12,923	18,200	71%	11,180	116%	18,200	19,389
124	275	45%	553	22%	Bank Charges	2,748	2,475	111%	2,811	96%	3,300	3,616
570	0	0%	(307)	-186%	Cash Short/(Over)	297	0	0%	(380)	-78%	0	6
100	200	50%	250	40%	Cell Phone	1,175	1,800	65%	951	124%	2,400	1,475
479	200	240%	0	0%	Copier/Photocopies	1,774	1,800	99%	1,146	155%	2,400	2,661
9,894	4,000	247%	6,905	143%	Credit Card Discounts	45,142	32,650	138%	35,095	129%	37,650	53,089
77	0	0%	0	0%	Dues & Subscriptions	3,899	3,510	111%	1,800	217%	4,495	4,735
230	0	0%	164	140%	Education & Training	3,389	3,350	101%	961	352%	6,500	7,033
0	0	0%	0	0%	Employee Procurement	0	0	0%	27	0%	0	0
0	150	0%	273	0%	Employee Relations	2,693	1,100	245%	341	789%	3,250	5,102
176	0	0%	0	0%	Finance Charges/Late Fees	176	0	0%	0	0%	0	176
2,503	1,275	196%	1,157	216%	Insurance Expense	27,931	10,885	257%	8,582	325%	14,710	31,463
2,000	2,060	97%	2,000	100%	O/S - Accounting	18,000	18,540	97%	18,081	100%	24,720	24,000
0	0	0%	0	0%	O/S - Legal	42	0	0%	15,000	0%	0	520
1,194	208	574%	674	177%	Payroll Processing Fee	3,777	1,872	202%	2,540	149%	2,496	5,483
0	50	0%	31	0%	Postage/Shipping	817	450	182%	820	100%	600	1,224
(90)	0	0%	(150)	60%	Purchase Discounts	(1,711)	0	0%	(1,216)	141%	0	(1,669)
0	0	0%	0	0%	Staff Communications	1,356	2,100	65%	1,165	116%	2,100	1,356
0	0	0%	0	0%	Subscriptions	50	0	0%	0	0%	0	82
263	0	0%	690	38%	Tax/Licenses/Fees	3,502	1,355	258%	1,965	178%	1,355	3,553
0	0	0%	0	0%	Travel - Air	849	1,600	53%	746	114%	1,600	1,760
0	0	0%	69	0%	Travel - Auto	1,662	1,200	139%	351	473%	1,800	1,854
0	0	0%	259	0%	Travel - Hotel	3,071	1,300	236%	1,407	218%	1,800	3,272
0	0	0%	101	0%	Travel - Meals	1,135	1,000	113%	770	147%	1,500	1,169
<b>89,611</b>	<b>64,608</b>	<b>139%</b>	<b>87,583</b>	<b>102%</b>	<b>TOTAL OPERATING EXPEN</b>	<b>672,826</b>	<b>565,454</b>	<b>119%</b>	<b>602,461</b>	<b>112%</b>	<b>676,393</b>	<b>823,052</b>
<b>85,040</b>	<b>109,464</b>	<b>78%</b>	<b>85,090</b>	<b>100%</b>	<b>EBITDA</b>	<b>324,500</b>	<b>509,884</b>	<b>64%</b>	<b>500,208</b>	<b>65%</b>	<b>299,736</b>	<b>150,977</b>
7,426	7,427	100%	7,210	103%	Management Fee	66,837	66,843	100%	64,890	103%	89,570	88,870
7,426	7,427	100%	7,210	103%	Management Fees	66,837	66,843	100%	64,890	103%	89,570	88,870
<b>77,614</b>	<b>102,037</b>	<b>76%</b>	<b>77,880</b>	<b>100%</b>	<b>NET INCOME</b>	<b>257,663</b>	<b>443,041</b>	<b>58%</b>	<b>435,318</b>	<b>59%</b>	<b>210,166</b>	<b>62,107</b>



