

Golf Course Advisory Board

Agenda

May 20, 2013

6:30PM

**Coal Creek Golf Course Clubhouse
585 West Dillon Road**

1. Call to order
2. Approval of agenda
3. Approval of minutes – Item 1 thru 3 - 10 minutes
4. Staff Update –75 minutes
 - a. Bunker renovation plan and schedule – Rick Phelps -20 minutes.
 - b. Club house current status and punch list still outstanding. -5 minutes
 - c. Discussion on “Open House” schedule to recognize the renovation of the golf course club house - City Council invitation June 7, 2013 @ 6PM. -5 minutes
 - d. Removal of recently planted “dead trees”. -5 minutes
 - e. Action items from last GCAB meeting listed below – 20 minutes.

Action Items from April 15 Meeting

1. *Confirm with Council that June 7 will work for the Open House.*
Action: Joe
2. *Confirm that clubhouse activities will have no conflict with the June 7 Open House date: Action: Eric*
3. *Clarify the status of the geographical sprinkler data base and the sprinkler operation data base. How much automation has been programmed, are locations programmed individually and can individual sprinkler heads be turned on from the base computer in maintenance? Action: Eric*
4. *Specify plans to backup irrigation software and database*
Action: Joe / Eric

- 5. Tie down the numbers and resolve the confusion over sand expenditure and insurance claim offset. Action: Eric*
- 6. Provide initial list of maintenance issues uncovered and priorities Action: Eric*
- 7. Organize the comparative inspection of other courses as soon as snow melts. Action: Joe*
- 5. WGP update – 20 minutes
 - a. Club house furnishing current plans and schedule.
 - b. Club house irrigation system maintenance plans to delay large capital costs to the City.
 - c. New cart plans & schedule.
 - d. YTD financial update
- 6. Potential agenda items for June 17, 2013 next Board meeting in Louisville Library first floor meeting room - 10 minutes.
- 7. Adjourn

Golf Course Advisory Board

Meeting Minutes

April 15 2013

Louisville Public Library, 1st Floor Meeting Room

951 Spruce Street

6:30 PM

Item I. Call to Order. Chairperson Ken Gambon called the meeting to order at 6:30 PM.

Item II. Roll Call. Roll Call was taken and the following members were present:

Board Members Present: Ken Gambon, Dennis Maloney, Tom Deany,
Lisa Norgard & Sandy Stewart,

Board Members Absent: Perry Nelson

Staff Members Present: Joe Stevens

Western Golf Members Present: Eric Jensen, Bobby Heath

Council Members Present: Jay Keany

Item III. Approval of Agenda. The agenda was unanimously approved. Sandy Stewart proposed. Lisa Norgard seconded.

Item IV. Approval of Meeting Minutes. The minutes from the 1/14/2013 meeting were unanimously approved with corrections to the format and to include Council Member Keany as being present. Lisa Norgard proposed. Tom Deany seconded.

Item V. Staff Update.

- a. Clubhouse Renovation: work is continuing with an anticipated occupancy date of May 1 with some punch-list items open at that point. To date, 22 change orders have been accepted, some significant, some minor. In several instances, problems have been found where the existing construction does not meet Building Code and have to be corrected – for example the kitchen vents and electrical distribution. Specialist engineering services are being utilized to design corrections. Drainage pipes in the roof are clogged and are being closed off with the roof pitch

City of Louisville

*Parks & Recreation Department 749 Main Street Louisville CO 80027
303.335.4735 (phone) 303.335.4738 (fax) www.ci.louisville.co.us*

being changed to ensure proper drainage. The wood window frames are being replaced using wood/vinyl material although the double-glazing windows themselves can be re-used. For most of the life of this building maintenance and inspections were neglected and Staff was urged to ensure that the Clubhouse is maintained to the same standard as other City Property with an appropriate annual maintenance budget. Staff was requested to review the Maintenance Building to ensure no hazardous code violations exist. WGP is working closely with the City to provide new furnishings and amenities and expect most of the furnishings to arrive within the next month.

