

**Big Cedar Golf Club**

Budget 2021 v. 2020, 2019

	Budget 2021	Preliminary 2020	Actual 2019	2021/2020 YoY
<u>Revenue</u>				
Memberships	140,000	133,212	169,474	5%
Green Fees	180,000	190,640	90,545	-6%
Bar	115,000	114,158	117,513	1%
Concessions	65,000	19,556	36,221	232%
Pro Shop	10,000	4,129	2,338	142%
Carts & Rentals	65,000	67,624	56,441	-4%
Simulator Rentals	60,000			0%
Events	15,000	867	7,303	1630%
<b>Total Revenues</b>	<b>650,000</b>	<b>530,187</b>	<b>479,836</b>	<b>9%</b>
<u>Cost of Goods Sold</u>				
<b>Total Cost of Goods Sold</b>	<b>95,500</b>	85% <b>80,121</b>	85% <b>71,557</b>	85%
<b>Gross Profit</b>	<b>554,500</b>	<b>450,065</b>	<b>408,279</b>	
<u>Clubhouse Management</u>				
Payroll	190,000	161,427	117,611	18%
Licenses	750	0	788	0%
Cleaning	3,000	2,905	1,526	3%
Equipment Lease	15,000	11,208	14,796	34%
Cart Maintenance	5,000	4,275	4,665	17%
Repairs & Maintenance	3,000	2,406	2,978	25%
<b>Total Clubhouse Management Expense</b>	<b>216,750</b>	<b>182,221</b>	<b>142,366</b>	<b>19%</b>
<u>Course Management</u>				
Payroll	110,000	116,802	88,761	-6%
Equipment Rental	1,000	0	0	0%
Fuel	10,000	8,440	15,118	18%
Leases	1,000	0	1,107	0%
Repairs & Maintenance	38,000	37,827	35,430	0%
<b>Total Course Management Expense</b>	<b>160,000</b>	<b>163,069</b>	<b>140,417</b>	<b>-2%</b>
<u>Overhead</u>				
Office and Administrative	41,300	33,337	43,351	24%
Bank Charges	5,000	5,884	8,045	-15%
Interest	7,500	5,544	7,925	35%

Utilities	20,000	13,292	14,415	50%
Taxes	10,000	9,253	11,795	8%
<b>Total Overhead</b>	<b>83,800</b>	<b>67,310</b>	<b>85,530</b>	<b>24%</b>
<b>Other Expense (Income)</b>	<b>(2,500)</b>	<b>(1,780)</b>	<b>5,313</b>	40%
<b>Net Cash from operations</b>	<b>96,450</b>	<b>39,246</b>	<b>34,653</b>	146%
Principal Repayments on Mortgage	(22,000)	(9,120)	(15,172)	
Principal Repayments on Equipment Financing	(15,178)	(6,293)	(21,761)	
<b>Net Cash Inflow (outflow)</b>	<b>59,272</b>	<b>23,833</b>	<b>(2,280)</b>	