Nemadji  
Course & Grounds  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
					<b>REVENUES</b>							
103,868	107,744	96%	100,027	104%	Green Fees	619,523	643,503	96%	629,899	98%	680,006	683,395
51,428	54,336	95%	51,996	99%	Annual Pass Revenue	396,818	380,397	104%	388,729	102%	402,530	417,998
<b>155,296</b>	<b>162,080</b>	<b>96%</b>	<b>152,023</b>	<b>102%</b>	<b>Total Revenues</b>	<b>1,016,341</b>	<b>1,023,900</b>	<b>99%</b>	<b>1,018,628</b>	<b>100%</b>	<b>1,082,536</b>	<b>1,101,393</b>
<b>155,296</b>	<b>162,080</b>	<b>96%</b>	<b>152,023</b>	<b>102%</b>	<b>GROSS MARGIN</b>	<b>1,016,341</b>	<b>1,023,900</b>	<b>99%</b>	<b>1,018,628</b>	<b>100%</b>	<b>1,082,536</b>	<b>1,101,393</b>
					<b>PAYROLL</b>							
11,786	12,108	97%	11,012	107%	Gross Payroll - Salaried	106,875	108,798	98%	102,120	105%	145,606	140,644
22,121	25,084	88%	22,247	99%	Gross Payroll - Hourly	145,804	156,682	93%	140,943	103%	195,534	178,264
405	0	0%	255	158%	Gross Payroll - Overtime	2,686	0	0%	4,665	58%	0	3,217
417	0	0%	417	100%	Gross Payroll - Bonus	3,750	0	0%	3,750	100%	0	4,958
<b>34,728</b>	<b>37,192</b>	<b>93%</b>	<b>33,931</b>	<b>102%</b>	<b>S/T Wages</b>	<b>259,116</b>	<b>265,479</b>	<b>98%</b>	<b>251,477</b>	<b>103%</b>	<b>341,140</b>	<b>327,084</b>
2,506	2,845	88%	2,433	103%	Payroll Tax - FICA	18,523	20,309	91%	17,803	104%	26,097	23,175
484	598	81%	581	83%	Payroll Tax - UC	5,400	8,010	67%	7,387	73%	8,512	6,118
1,119	840	133%	1,205	93%	Payroll Tax - WC	6,602	5,884	112%	6,052	109%	7,592	8,173
5,139	3,486	147%	4,514	114%	Benefits	29,869	29,391	102%	26,303	114%	39,293	39,521
9,249	7,768	119%	8,733	106%	S/T Adders	60,394	63,594	95%	57,544	105%	81,495	76,987
<b>43,976</b>	<b>44,960</b>	<b>98%</b>	<b>42,663</b>	<b>103%</b>	<b>TOTAL PAYROLL</b>	<b>319,510</b>	<b>329,074</b>	<b>97%</b>	<b>309,021</b>	<b>103%</b>	<b>422,635</b>	<b>404,071</b>
					<b>OPERATING EXPENSES</b>							
2,528	1,700	149%	1,159	218%	Chemicals	53,633	55,100	97%	58,503	92%	63,700	68,049
3,034	0	0%	0	0%	Course Accessories	20,421	6,500	314%	17,466	117%	6,500	20,421
5,749	5,500	105%	7,122	81%	Gas/Oil	43,077	33,800	127%	30,816	140%	37,300	49,906
510	0	0%	0	0%	Landscape Expense	4,284	5,700	75%	7,843	55%	5,700	4,284
2,029	600	338%	0	0%	Laundry/Uniforms	5,437	3,200	170%	2,734	199%	3,200	6,040
0	0	0%	(28)	0%	Propane Gas	0	0	0%	109	0%	0	0
2,114	3,000	70%	2,741	77%	Sand/Topdress	9,322	12,500	75%	9,909	94%	15,500	10,242
0	0	0%	1,009	0%	Seeds/Trees	4,552	4,000	114%	3,982	114%	4,000	4,552
2,756	1,400	197%	1,565	176%	Supplies	20,384	27,050	75%	22,628	90%	33,150	22,391
245	2,000	12%	4,430	6%	Irrigation	10,931	24,000	46%	25,056	44%	26,500	10,931
2,841	1,600	178%	3,124	91%	Repair & Maint - Equipment	23,599	23,600	100%	26,055	91%	29,400	26,425
0	0	0%	0	0%	Repair & Maint - Building	392	8,000	5%	4,176	9%	8,000	868
0	2,992	0%	2,992	0%	Equipment Lease	13,807	17,952	77%	16,415	84%	20,944	19,791
0	0	0%	0	0%	Equipment Rental	6,000	6,000	100%	736	815%	11,600	11,337
(238)	2,500	-10%	2,299	-10%	Utilities - Electric	8,917	7,330	122%	11,096	80%	11,330	11,229
0	0	0%	137	0%	Utilities - Gas	2,023	1,775	114%	2,094	97%	2,675	2,698
0	120	0%	0	0%	Utilities - Telephone/Fax	1,544	1,080	143%	318	485%	1,440	1,544
0	110	0%	0	0%	Utilities - Waste	256	990	26%	0	0%	1,320	256
16,729	11,000	152%	9,846	173%	Utilities - Water	39,894	36,980	108%	36,216	110%	40,220	51,945
100	100	100%	250	40%	Cell Phone	900	900	100%	857	105%	1,200	1,200
0	0	0%	0	0%	Dues & Subscriptions	1,190	1,060	112%	830	143%	2,045	1,590
230	0	0%	0	0%	Education & Training	2,334	2,050	114%	369	632%	4,200	4,387
0	0	0%	0	0%	Staff Communications	1,356	2,100	65%	1,165	116%	2,100	1,356
<b>38,628</b>	<b>32,622</b>	<b>118%</b>	<b>36,446</b>	<b>106%</b>	<b>TOTAL OPERATING EXPEN</b>	<b>274,253</b>	<b>281,667</b>	<b>97%</b>	<b>279,373</b>	<b>98%</b>	<b>332,024</b>	<b>331,442</b>
<b>72,692</b>	<b>84,498</b>	<b>86%</b>	<b>72,914</b>	<b>100%</b>	<b>EBITDA</b>	<b>422,578</b>	<b>413,159</b>	<b>102%</b>	<b>430,234</b>	<b>98%</b>	<b>327,877</b>	<b>365,880</b>
<b>72,692</b>	<b>84,498</b>	<b>86%</b>	<b>72,914</b>	<b>100%</b>	<b>NET INCOME</b>	<b>422,578</b>	<b>413,159</b>	<b>102%</b>	<b>430,234</b>	<b>98%</b>	<b>327,877</b>	<b>365,880</b>

Nemadji  
Carts  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
64,241	61,831	104%	61,502	104%	<b>REVENUES</b>							
64,241	61,831	104%	61,502	104%	Cart Fee	381,853	392,267	97%	391,310	98%	411,524	413,955
64,241	61,831	104%	61,502	104%	<b>Total Revenues</b>	<b>381,853</b>	<b>392,267</b>	<b>97%</b>	<b>391,310</b>	<b>98%</b>	<b>411,524</b>	<b>413,955</b>
					<b>GROSS MARGIN</b>	<b>381,853</b>	<b>392,267</b>	<b>97%</b>	<b>391,310</b>	<b>98%</b>	<b>411,524</b>	<b>413,955</b>
					<b>PAYROLL</b>							
7,273	9,221	79%	6,490	112%	Gross Payroll - Hourly	45,949	64,175	72%	58,832	78%	71,487	51,610
0	0	0%	0	0%	Gross Payroll - Overtime	163	0	0%	1,234	13%	0	163
7,273	9,221	79%	6,490	112%	S/T Wages	46,112	64,175	72%	60,066	77%	71,487	51,773
556	705	79%	496	112%	Payroll Tax - FICA	3,305	4,909	67%	4,534	73%	5,469	3,738
272	448	61%	309	88%	Payroll Tax - UC	1,651	3,206	51%	2,916	57%	3,524	1,931
19	208	9%	136	14%	Payroll Tax - WC	38	1,439	3%	515	7%	1,604	101
848	1,361	62%	942	90%	S/T Adders	4,994	9,554	52%	7,964	63%	10,597	5,771
8,121	10,582	77%	7,432	109%	<b>TOTAL PAYROLL</b>	<b>51,106</b>	<b>73,729</b>	<b>69%</b>	<b>68,030</b>	<b>75%</b>	<b>82,083</b>	<b>57,543</b>
					<b>OPERATING EXPENSES</b>							
0	200	0%	0	0%	Supplies	0	1,150	0%	42	0%	1,250	0
313	200	157%	0	0%	Cart Repairs	1,388	1,200	116%	68	2056%	1,400	2,256
23,362	18,013	130%	18,173	129%	Cart Lease	102,212	98,665	104%	87,750	116%	116,678	121,836
23,675	18,413	129%	18,173	130%	<b>TOTAL OPERATING EXPEN</b>	<b>103,601</b>	<b>101,015</b>	<b>103%</b>	<b>87,860</b>	<b>118%</b>	<b>119,328</b>	<b>124,092</b>
32,445	32,836	99%	35,898	90%	<b>EBITDA</b>	<b>227,146</b>	<b>217,523</b>	<b>104%</b>	<b>235,420</b>	<b>96%</b>	<b>210,113</b>	<b>232,320</b>
32,445	32,836	99%	35,898	90%	<b>NET INCOME</b>	<b>227,146</b>	<b>217,523</b>	<b>104%</b>	<b>235,420</b>	<b>96%</b>	<b>210,113</b>	<b>232,320</b>