- b. The City GIS has been updated with the location of the 308 new sprinkler heads installed in 2012. An issue has arisen with incompatibilities between Toro and Rainbird Database systems. Staff will work with Brian Keighin to understand the implications. Despite some discussion, it was not clear to what extent the automated features provided by the irrigation computer are being used. Further clarification is needed.
- c. A tentative date of Friday June from 6pm to 7:30pm has been set for an Open House to celebrate the opening of the renovated Clubhouse. Staff will check that this date does not conflict with any council commitments and WGP will check that there are no tournament commitments for that date. At the May meeting we will finalize the date and determine invitees. Some suggestions included inviting the golf leagues and posting a notice for the general public.
- d. Signs have placed with directions to the Golf Course at the Clubhouse and at Dillon Road /96th St. Signs for McCaslin/Dillon will shortly be installed.
- e. Mandatory water restrictions go into place for Louisville on May 1. Golf Course irrigation will not be restricted as recycled water will be in use. City facilities plan to cut back by 20% on the use of potable water.

Item VI. WGP Update

- a. WGP provided a summary of bunker work carried out over the past 4 years plus the plan for 2013. Annual replacement sand cost ranged from \$1,800 to \$2,100 which does not tie with the \$25,000 cost for 2012 quoted at previous meetings – this confusion will be resolved prior to the May Meeting.
- b. The WGP 2013 plan for bunker work was presented including eliminating the bunkers at the turn on Hole 15. This work will need to be coordinated with the bunker renovation work scheduled to start in September.
- c. While plans for irrigation and draining maintenance will continue in 2013 at the same level as 2012, the Board requested WGP to identify any issues discovered that could be fixed by requesting funding for additional effort. The intent is to avoid costly capital replacement work by taking care of issues before they become catastrophic. WGP was requested to provide the board with a list of problems and priorities as they become known.
- d. New carts should be delivered mid-May which ties in with completion of work on the Clubhouse and Cart Barn.

- e. WGP investment in new furnishings and equipment for the Clubhouse is well advanced with everything due for delivery in time for the re-opening. A new Deli-case, 4 new wide-screen televisions and new interior and patio furniture is being committed with the intent to make the Clubhouse a place where golfers and others will want to spend time (and money.) WGP has also funded the construction work-orders required for the new features. A mixture of tables (long, round and square) has been selected with the aid of the WGP interior designer. The Board commended WGP for this commitment and cited it as an example of the success of the Municipal / Business partnership. Combining prior purchases of maintenance equipment with the Clubhouse investments and new cart fleet, WGP have spent over \$1M on Coal Creek.
- f. WGP is also providing a bench that will be placed by the tee on Hole 6.

Item VII. Mitigation of Winter Damage

The board discussed concerns that the Free Play over the three winter months was causing undue wear and damage to the golf course. Mitigation actions such as temporary greens and roped-off areas were discussed but no conclusion reached. Bobby Heath pointed out that the Free Play had a strong Marketing benefit from the course and most damage was weather induced rather than being created by golfers. Last year, good spring weather allowed the course to recover very quickly and be in good condition for June. This year may be more problematic due to the weather. Fewer playable days this winter may reduce the wear and tear but has resulted in lower income. We agreed to do an inspection of other courses in the area to compare how they have survived the winter.

Item VII. Other Issues

Council Member Keany observed that there was some discomfort among board members with the consistency of numbers and data being presented by WGP. WGP pointed out the problem of having to provide detailed answers to unannounced questions. The Board agreed that, following each meeting, a list of Open Action Items will be published so that issues can be addressed in a timely manner.

Council will decide whether to fill the open seat on the board in the near future or wait until the 2013/14 Board Appointment cycle.

Item VIII. Potential Items for the April Meeting

- Final review of bunker renovation design.
- Update on Clubhouse progress
- Finalize details for Clubhouse Grand Opening

Item IX. The next meeting is May 20 at 6:30PM. The intent is to hold this meeting in the Clubhouse subject to confirmation by Staff prior to posting the meeting.

Item X. Adjourn. The meeting was adjourned at 8:15pm Sandy Stewart proposed, Tom Deany seconded.

Action Items from April 15 Meeting

1. Confirm with Council that June 7 will work for the Open House. Action: Joe
2. Confirm that clubhouse activities will have no conflict with the June 7 Open House date: Action: Eric
3. Clarify the status of the geographical sprinkler data base and the sprinkler operation data base. How much automation has been programmed, are locations programmed individually and can individual sprinkler heads be turned on from the base computer in maintenance? Action: Eric
4. Specify plans to backup irrigation software and database Action: Joe / Eric
5. Tie down the numbers and resolve the confusion over sand expenditure and insurance claim offset. Action: Eric
6. Provide initial list of maintenance issues uncovered and priorities Action Eric
7. Do we need a Building Code Safety Audit of the Maintenance Shed? Action: Joe
8. Confirm availability of Clubhouse for May 20 GCAB meeting and post accordingly Action: Joe
9. Organize the comparative inspection of other courses as soon as snow melts. Action: Joe

Like us on Facebook at Friends of Coal Creek Golf Course

Polly Boyd

From: Polly Boyd
Sent: Wednesday, May 15, 2013 9:50 AM
To: Polly Boyd
Subject: FW: Coal Creek Golf Course - Bunker Renovation Project

From: Rick Phelps [<mailto:rick@phelpsgolfdesign.com>]
Sent: Friday, May 10, 2013 12:58 PM
To: Allan Gill
Subject: Re: Coal Creek Golf Course - Bunker Renovation Project

Here is the brief outline of what I plan to present on the 20th:

- Preliminary concept plans for the bunker design on holes 2-5, and possibly 6.
- Before and after images of the conceptual bunker style for Hole 5.
- Discussion of bidding/construction options and cost implications.

Pretty straightforward. If you need more information, please let me know.

Rick

Polly Boyd

From: Polly Boyd
Sent: Wednesday, May 15, 2013 9:57 AM
To: Polly Boyd
Subject: FW: May GCAB meeting # 35.

From: Chris Lichty <chrisl@louisvilleco.gov>
Date: May 14, 2013, 11:30:24 AM MDT
To: Joe Stevens <joes@louisvilleco.gov>
Subject: RE: May GCAB meeting # 35.

Hi Joe, that's pretty accurate on the amount of trees that didn't make it through the winter. I have talked with the contractor which planted the trees and they will be replaced in the next few weeks. Last week they were still a few weeks out. I will get over to the course and get a complete inventory and pull the dead ones so that they won't be an eyesore. The deciduous trees are very late leafing out this year. I inspected them a few weeks ago and they all looked good...buds forming. Not bad for planting 80 trees during a ultra dry winter.
Please let me know if you need more information!

Christopher J. Lichty
City Forester/Supervisor - Forestry & Horticulture
Parks & Recreation Department - City of Louisville
749 Main Street
Louisville, Colorado 80027
303 335-4733
ChrisL@louisvilleco.gov

From: Joe Stevens
Sent: Tuesday, May 14, 2013 11:20 AM
To: Chris Lichty
Cc: Chris Bradford
Subject: FW: May GCAB meeting # 35.
Importance: High

Chris,

Would you please follow up regarding trees ? Thanks,

Joe Stevens
Director of Parks and Recreation
City of Louisville, Colorado
(303) 335-4731
joes@louisvilleco.gov

From: Ken Gambon [<mailto:kengambon@frii.com>]
Sent: Tuesday, May 14, 2013 10:14 AM
To: Polly Boyd
Cc: Joe Stevens
Subject: May GCAB meeting # 35.
Importance: High

Polly: Attached please find agenda for 5/20 GCAB meeting as well as the minutes from the April meeting. .

Joe:

· More than a dozen of the pine trees planted last fall have died. On hole # 7/8 -3; hole #13 - 3; hole #14/18- 2; hole #15 -2; hole #16- 3. This is from memory and not an exact count but close. You might want to remove them soon as I keep getting unnecessary questions from golfers and residents about them and also might want to avoid questions from City Council at their visit to club house in case someone wants a tour of the course. I expect the Chris Lichty has a warranty on these and some of the leafing trees that have not 'bloomed' yet so we don't know if they survived the dry winter.

· It will be important that we address the action items from last meeting so please insure Bobby comes prepared as he said Eric will not be at this meeting and he would attend. Bobby or you can call me with questions..

Let me know if you want to add something to the agenda.