Nemadji  
Range  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
6,486	7,354	88%	6,128	106%	<b>REVENUES</b>							
6,486	7,354	88%	6,128	106%	Range	64,740	69,008	94%	64,533	100%	70,088	66,710
6,486	7,354	88%	6,128	106%	<b>Total Revenues</b>	<b>64,740</b>	<b>69,008</b>	<b>94%</b>	<b>64,533</b>	<b>100%</b>	<b>70,088</b>	<b>66,710</b>
					<b>GROSS MARGIN</b>	<b>64,740</b>	<b>69,008</b>	<b>94%</b>	<b>64,533</b>	<b>100%</b>	<b>70,088</b>	<b>66,710</b>
					<b>OPERATING EXPENSES</b>							
0	0	0%	0	0%	Range Balls	8,063	5,500	147%	2,500	323%	5,500	8,738
213	0	0%	0	0%	Range Equipment	1,878	1,000	188%	13,669	14%	4,000	1,878
526	0	0%	170	308%	Supplies	983	600	164%	3,112	32%	600	983
739	0	0%	170	434%	<b>TOTAL OPERATING EXPEN</b>	<b>10,924</b>	<b>7,100</b>	<b>154%</b>	<b>19,281</b>	<b>57%</b>	<b>10,100</b>	<b>11,599</b>
5,746	7,354	78%	5,958	96%	<b>EBITDA</b>	<b>53,817</b>	<b>61,908</b>	<b>87%</b>	<b>45,252</b>	<b>119%</b>	<b>59,988</b>	<b>55,111</b>
5,746	7,354	78%	5,958	96%	<b>NET INCOME</b>	<b>53,817</b>	<b>61,908</b>	<b>87%</b>	<b>45,252</b>	<b>119%</b>	<b>59,988</b>	<b>55,111</b>

Nemadji  
F & B Ala Carte  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>REVENUES</b>												
21,924	9,734	225%	12,309	178%	Food	178,157	84,044	212%	82,029	217%	86,268	183,649
4,609	9,734	47%	6,543	70%	Beverage	35,884	65,077	55%	59,126	61%	67,301	39,062
22,027	20,549	107%	20,964	105%	Beer	148,859	155,208	96%	148,271	100%	161,880	156,703
9,901	14,060	70%	10,725	92%	Liquor	56,391	108,771	52%	98,868	57%	112,478	60,931
239	0	0%	0	0%	Wine	2,072	0	0%	0	0%	0	2,072
220	100	220%	0	0%	Tobacco	1,519	1,050	145%	0	0%	1,100	1,519
<b>58,920</b>	<b>54,175</b>	<b>109%</b>	<b>50,542</b>	<b>117%</b>	<b>Total Revenues</b>	<b>422,881</b>	<b>414,150</b>	<b>102%</b>	<b>388,294</b>	<b>109%</b>	<b>429,026</b>	<b>443,935</b>
<b>COST OF GOODS SOLD</b>												
9,057	4,088	222%	4,525	200%	COGS - Food	74,287	35,378	210%	31,335	237%	36,379	77,339
3,806	3,407	112%	742	513%	COGS - Beverage	28,518	22,777	125%	28,874	99%	23,800	27,707
8,704	6,781	128%	6,517	134%	COGS - Beer	51,512	51,219	101%	47,470	109%	53,687	57,465
3,629	3,655	99%	2,763	131%	COGS - Liquor	20,606	28,280	73%	21,502	96%	29,355	20,718
107	0	0%	(15)	-88%	COGS - Wine	345	0	0%	(212)	-163%	0	413
144	70	205%	0	0%	COGS - Tobacco	995	735	135%	0	0%	770	995
0	0	0%	0	0%	COGS - Waste	942	0	0%	0	0%	0	942
<b>25,446</b>	<b>18,001</b>	<b>141%</b>	<b>14,531</b>	<b>175%</b>	<b>Total COGS</b>	<b>177,205</b>	<b>138,389</b>	<b>128%</b>	<b>128,970</b>	<b>137%</b>	<b>143,791</b>	<b>185,578</b>
<b>33,473</b>	<b>36,174</b>	<b>93%</b>	<b>36,011</b>	<b>93%</b>	<b>GROSS MARGIN</b>	<b>245,675</b>	<b>275,761</b>	<b>89%</b>	<b>259,325</b>	<b>95%</b>	<b>285,235</b>	<b>258,357</b>
41.31%	42.00%	98.37%	36.76%	112.40%	COGS - Food %	41.70%	42.09%	99.06%	38.20%	109.16%	42.17%	470.61%
82.59%	35.00%	235.97%	11.33%	728.64%	COGS - Beverage %	79.47%	35.00%	227.07%	48.83%	162.74%	35.07%	54.90%
39.51%	33.00%	119.74%	31.08%	127.12%	COGS - Beer %	34.60%	33.00%	104.86%	32.02%	108.09%	33.16%	3518.65%
36.65%	26.00%	140.95%	25.77%	142.24%	COGS - Liquor %	36.54%	26.00%	140.54%	21.75%	168.02%	26.10%	-102.57%
44.59%	0.00%	0.00%	0.00%	0.00%	COGS - Wine %	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	120.52%
65.26%	70.00%	93.24%	0.00%	0.00%	COGS - Tobacco %	65.50%	70.00%	93.57%	0.00%	0.00%	70.00%	159.95%
43.19%	33.23%	128.98%	28.75%	150.22%	COGS - All Food & Bev	41.90%	33.42%	125.41%	33.21%	126.16%	33.52%	489.96%
<b>PAYROLL</b>												
4,080	4,542	90%	4,245	96%	Gross Payroll - Salaried	38,447	40,875	94%	28,685	134%	54,500	51,467
13,357	13,256	101%	9,634	139%	Gross Payroll - Hourly	115,757	80,652	144%	82,846	140%	90,488	122,089
872	0	0%	1,323	66%	Gross Payroll - Overtime	5,598	0	0%	7,801	72%	0	5,616
250	0	0%	250	100%	Gross Payroll - Bonus	2,250	0	0%	2,250	100%	0	2,975
<b>18,559</b>	<b>17,797</b>	<b>104%</b>	<b>15,452</b>	<b>120%</b>	<b>S/T Wages</b>	<b>162,052</b>	<b>121,527</b>	<b>133%</b>	<b>121,581</b>	<b>133%</b>	<b>144,988</b>	<b>182,147</b>
1,792	1,362	132%	1,311	137%	Payroll Tax - FICA	14,528	9,297	156%	10,581	137%	11,092	15,950
630	456	138%	658	96%	Payroll Tax - UC	5,902	4,446	133%	6,191	95%	4,652	6,415
521	402	130%	528	99%	Payroll Tax - WC	3,476	2,697	129%	2,402	145%	3,226	3,948
37	1,000	4%	1,536	2%	Benefits	7,430	8,735	85%	1,782	417%	11,736	10,727
<b>2,980</b>	<b>3,220</b>	<b>93%</b>	<b>4,033</b>	<b>74%</b>	<b>S/T Adders</b>	<b>31,336</b>	<b>25,174</b>	<b>124%</b>	<b>20,955</b>	<b>150%</b>	<b>30,706</b>	<b>37,040</b>
<b>21,539</b>	<b>21,017</b>	<b>102%</b>	<b>19,485</b>	<b>111%</b>	<b>TOTAL PAYROLL</b>	<b>193,388</b>	<b>146,701</b>	<b>132%</b>	<b>142,536</b>	<b>136%</b>	<b>175,694</b>	<b>219,187</b>
<b>OPERATING EXPENSES</b>												
1,491	250	596%	0	0%	Laundry/Linens	5,202	400	1301%	169	3078%	750	5,202
0	0	0%	169	0%	Laundry/Uniforms	3,525	5,700	62%	4,681	75%	5,700	3,615
2,812	250	1125%	2,248	125%	Supplies	22,575	3,750	602%	7,317	309%	4,150	23,477
529	0	0%	1,199	44%	Repair & Maint - Equipment	45,708	4,000	1143%	5,387	848%	4,000	50,036
0	0	0%	0	0%	Equipment Lease	710	0	0%	0	0%	0	710
0	0	0%	0	0%	Cash Short/(Over)	0	0	0%	(243)	0%	0	0
0	0	0%	0	0%	Dues & Subscriptions	154	0	0%	0	0%	0	154
263	0	0%	0	0%	Tax/Licenses/Fees	263	0	0%	0	0%	0	263
<b>5,095</b>	<b>500</b>	<b>1019%</b>	<b>3,616</b>	<b>141%</b>	<b>TOTAL OPERATING EXPEN</b>	<b>78,138</b>	<b>13,850</b>	<b>564%</b>	<b>17,311</b>	<b>451%</b>	<b>14,600</b>	<b>83,458</b>
<b>6,840</b>	<b>14,656</b>	<b>47%</b>	<b>12,910</b>	<b>53%</b>	<b>EBITDA</b>	<b>(25,850)</b>	<b>115,210</b>	<b>-22%</b>	<b>99,478</b>	<b>-26%</b>	<b>94,941</b>	<b>(44,288)</b>
<b>6,840</b>	<b>14,656</b>	<b>47%</b>	<b>12,910</b>	<b>53%</b>	<b>NET INCOME</b>	<b>(25,850)</b>	<b>115,210</b>	<b>-22%</b>	<b>99,478</b>	<b>-26%</b>	<b>94,941</b>	<b>(44,288)</b>

Nemadji  
Golf Shop  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>REVENUES</b>												
28,764	27,262	106%	27,929	103%	Merchandise	189,403	155,821	122%	168,254	113%	164,823	204,426
9,840	0	0%	0	0%	Handicap Fee	20,639	9,466	218%	9,466	219%	9,466	20,639
485	0	0%	(1,151)	-42%	Lessons	7,766	3,450	225%	2,334	333%	3,450	7,701
(2,607)	0	0%	198	-1317%	Other Pro Shop Revenue	584	2,570	23%	2,243	26%	2,570	686
239	0	0%	0	0%	Pull Cart Rental	1,234	0	0%	8	16410%	0	1,234
545	0	0%	493	111%	Rental Clubs	3,055	2,095	146%	2,531	121%	2,095	3,230
79	0	0%	0	0%	Club Repair	790	0	0%	0	0%	0	790
<b>37,344</b>	<b>27,262</b>	<b>137%</b>	<b>27,469</b>	<b>136%</b>	<b>Total Revenues</b>	<b>223,472</b>	<b>173,402</b>	<b>129%</b>	<b>184,804</b>	<b>121%</b>	<b>182,404</b>	<b>238,707</b>
<b>COST OF GOODS SOLD</b>												
19,537	19,265	101%	21,825	90%	COGS - Merchandise	128,382	103,714	124%	116,479	110%	110,017	142,671
<b>19,537</b>	<b>19,265</b>	<b>101%</b>	<b>21,825</b>	<b>90%</b>	<b>Total COGS</b>	<b>128,382</b>	<b>103,714</b>	<b>124%</b>	<b>116,479</b>	<b>110%</b>	<b>110,017</b>	<b>142,671</b>
<b>17,807</b>	<b>7,997</b>	<b>223%</b>	<b>5,644</b>	<b>316%</b>	<b>GROSS MARGIN</b>	<b>95,090</b>	<b>69,688</b>	<b>136%</b>	<b>68,325</b>	<b>139%</b>	<b>72,388</b>	<b>96,036</b>
67.92%	70.66%	96.12%	78.15%	86.92%	COGS - Merchandise %	67.78%	66.56%	101.84%	69.23%	97.91%	66.75%	97.266%
<b>PAYROLL</b>												
8,791	7,907	111%	3,785	232%	Gross Payroll - Hourly	71,007	53,669	132%	49,484	143%	63,836	74,671
767	0	0%	226	339%	Gross Payroll - Overtime	11,145	0	0%	1,868	597%	0	11,145
0	0	0%	0	0%	Gross Payroll - Commissions	750	0	0%	2,245	33%	0	750
0	0	0%	0	0%	Lessons	4,150	0	0%	0	0%	0	4,150
<b>9,558</b>	<b>7,907</b>	<b>121%</b>	<b>4,011</b>	<b>238%</b>	<b>S/T Wages</b>	<b>87,052</b>	<b>53,669</b>	<b>162%</b>	<b>53,597</b>	<b>162%</b>	<b>63,836</b>	<b>90,716</b>
801	605	132%	307	261%	Payroll Tax - FICA	6,806	4,106	166%	4,104	166%	4,883	7,087
73	129	56%	109	67%	Payroll Tax - UC	2,084	2,191	95%	2,362	88%	2,259	2,142
196	179	110%	241	82%	Payroll Tax - WC	1,749	1,193	147%	1,122	156%	1,422	1,841
1,769	0	0%	0	0%	Benefits	8,848	0	0%	0	0%	0	8,848
<b>2,839</b>	<b>913</b>	<b>311%</b>	<b>656</b>	<b>433%</b>	<b>S/T Adders</b>	<b>19,487</b>	<b>7,489</b>	<b>260%</b>	<b>7,589</b>	<b>257%</b>	<b>8,565</b>	<b>19,917</b>
<b>12,397</b>	<b>8,820</b>	<b>141%</b>	<b>4,667</b>	<b>266%</b>	<b>TOTAL PAYROLL</b>	<b>106,539</b>	<b>61,158</b>	<b>174%</b>	<b>61,186</b>	<b>174%</b>	<b>72,402</b>	<b>110,633</b>
<b>OPERATING EXPENSES</b>												
0	0	0%	0	0%	Displays/Fixtures	387	0	0%	11	3669%	0	387
486	0	0%	75	648%	Laundry/Uniforms	1,167	5,000	23%	5,078	23%	5,000	1,217
418	0	0%	0	0%	Rental Club Expense	2,305	0	0%	0	0%	0	2,305
0	0	0%	0	0%	Scorecards	2,386	2,500	95%	2,404	99%	2,500	2,386
0	0	0%	0	0%	Supplies	67	350	19%	398	17%	350	67
0	0	0%	0	0%	Handicap Expense	10,010	5,300	189%	5,220	192%	5,300	13,913
0	0	0%	0	0%	Lesson Expense	3,645	3,000	121%	0	0%	3,000	3,645
76	0	0%	0	0%	Utilities - Water	76	0	0%	0	0%	0	76
570	0	0%	(307)	-186%	Cash Short/(Over)	280	0	0%	(137)	-204%	0	159
<b>1,550</b>	<b>0</b>	<b>0%</b>	<b>(232)</b>	<b>-668%</b>	<b>TOTAL OPERATING EXPEN</b>	<b>20,324</b>	<b>16,150</b>	<b>126%</b>	<b>12,974</b>	<b>157%</b>	<b>16,150</b>	<b>24,155</b>
<b>3,860</b>	<b>(822)</b>	<b>-469%</b>	<b>1,208</b>	<b>319%</b>	<b>EBITDA</b>	<b>(31,773)</b>	<b>(7,620)</b>	<b>417%</b>	<b>(5,835)</b>	<b>545%</b>	<b>(16,164)</b>	<b>(38,752)</b>
<b>3,860</b>	<b>(822)</b>	<b>-469%</b>	<b>1,208</b>	<b>319%</b>	<b>NET INCOME</b>	<b>(31,773)</b>	<b>(7,620)</b>	<b>417%</b>	<b>(5,835)</b>	<b>545%</b>	<b>(16,164)</b>	<b>(38,752)</b>