Ken Gambon

Chairman

Golf Course Advisory Board

City of Louisville, Colorado

303-885-4549

OPEN HOUSE to CELEBRATE
COAL CREEK GOLF COURSE
CLUBHOUSE IMPROVEMENTS

Coal Creek Golf Course Clubhouse has received a facelift to satisfy new Americans with Disabilities Act (A.D.A.) Regulations and to better serve the needs and interests of golfers and the City of Louisville.

Join Your Hosts:

City of Louisville, Golf Course Advisory Board and

Western Golf Properties (WGP) on

FRIDAY, JUNE 7TH, 6:00 TO 8:00 P.M.

585 West Dillon Road, Louisville

**(light refreshments, cash bar and
guided golf cart tours (courtesy of WGP).**

RSVP NO LATER THAN MAY 31

to 303-335-4735 or PollyB@LouisvilleCo.gov

Acknowledgements

City of Louisville is pleased to acknowledge the support of the golfing community, the Golf Course Advisory Board, and the working partnership with Western Golf Properties to help make the clubhouse improvements a reality.



**Golf Course
Advisory Board**

**WESTERN GOLF
PROPERTIES**

April 15, 2013

To: Mr. Kevin Norby
Herfort Norby Golf Course Architects
100 East 2nd Street #200
Chaska, MN 55318
From: Brian Keighin, Irrigation Technologies

Re: Coal Creek Irrigation Data Collection Process

Kevin, I wanted to supply some additional information regarding the GPS data collection process that occurred fall 2011 to spring 2012. As you know Irrigation Technologies was sub contracted by your firm to GPS the irrigation system at Coal Creek Golf Course. Along with the mapping of the sprinklers, the scope included the generation of a new database that would be used to operate the irrigation system. The golf course irrigation system is controlled by Rainbird Nimbus II software. The Nimbus II software requires a sprinkler database and a map database. The sprinkler database contains a multitude of Microsoft Access 2007 based tables such as station number, run time information, and piping hydraulics just to name a few. The information for this component of the database is developed within the Nimbus II software and was not, nor could it have been collected as the irrigation system was GPS mapped. The map database component contains the GIS files (*.shp) that are generated during a GPS mapping project. The information that was collected during the mapping process included the necessary information required to identify the sprinkler location, type, and model. This information essentially makes up the map database component of the Rainbird Nimbus II. I did not collect any data that would allow the user to identify the age of the sprinkler, historical water use tied to the sprinkler, repair history of the sprinkler, or similar type data field. I collected only the data that was necessary to identify the map database to the sprinkler database.

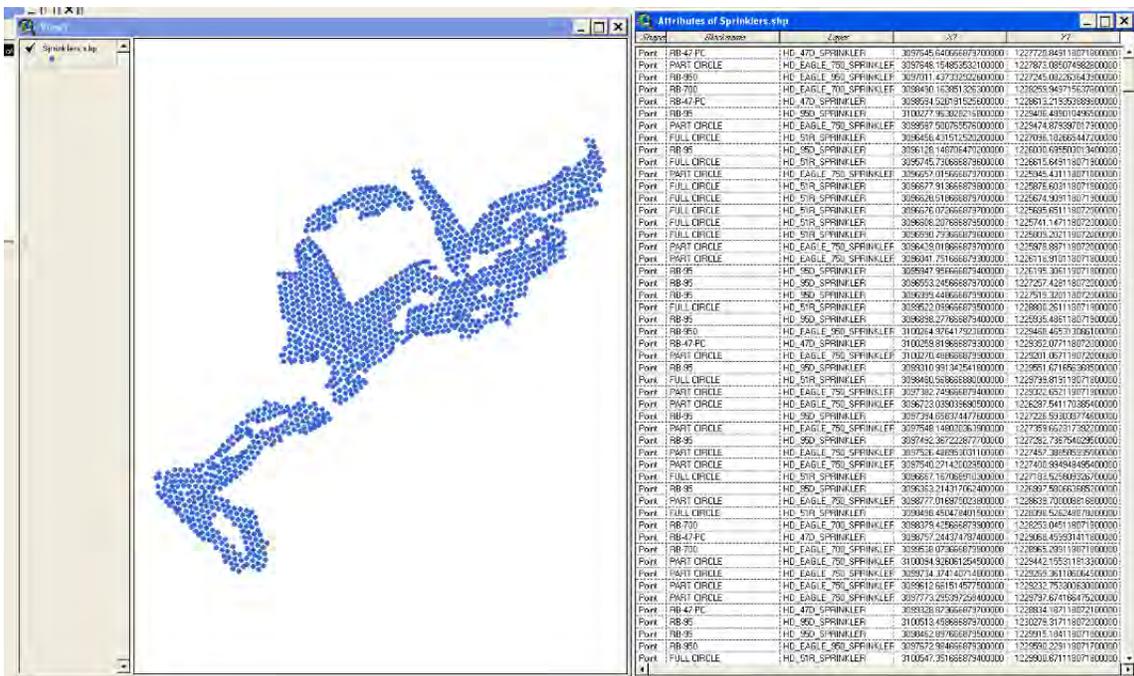
As I assembled the final set of deliverables, I met with the Susan Dellinger, GIS coordinator at her office. I wanted to make sure that the data provided met the deliverables specification. We viewed the AutoCAD file on my computer and generated a map database dataset (*.shp file format) that I believed met the requirement of the Rainbird database specification called for in the scope of services section of the contract. The data included 5 fields of data; shape type, block name, layer name, X coordinate and Y coordinate. It was my understanding that Susan felt this met the specification as well. I have included a screen shot (picture 1) of the sprinkler data.