Nemadji  
G & A  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>REVENUES</b>												
0	0	0%	0	0%	General & Admin. Revenue	0	0	0%	800	0%	0	0
0	0	0%	0	0%	Miscellaneous Income	0	0	0%	3,318	0%	0	0
<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>4,118</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>GROSS MARGIN</b>												
<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>		<b>0</b>	<b>0</b>	<b>0%</b>	<b>4,118</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>PAYROLL</b>												
7,500	8,481	88%	7,203	104%	Gross Payroll - Salaried	68,250	76,325	89%	63,695	107%	101,995	90,340
0	0	0%	0	0%	Gross Payroll - Hourly	750	0	0%	0	0%	0	750
833	0	0%	833	100%	Gross Payroll - Bonus	7,500	0	0%	7,500	100%	0	9,917
<b>8,333</b>	<b>8,481</b>	<b>98%</b>	<b>8,037</b>	<b>104%</b>	S/T Wages	<b>76,500</b>	<b>76,325</b>	<b>100%</b>	<b>71,195</b>	<b>107%</b>	<b>101,995</b>	<b>101,007</b>
542	649	83%	474	114%	Payroll Tax - FICA	5,087	5,839	87%	4,166	122%	7,803	6,507
0	39	0%	0	0%	Payroll Tax - UC	(134)	1,041	-13%	665	-20%	1,152	10
235	191	123%	145	162%	Payroll Tax - WC	1,858	1,677	111%	1,515	123%	2,257	2,437
<b>2,471</b>	<b>1,485</b>	<b>166%</b>	<b>2,199</b>	<b>112%</b>	Benefits	<b>14,486</b>	<b>12,991</b>	<b>112%</b>	<b>12,616</b>	<b>115%</b>	<b>17,449</b>	<b>18,846</b>
3,248	2,364	137%	2,817	115%	S/T Adders	21,298	21,548	99%	18,961	112%	28,661	27,800
<b>11,581</b>	<b>10,845</b>	<b>107%</b>	<b>10,854</b>	<b>107%</b>	<b>TOTAL PAYROLL</b>	<b>97,798</b>	<b>97,873</b>	<b>100%</b>	<b>90,156</b>	<b>108%</b>	<b>130,656</b>	<b>128,807</b>
<b>OPERATING EXPENSES</b>												
0	0	0%	0	0%	Computer Supplies	0	500	0%	0	0%	500	0
0	0	0%	0	0%	Laundry/Uniforms	450	250	180%	411	110%	250	450
0	0	0%	0	0%	Office Supplies	0	150	0%	111	0%	150	111
418	200	209%	0	0%	Supplies	3,946	3,550	111%	4,282	92%	4,000	5,257
259	200	129%	0	0%	Cable Tv Expense	1,946	1,800	108%	1,131	172%	2,400	2,813
91	200	45%	1,217	7%	Computer Service	5,003	3,750	133%	4,797	104%	5,000	6,067
0	417	0%	4,432	0%	Repair & Maint - Equipment	382	3,753	10%	10,191	4%	5,004	1,072
0	0	0%	5,507	0%	Repair & Maint - Building	19,232	3,000	641%	35,126	55%	6,000	30,487
215	330	65%	215	100%	Security	3,299	2,970	111%	2,434	136%	3,960	3,814
530	0	0%	0	0%	Equipment Rental	1,380	0	0%	0	0%	0	1,380
(661)	1,400	-47%	1,716	-39%	Utilities - Electric	7,348	12,600	58%	11,320	65%	16,800	10,522
(77)	200	-39%	0	0%	Utilities - Gas	2,930	2,500	117%	1,037	282%	3,100	3,609
123	350	35%	408	30%	Utilities - Telephone/Fax	2,522	3,150	80%	3,173	79%	4,200	5,334
1,215	583	208%	2,069	59%	Utilities - Waste	5,409	5,247	103%	6,363	85%	6,996	10,557
80	375	21%	45	179%	Utilities - Water	3,521	3,375	104%	3,986	88%	4,500	4,593
124	275	45%	553	22%	Bank Charges	2,748	2,475	111%	2,811	98%	3,300	3,616
0	0	0%	0	0%	Cash Short/(Over)	17	0	0%	0	0%	0	(153)
0	100	0%	0	0%	Cell Phone	275	900	31%	94	292%	1,200	275
479	200	240%	0	0%	Copier/Photocopies	1,774	1,800	99%	1,146	155%	2,400	2,661
9,894	4,000	247%	6,905	143%	Credit Card Discounts	45,142	32,650	138%	35,095	129%	37,650	53,089
77	0	0%	0	0%	Dues & Subscriptions	2,555	2,450	104%	970	263%	2,450	2,991
0	0	0%	164	0%	Education & Training	1,054	1,300	81%	592	178%	2,300	2,645
0	0	0%	0	0%	Employee Procurement	0	0	0%	27	0%	0	0
0	150	0%	273	0%	Employee Relations	2,693	1,100	245%	341	789%	3,250	5,102
176	0	0%	0	0%	Finance Charges/Late Fees	176	0	0%	0	0%	0	176
2,503	1,275	196%	1,157	216%	Insurance Expense	27,931	10,885	257%	8,582	325%	14,710	31,463
2,000	2,060	97%	2,000	100%	O/S - Accounting	18,000	18,540	97%	18,081	100%	24,720	24,000
0	0	0%	0	0%	O/S - Legal	42	0	0%	15,000	0%	0	520
1,194	208	574%	674	177%	Payroll Processing Fee	3,777	1,872	202%	2,540	149%	2,496	5,483
0	50	0%	31	0%	Postage/Shipping	817	450	182%	820	100%	600	1,224
(90)	0	0%	(150)	60%	Purchase Discounts	(1,711)	0	0%	(1,216)	141%	0	(1,669)
0	0	0%	0	0%	Subscriptions	50	0	0%	0	0%	0	82
0	0	0%	690	0%	Tax/Licenses/Fees	3,239	1,355	239%	1,965	165%	1,355	3,291
0	0	0%	0	0%	Travel - Air	849	1,600	53%	746	114%	1,600	1,760
0	0	0%	69	0%	Travel - Auto	1,662	1,200	139%	351	473%	1,800	1,854
0	0	0%	259	0%	Travel - Hotel	3,071	1,300	236%	1,407	218%	1,800	3,272
0	0	0%	101	0%	Travel - Meals	1,135	1,000	113%	770	147%	1,500	1,169
<b>18,548</b>	<b>12,573</b>	<b>148%</b>	<b>28,333</b>	<b>65%</b>	<b>TOTAL OPERATING EXPEN</b>	<b>172,664</b>	<b>127,472</b>	<b>135%</b>	<b>174,483</b>	<b>99%</b>	<b>165,991</b>	<b>228,917</b>
<b>(30,129)</b>	<b>(23,418)</b>	<b>129%</b>	<b>(39,187)</b>	<b>77%</b>	<b>EBITDA</b>	<b>(270,462)</b>	<b>(225,345)</b>	<b>120%</b>	<b>(260,522)</b>	<b>104%</b>	<b>(296,647)</b>	<b>(357,724)</b>
7,426	7,427	100%	7,210	103%	Management Fee	66,837	66,843	100%	64,890	103%	89,570	88,870
7,426	7,427	100%	7,210	103%	Management Fees	66,837	66,843	100%	64,890	103%	89,570	88,870
<b>(37,556)</b>	<b>(30,845)</b>	<b>122%</b>	<b>(46,397)</b>	<b>81%</b>	<b>NET INCOME</b>	<b>(337,299)</b>	<b>(292,188)</b>	<b>115%</b>	<b>(325,412)</b>	<b>104%</b>	<b>(386,217)</b>	<b>(446,594)</b>

Nemadji  
Marketing  
For the Nine Months Ending September 30, 2022

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
3,709	4,167	89%	2,967	125%	<b>PAYROLL</b>	30,288	37,500	81%	26,901	113%	50,000	36,007
0	0	0%	0	0%	Gross Payroll - Salaried	567	0	0%	192	295%	0	567
250	0	0%	250	100%	Gross Payroll - Hourly	2,250	0	0%	2,250	100%	0	0
3,959	4,167	95%	3,217	123%	Gross Payroll - Bonus	33,105	37,500	88%	29,343	113%	50,000	36,574
289	319	91%	227	127%	S/T Wages	2,364	2,869	82%	2,073	114%	3,825	2,801
0	0	0%	0	0%	Payroll Tax - FICA	505	665	76%	665	76%	665	629
77	94	82%	89	86%	Payroll Tax - UC	636	824	77%	559	114%	1,106	754
712	561	127%	0	0%	Payroll Tax - WC	1,424	4,894	29%	0	0%	6,576	1,424
1,078	973	111%	316	341%	Benefits	4,928	9,252	53%	3,297	149%	12,172	5,608
5,037	5,140	98%	3,533	143%	S/T Adders	38,033	46,752	81%	32,640	117%	62,172	42,182
1,376	500	275%	1,077	128%	<b>TOTAL PAYROLL</b>	12,923	18,200	71%	11,180	116%	18,200	19,389
1,376	500	275%	1,077	128%	<b>OPERATING EXPENSES</b>	12,923	18,200	71%	11,180	116%	18,200	19,389
(6,413)	(5,640)	114%	(4,611)	139%	Advertising & Promotion	(50,956)	(64,952)	78%	(43,819)	116%	(80,372)	(61,571)
(6,413)	(5,640)	114%	(4,611)	139%	<b>TOTAL OPERATING EXPEN</b>	(50,956)	(64,952)	78%	(43,819)	116%	(80,372)	(61,571)
					EBITDA							
					<b>NET INCOME</b>							



## Proposed Rates 2023

### Daily Fees

	Solon Springs	Lakeview Nat	Black Bear 2022 Monday- Thursday	Black Bear 2022 Fri - Sun	Enger Park 2022	Nemadji	Nemadji Friday-Sunday & Holidays	Proposed Rates 2023	% increase
18 holes walking	\$30.60	\$32.51	\$48.10	\$48.10	\$32.66	\$29.00	\$32.00	\$30.00	3%
9 holes walking	\$17.94	\$20.59	\$27.79	\$32.06	\$25.04	\$21.00	\$25.00	\$23.00	9%
Senior 18 walking	\$22.16	\$27.10			\$28.31	\$25.00	\$28.00	\$26.00	4%
Senior 9 walking	\$17.94	\$17.34			\$22.86	\$18.00	\$21.00	\$19.00	5%
Players Card 18 riding					\$42.74	\$37.00	\$45.00	\$43.00	14%
Players Card 18 Walking					\$24.00	\$26.00	\$28.00	\$26.00	0%
Players Card 9 riding					\$33.13	\$28.00	\$30.00	\$29.00	3%
Players Card 9 walking					\$20.00	\$18.00	\$20.00	\$18.00	0%
Twilight riding	\$42.20	\$31.43		\$41.68		\$28.00	\$30.00	\$29.00	3%
Twilight walking	(9) 13.72 & (18) 23.21	\$20.59		\$41.68	\$26.13	\$17.00	\$19.00	\$17.00	0%
Junior 18 riding						\$30.00	\$36.00	\$34.00	12%
Junior 18 walking	\$18.99				\$14.15	\$16.00	\$18.00	\$16.00	0%
Junior 9 riding						\$20.00	\$29.00	\$27.00	26%
Junior 9 walking	\$12.66				\$7.62	\$9.00	\$11.00	\$9.00	0%
cart fee 18	\$18.99	\$17.34	\$25.65	\$36.34	\$19.60	\$17.00	\$18.00	\$18.00	6%
cart fee 9	\$9.50	\$10.84	\$13.89	\$20.31	\$13.07	\$10.00	\$11.00	\$11.00	9%
Players card price					\$58.78	\$55.00		\$65.00	15%





Proposed Rates 2023

Season Passes

	Solon Springs	Lakeview Nat	Black Bear 2022	Enger Park 2022 (Tax)	Nemadji	Proposed Rates 2023	% increase
Family	\$1,044.45		\$1,645.95	\$1,388.16	\$1,450.00	\$1,450.00	0%
Adult	\$633.00	\$714.22	\$1,067.73	\$854.67	\$875.00	\$875.00	0%
Adult Limited		\$540.00			\$750.00	\$750.00	0%
Senior	\$633.00	\$595.01	\$747.09	\$745.79	\$725.00	\$725.00	0%
Senior Couple	\$981.15	\$965.67		\$1,252.06	\$1,300.00	\$1,300.00	0%
Intermediate (19-24)		\$357.65		\$337.51	\$375.00	\$375.00	0%
Junior (16-18)	\$179.35	\$190.75		\$200.00	\$250.00	\$250.00	0%
Junior (15 & under)					\$75.00	\$75.00	0%
Cart One Seat		\$479.04	\$426.45	\$642.36	\$625.00	\$650.00	4%
Cart One Seat Limited					\$575.00	\$575.00	0%
Cart Pass Couple & Family		\$984.09	\$641.28	\$783.90	\$750.00	\$800.00	6%
Range Pass			\$293.92	\$353.84		N/A	
Range Pass Couple				\$462.72		N/A	
Range Pass Junior			\$159.25	\$168.76		N/A	
Range Pass Senior			\$240.48			N/A	





**Sept 2022 Client Report**

**To:** Linda Cadotte, City of Superior, Dir. of Parks, Recreation and Forestry

**From:** Jon Cheshire, KemperSports VP of Operations  
Tom Beaudry, Head Golf Professional/GM

**CC:** Mary Kate Walsh and Ashley Puetz

**Overview:**

The rain was quite untimely in September as three of the four weekends caused golfers to cancel. We were not able to achieve budgeted green fees & cart fees for the month, but we did exceed total revenues thanks to stellar sales in the golf shop and grill. Both labor and expenses finished higher than budget causing us to come in behind budgeted NOI MTD further pushing YTD back.