As noted in the above paragraph, the Rainbird Nimbus II software requires two database files to operate properly. The sprinkler portion of the Nimbus II database is not intended to be queried by GIS type software. The function of the sprinkler database is to operate the irrigation system, and the function of the map database is to provide a static image of the sprinklers with limited interactivity relative to a true GIS map.



Through the recent e-mail exchange this past week, I understand that the city did use the sprinkler data provided to generate a GIS map that is in use and has the ability to be queried. I also understand that the city or interested agent would like to be able to identify the location of the new sprinkler heads that are being installed. There is a method within the Nimbus II software that allows for notations to be made for each sprinkler.

I will be glad to expand on any of these items as needed, but as mentioned, I believe the scope of service was met when the deliverables were supplied in the spring of 2012.



Picture 1. Screen capture of the Sprinkler data supplied to The City of Louisville

From: kevin norby [<mailto:golfnorby@earthlink.net>]
Sent: Tuesday, April 16, 2013 7:43 AM
To: Joe Stevens
Cc: 'Brian Keighin'
Subject: Irrigation data base

Joe,

As you requested during our phone conversation last week, I am writing to summarize and clarify where we are at with delivery of the irrigation data base.

The information which we collected and were required to provide was delivered to Susan Dellinger in May of last year. However, I think there may be some misunderstanding of what the information was capable of being used for. In an attempt to clarify, I have asked Brian Keighin to forward the information to Susan again and then attempt to clarify in the attached letter what information was provided and what it intended to be used for.

You may remember that, during the long-range master planning process, we determined that for some reason the information necessary to program and run the Rainbird computerized central control was never collected when the system was installed. As a result, the City has never been able to manage water consumption or program the control Rainbird Central control to automatically run and manage the irrigation system. As a result, we recommended that the location of the existing heads be surveyed using GPS (global positioning satellite) and that the system then be programmed so that it could be used to its full potential. The information which we collected was only the information necessary to locate and then program and operate the Rainbird irrigation control program.

Although the Rainbird operating database utilizes mapping information, it is not intended to be a mapping database or to be completely compatible with GIS mapping databases such as Arc View. The head location data which we collected and provided can be and, as I understand it, has been imported into the City's GIS database so that someone other than the superintendent can now see their location. However, typically a GIS mapping database includes additional information or data about specific points. For instance, if for some reason the City wanted to build a GIS database of the irrigation system, that database might include information such as the the manufacturer, the model number, the date of installation, the nozzle size or the gallons per minute. We did not collect any of that data for the existing heads as that was not part of our contract or our recommendation and because that information was neither readily available or of any particular value for the existing heads. However, if the City so desired, they could collect that information for their GIS database for any of the new heads that were installed. However, that might be somewhat redundant as there is already a system or method in the Rainbird database which allows for noting that kind of information. So, as long as the City continues to use and update the Rainbird operating system, all of that information should or could be available.