**Key Performance Highlights:**

<b>Sept 2022</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Change</b>	<b>2021 Actual</b>	<b>% Change</b>
<b>Nemadji Golf Course</b>						
<b>Total Revenue</b>	\$ 322,286	\$ 312,702	\$ 9,584	0.030648988	\$ 297,664	8.3%
Merchandise COG's %	68%	71%	-3%	-4.0%	78%	-12.9%
F&B COG's %	43%	33%	10%	30.1%	29%	50.5%
Payroll Expense	\$ 102,651	\$ 101,364	\$ 1,287	1.3%	\$ 88,635	15.8%
Other Expense	\$ 89,611	\$ 64,608	\$ 25,003	38.7%	\$ 87,583	2.3%
EBITDA	\$ 85,040	\$ 109,464	\$ (65,344)	-59.7%	\$ 85,090	-0.1%
Management Fees	\$ 7,426	\$ 7,427	\$ (1)	0.0%	\$ 7,210	3.0%
<b>Net Income</b>	<b>\$ 77,614</b>	<b>\$ 102,037</b>	<b>\$ (24,423)</b>	<b>-23.9%</b>	<b>\$ 77,880</b>	<b>-0.3%</b>
Rounds	5,241	6,596	(1,355)	-20.5%	5,948	-11.9%
<b>FY 2022 TYD</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Change</b>	<b>PY Actual</b>	<b>% Change</b>
<b>Nemadji Golf Course</b>						
<b>Total Revenue</b>	\$ 2,109,287	\$ 2,072,727	\$ 36,560	1.8%	\$ 2,051,686	2.8%
Merchandise COG's %	68%	67%	1%	1.8%	69%	-2.0%
F&B COG's %	42%	33%	9%	25.4%	33%	26.2%
Payroll Expense	\$ 806,375	\$ 755,386	\$ 50,989	6.8%	\$ 703,569	14.6%
Other Expense	\$ 672,826	\$ 565,454	\$ 107,372	19.0%	\$602,461	11.7%
EBITDA	\$ 324,500	\$ 509,884	\$ (185,384)	-36.4%	\$500,208	-35.1%
Management Fees	\$ 66,837	\$ 66,483	\$ 354	0.5%	\$64,890	3.0%
<b>Net Income</b>	<b>\$ 257,663</b>	<b>\$ 443,401</b>	<b>\$ (185,738)</b>	<b>-41.9%</b>	<b>\$ 435,318</b>	<b>-40.8%</b>
Rounds	34,772	40,970	(6,198)	-15.1%	45,247	-23.2%
Average GF/CF	\$ 40	\$ 35	\$ -	0.0%	\$ 34	17.6%



- **Course and grounds**
  - Payroll was flat to budget MTD holding YTD 3% under.
  - A large water bill and the timing of invoice payments were the reason OPEX finished 18% over budget MTD, yet YTD remains 3% under.
- **Carts**
  - Cart Revenue for the month came in higher than budget again by 4% MTD as we have made progress getting folks to share carts closing the gap YTD to within 3% of budget.
  - MTD continues to run under budget by 21% as some of the staff being paid in the golf shop was allocated here. YTD is under budget 28% for the same reason.
  - OPEX MTD is over budget by 29% as we had to rent cars again for golf tournaments. It will be in our best interest to add 25 more cars to the next fleet to avoid having to rent cars.
- **Range**
  - Activity on the range has wained a bit with the changing of the seasons combined with the untimely rain we had this month was the reason we fell short of achieving budgeted revenue by 12% MTD. This caused YTD to slip to 6% behind budget.
  - We had to repair some range equipment causing OPEX to finish \$700 over MTD brining YTD over by just over \$3K.
- **F&B**
  - Now that things have stablized with the hiring of Ryan Ozan, our F&B manager, they were able to push revenues ahead of budget MTD by 9% increasing YTD 2% ahead.
  - Home office accounting has not processed the Coke credit yet reflected in the higher than budgeted MTD COG's. Our employee meal program combined with the overall increases in the costs of goods from the food supplier has contributed to YTD being 9% higher than budget.
  - Payroll finished just over budget MTD by 2% brining YTD to 32% over budget. To retain help we have had to increase our hourly wages to compete with other local opportunities.
  - MTD OPEX is over budget related to the timing of invoices being paid by the home office.
- **Golf Shop**
  - Payment for WSGA services drove revenues over budget MTD 37%. YTD remains ahead by 29% thanks to strong merchandise sales.
  - COG's remain in line both MTD and YTD.
  - Payroll continues over budget related to some starter/ranger and outside service positions being paid here along with unbudgeted raises needing to be paid to retain good help.
  - MTD OPEX finished over budget related to uniforms, glow ball purchases, and cash shortages.
- **G&A**
  - MTD payroll is slightly over budget related to payroll timing and accruals. YTD is flat to budget.
  - OPEX finished 48% over primarily related to payroll processing fees and credit card discounts coming in well over budget MTD.



- **Marketing**
  - Payroll remains under budget both MTD and YTD.
  - Opex is over budget MTD as we spent some money promoting the simulator and grill.

**Key Performance Issues:**

- Portion control and food quality continue to be a focus.
- Seasonal staffing shortages related to folks going back to school.

**Key Actions to Drive Performance:**

- Ryan is working with the head cook to create a new winter menu and recipe cards to compliment portion control.
- Salaried staff needs to get food and alcohol service certified to allow us to work during the hours the simulator is open.
- We need to hold another True Service Training session with all the new staff to make sure our service levels remain best in class.