I hope that explanation and the attached letter from Irrigation Technologies helps explain to clarify any confusion. If there are still outstanding questions, please feel free to contact me. As always, I am happy to help and looking forward to working with the City on the future changes which we have proposed for Coal Creek.

Kevin Norby



Phone: (952)361-0644
Fax: (952)361-0645
golfnorby@earthlink.net
www.herfortnorby.com



Past Bunker Work

2009:

- Received ~\$16,000 from insurance company for damage to bunkers due to high winds
- Replaced sand to 4" depth in all greens bunkers and 3" in fairway bunkers
- Relined bunkers on #2, #7, #11, #13 and #17 with SandDam fabric liners paid for by insurance company

2010:

- Replaced windblown sand as necessary to 4" depth on greens bunkers
- Repaired drainage in bunker #9 fairway
- Replacement sand costs ~\$1,800

2011:

- Replaced windblown sand to greens bunkers to 4" depth
- Moved sand from low areas to high areas to even out depth
- Replacement sand costs ~\$1,600

2012:

- Completed major edging of all bunkers
- Replaced sand in greens bunkers to 4" depth after edging
- Minimal sand added to fairway bunkers with exception of #4 due to high traffic and root damage, this bunker @ ~140 yds had sand added to 4" depth
- Replacement sand costs ~\$2,100

Future Bunker Work

2013:

- Maintain edging lines with minimal disruption to native soil
- Intensify hand raking edges for reduce machine damage to bunkers
- Concentrate on greens bunkers, fairway bunkers addressed as labor is available
- Remove exposed liners as necessary
- Fill & eliminate fairway bunkers on hole #15
- Budgeted sand replacement @ \$2,000 in May

Your Partner in Louisville

The following improvements have been funded by Western Golf Properties in an effort to enhance the guest experience at Coal Creek Golf Course for the City of Louisville.



» together we are making a difference



GOLF MANAGEMENT LEADERSHIP & SERVICE EXCELLENCE

Throughout our 28 year management history we have had the privilege of developing and managing over 100 of the Country's most celebrated golf facilities.

Our proven expertise in golf management offers our clients great insight into smart business practices and operational efficiencies which deliver quality conditioning, and exceptional guest service.

WESTERN GOLF
PROPERTIES

westerngolfproperties.com

COMPLETED & 2013 PLANNED IMPROVEMENTS

MAINTENANCE EQUIPMENT

(19) City Maintenance Equipment	\$46,113
Vendor Maintenance Equipment	\$497,860

CLUBHOUSE FIXTURES & FURNISHINGS

Clubhouse Landscape	\$7,500
Clubhouse West Door & Frame	\$3,500
Clubhouse Patio Carpet	\$1,800
Clubhouse Exterior Paint	\$2,500
Clubhouse East Staircase	\$3,500
Deli Case	\$12,000
Restaurant Furniture	\$40,000

Tables, Chairs, Televisions

GOLF CARTS

City Cart Lease	\$51,600
2012 Cart Lease	\$23,000
2013 (69) New Carts Lease	\$378,000

TOTAL **\$1,067,373**

Western Golf Properties
Capital purchases for Coal Creek Golf Club

Items	Dollar Amount
1. City Maintenance Equipment	\$ 46,113
2. Vendor Maintenance Equipment	\$ 497,860
3. Clubhouse Landscape	\$ 7,500
4. Clubhouse west door and frame	\$ 3,500
5. Clubhouse patio carpet	\$ 1,800
6. Clubhouse exterior paint	\$ 2,500
7. Clubhouse east staircase	\$ 3,500
8. City cart lease	\$ 51,600
9. 2012 cart lease	\$ 23,000
10. 2013 new cart lease	<u>\$ 378,000</u>
Total	\$ 1,011,513
Pending Items	
1. Deli case	\$ 12,000
2. Restaurant furniture	\$ 40,000

Coal Creek Project List

PRIORITY	PROJECT	*EST. COST	EST. MAN HOURS	DETAIL DESCRIPTION
1	Bench & Landscape #6	\$700.00	16	Flagstone bench and pad across from on-course restroom. Add some landscape for character
1	Trash enclosure	\$1,800.00	32	Replace damaged trash enclosure at clubhouse
1	Bunker Sand	\$3,500.00	128	Restore sand depth from winter loss - greens bunkers top priority
2	Drain location/Flushing - Greens	\$1,000.00	24	Locate and flush greens drain to move salts when flushing greens
3	Bunker Drainage #9	\$300.00	8	Fairway bunker on #9 drainage to eliminate ponding
1	Valve box edging & repairs	\$750.00	20	Safety issue - open/broken boxes hazardous to clients and employees
3	Rip Rap Failing Pond Edges	\$300.00	24	Pond edges sloughing from age - shore up with stone (use stone on-site)
2	Traffic control fencing at clubhouse	\$700.00	32	Install permanent wooden fence to eliminate carts entering parking lot
2	Remove cobble along Dillon Rd/sod	\$1,800.00	96	Improve curb appeal/eliminate weeds and replace sod near transformer at clubhouse
4	Elevate tee signs/mulch beds	\$1,000.00	72	Sunken signs do not show yardages, elevate to improve visibility