**MTD**

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0   70.0						
Totals	76.7	9.2	9.3	9.0	8.9	9.2	180
Golf	76.7	9.2	9.3	9.0	8.9	9.2	180
Nemadji Golf Club	76.7	9.2	9.3	9.0	8.9	9.2	180

**MTD Prior Year**

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0   70.0						
Totals	81.0	9.1	9.4	8.7	8.9	9.4	189
Golf	81.0	9.1	9.4	8.7	8.9	9.4	189
Nemadji Golf Club	81.0	9.1	9.4	8.7	8.9	9.4	189

**YTD**

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0   70.0						
Totals	79.6	9.0	9.3	8.6	8.7	9.3	1,156
Golf	79.6	9.0	9.3	8.6	8.7	9.3	1,156
Nemadji Golf Club	79.6	9.0	9.3	8.6	8.7	9.3	1,156

**YTD Prior Year**

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0   70.0						
Totals	75.9	8.9	9.3	8.2	8.5	9.3	1,793
Golf	75.9	8.9	9.3	8.2	8.5	9.3	1,793
Nemadji Golf Club	75.9	8.9	9.3	8.2	8.5	9.3	1,793

Good trends both in MTD & YTD. YTD difference can be tied back to earlier in the year when surveys were not being sent out.



### **KemperSports Upcoming Key Initiatives:**

- Green to a tee
  - Level 2 certified and will work to level 3 but the program requires some significant financial commitment to achieve.
- Safety National
  - Game four results were submitted on the 7<sup>th</sup>. We continue to talk about where we can improve in our weekly meetings.
- True Service
  - With the turn over in staff there exist a need to host another training session. We will try and get it done in the first part of November.
- Player Development
  - Individual lessons were the only efforts we were able to make this month.

### **Weather:**

- September Rainfall: 3.15"
- September Rainfall average is 3.43"

### **Golf Course Maintenance Highlights:**

- Numerous irrigation system repairs. End of irrigation year shows us as having committed just under \$14,000 in irrigation repair labor. Down from first two years but still high.
- Turf disease-Dollar Spot-getting a foothold on some fairways. Treated some but financial/equipment restraints keep us from consistent control everywhere.
- Setup visit from stump grinder who will be performing work at Nemadji this fall.
- Some rains middle of month. Overall, year has been quite dry-much like the previous two years.
- Continue deep tine aerification work on fairways. This practice is making a huge difference on Nemadji fairways in both their conditioning and drainage.
- Continue work landscaping around new tee signs.
- Bridge repair on 5E.
- Deep tine through irrigation lines on 15W. Some lines on West course only 4" under surface. Not good.
- Treat for broadleaf weeds throughout golf course.
- Prepare for project on 9N this late fall.
- Remove 7 dead trees on golf course. Many more to do. Almost all dead trees showing sign of borer insect damage.
- Prepare 2023 budget.
- Core aerify excessively thatch tees on 10W, 11W, 12W, and 13W and topdress heavily. Very labor intensive.
- Pull dead annuals throughout property after first hard frost on September 28.
- For the months of April through September, we received 17.8" of rain and the historical average for same time period is 21.39" (83% of average).



- For the summer months of June through August, we received 7.95" of rain and the historical average is 12.18" (65% of average).

**Personnel:**

- We are search of good help throughout the facility.

**Client and Team Member Relations Update:**

- Next golf committee meeting scheduled for October 24th, 2022 at the clubhouse.
- Regular calls with Jon Di Meglio to discuss ways to improve and operational challenges.
- Monthly revenues calls with Regional Director of Sales and Marketing Mary Kate Walsh, Jon Cheshire, VP of Operations, Tom Beaudry. In these calls we review outing booking pace reporting, current and future sales promotions, all marketing strategies, upcoming KemperSports marketing and player development initiatives and various other topics as needed.

**Capital Plan Update:**

- Golf simulator has been ordered and scheduled to be installed in early November. Sign ups have begun.
- Vince has the rough mower and overseeding unit ordered.
- Tee arrived and have been installed.

**Monthly Financial Income Statement**

- Attached is September's summary income statement which breaks down the categories including revenues, payroll, and operating expenses. Please let us know if you have any questions.

Best Regards,  
*Jon Cheshire*  
Jon Cheshire  
Regional Operations Executive  
KemperSports

Best Regard,  
*Ed Jackman*  
Ed Jackman  
Regional Sales & Marketing Dir  
KemperSports

Best Regards,  
*Tom Beaudry*  
Tom Beaudry, PGA  
General Manager  
Nemadji Golf Course

**Nemadji**  
**Balance Sheet**  
**For the Nine Months Ending September 30, 2022**

	<u>09/30/22</u>	<u>12/31/21</u>	<u>09/30/21</u>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
<b>Cash</b>			
Cash - Operating	590,072	147,417	775,520
Cash - Payroll	86,385	86,965	121,305
Cash - Housebank & Other	2,500	2,500	2,500
<b>Total Cash</b>	<b><u>678,957</u></b>	<b><u>236,881</u></b>	<b><u>899,325</u></b>
<b>Accounts Receivable</b>			
A/R Trade	33,350	1,071	1,760
<b>Total Accounts Receivable</b>	<b><u>33,350</u></b>	<b><u>1,071</u></b>	<b><u>1,760</u></b>
<b>Other Current Assets</b>			
Inventory - Merchandise	48,779	16,596	28,638
Inventory - Food & Beverage	18,370	7,104	16,679
Prepaid Insurance	20,876	5,786	9,257
Prepaid Exp - Other	21,004	0	4,602
<b>Total Other Current Assets</b>	<b><u>109,030</u></b>	<b><u>29,486</u></b>	<b><u>59,176</u></b>
<b>TOTAL CURRENT ASSETS</b>	<b><u>821,337</u></b>	<b><u>267,437</u></b>	<b><u>960,262</u></b>
<b>TOTAL ASSETS</b>	<b><u><u>821,337</u></u></b>	<b><u><u>267,437</u></u></b>	<b><u><u>960,262</u></u></b>



**Nemadji**  
**Balance Sheet**  
For the Nine Months Ending September 30, 2022

	09/30/22	12/31/21	09/30/21
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>			
<b>CURRENT LIABILITIES:</b>			
Accts Pay - Trade	96,133	13,456	(4,633)
Accrued Expenses	55,408	28,684	48,677
Accrued Payroll	20,521	0	12,929
Accrued Taxes	14,258	1,156	13,554
Deferred Revenue	66,460	48,829	65,660
<b>TOTAL CURRENT LIABILITIES</b>	<b>252,779</b>	<b>92,125</b>	<b>136,188</b>
<b>LONG-TERM LIABILITIES:</b>			
Long-term debt	3,086	(132,496)	320,709
<b>TOTAL LONG-TERM LIABILITIES</b>	<b>3,086</b>	<b>(132,496)</b>	<b>320,709</b>
<b>TOTAL LIABILITIES</b>	<b>255,865</b>	<b>(40,372)</b>	<b>456,897</b>
<b>STOCKHOLDER'S EQUITY</b>			
Retained Earnings	565,472	307,809	503,365
Net Retained Earnings	565,472	307,809	503,365
<b>Stockholders Equity</b>	<b>565,472</b>	<b>307,809</b>	<b>503,365</b>
<b>TOTAL STOCKHOLDER'S EQUITY</b>	<b>565,472</b>	<b>307,809</b>	<b>503,365</b>
<b>TOTAL LIABILITIES AND STOCKHOLDER'S EQUITY</b>	<b>821,337</b>	<b>267,437</b>	<b>960,262</b>