COAL CREEK GOLF COURSE
CONSOLIDATED INCOME STATEMENT
FOR THE PERIOD ENDED
March 2013

CURRENT MONTH							YEAR-TO-DATE							CURRENT FORECAST	ANNUAL BUDGET	
ACTUAL	PCT	BUDGET	PCT	VARIANCE	LAST YEAR	VARIANCE	DESCRIPTION	ACTUAL	PCT	BUDGET	PCT	VARIANCE	LAST YEAR	VARIANCE		
1,342		1,900		(558)	2,634	(1,292)	TOTAL FACILITY ROUNDS	4,309		3,300		1,009	4,402	(93)	37,009	36,000
1,131		1,615		(484)	2,153	(1,022)	TOTAL GREEN FEE ROUNDS	1,574		1,777		(203)	2,398	(824)	28,856	29,059
0		200		(200)	445	(445)	TOTAL RESTAURANT COVERS	0		200		(200)	445	(445)	19,100	19,300
0		0		0	0	0	TOTAL BANQUET COVERS	0		0		0	83	(83)	1,100	1,100
Revenues																
4,208	6%	8,320	9%	(4,112)	11,855	(7,647)	LOYALTY PASS INITIATION FEES	17,668	15%	16,985	13%	683	22,740	(5,072)	110,963	110,280
16,480	25%	6,000	7%	10,480	18,563	(2,083)	ANNUAL PASS INITIATION FEES	21,524	18%	12,600	10%	8,924	25,181	(3,657)	88,124	79,200
26,355	41%	44,780	51%	(18,425)	58,739	(32,384)	GREEN FEES	37,529	32%	48,626	38%	(11,097)	64,888	(27,359)	858,444	869,541
6,263	10%	6,935	8%	(673)	12,890	(6,628)	DRIVING RANGE	13,578	11%	12,045	9%	1,533	15,547	(1,970)	132,934	131,401
5,471	8%	12,996	15%	(7,525)	15,263	(9,792)	GOLF CART RENTALS	14,104	12%	22,572	18%	(8,468)	20,005	(5,901)	237,774	246,242
664	1%	980	1%	(316)	1,137	(473)	OTHER & MISCELLANEOUS GOLF	957	1%	1,260	1%	(303)	1,489	(532)	10,697	11,000
2,185	3%	3,800	4%	(1,615)	5,441	(3,256)	GOLF SHOP MERCHANDISE	6,360	5%	7,433	6%	(1,073)	7,709	(1,349)	119,524	120,597
3,312	5%	3,896	4%	(584)	5,062	(1,750)	F&B ON-COURSE	6,493	5%	6,208	5%	285	6,802	(309)	73,253	72,968
9	0%	500	1%	(491)	3,389	(3,380)	F&B RESTAURANT	9	0%	500	0%	(491)	3,389	(3,380)	142,315	142,806
0	0%	0	0%	0	1,576	(1,576)	F&B BANQUET	0	0%	0	0%	0	1,576	(1,576)	21,450	21,450
64,947	100%	88,207	100%	(23,260)	133,915	(68,968)	TOTAL REVENUES	118,222	100%	128,229	100%	(10,007)	169,326	(51,104)	1,795,478	1,805,485
Less: Cost of Sales																
1,653	76%	2,664	70%	1,012	3,756	2,104	GOLF SHOP MERCHANDISE	6,338	100%	5,210	70%	(1,128)	5,601	(737)	85,667	84,539
839	25%	1,504	34%	665	6,005	5,166	FOOD & BEVERAGE	3,082	47%	2,284	34%	(798)	6,569	3,487	83,858	83,060
2,492		4,168		1,676	9,761	7,269	TOTAL COST OF SALES	9,420		7,494		(1,926)	12,170	2,750	169,525	167,599
62,455		84,039		(21,584)	124,154	(61,699)	GROSS PROFIT	108,802		120,735		(11,933)	157,156	(48,354)	1,625,953	1,637,886
Payroll and Benefits																
10,351	16%	11,135	13%	784	11,403	1,052	GOLF OPERATIONS	31,637	27%	26,731	21%	(4,906)	26,994	(4,643)	199,265	194,359
11,228	17%	16,876	19%	5,648	15,430	4,202	GOLF COURSE MAINTENANCE	31,691	27%	42,438	33%	10,747	41,318	9,627	303,791	314,538
1,918	3%	3,903	4%	1,985	2,564	646	FOOD & BEVERAGE	2,120	2%	3,903	3%	1,783	2,089	(31)	82,867	84,650
163	0%	10,324	12%	10,161	5,667	5,504	GENERAL & ADMINISTRATIVE	(2,239)	-2%	30,972	24%	33,211	16,143	18,382	90,677	123,888
23,660	36%	42,238	48%	18,578	35,064	11,404	TOTAL PAYROLL AND BENEFITS	63,209	53%	104,044	81%	40,835	86,544	23,335	676,600	717,435
Operating Expenses																
449	1%	1,100	1%	651	894	445	GOLF OPERATIONS	810	1%	5,450	4%	4,640	1,579	769	32,510	37,150
6,946	11%	5,697	6%	(1,249)	4,891	(2,055)	GOLF COURSE MAINTENANCE	9,321	8%	12,017	9%	2,696	7,300	(2,021)	154,722	157,418
935	1%	2,000	2%	1,065	936	1	COURSE ELECTRIC & WATER PUMPING	3,261	3%	4,000	3%	739	2,527	(734)	24,261	25,000
483	1%	1,065	1%	582	856	373	FOOD & BEVERAGE	1,269	1%	1,945	2%	676	1,215	(54)	24,679	25,355
3,062	5%	4,748	5%	1,686	3,533	471	GENERAL & ADMINISTRATIVE	9,260	8%	8,186	6%	(1,074)	9,123	(137)	73,218	72,144
1,610	2%	1,150	1%	(460)	4,653	3,043	MARKETING	6,563	6%	7,950	6%	1,387	6,296	(267)	34,913	36,300
3,710	6%	4,800	5%	1,090	4,875	1,165	CLUBHOUSE	12,181	10%	12,750	10%	569	10,822	(1,359)	67,806	68,375
17,194	26%	20,560	23%	3,366	20,638	3,444	TOTAL OPERATING EXPENSES	42,664	36%	52,298	41%	9,634	38,862	(3,802)	412,108	421,742
40,854	63%	62,798	71%	21,944	55,702	14,848	TOTAL PAYROLL AND OPERATING EXPENSES	105,873	90%	156,342	122%	50,469	125,406	19,533	1,088,708	1,139,177
21,601	33%	21,241	24%	360	68,452	(46,851)	NET OPERATING INCOME	2,929		(35,607)		38,536	31,750	(28,821)	537,245	498,709
Fixed Assets & Misc. Expenses																
(27,233)	-42%	0	0%	27,233	54,662	81,895	MANAGEMENT FEE	(108,387)	-92%	0	0%	108,387	(13,672)	94,715	(108,387)	0
11,663	18%	11,665	13%	2	12,829	1,166	MAINTENANCE EQUIPMENT LEASES	34,988	30%	34,995	27%	7	39,093	4,105	139,973	139,980
0	0%	0	0%	0	0	0	GOLF CART LEASES	0	0%	0	0%	0	0	0	44,400	44,400
1,931	3%	2,000	2%	69	883	(1,048)	INSURANCE (NON WORKERS' COMP)	5,793	5%	6,000	5%	207	5,586	(207)	23,793	24,000
0	0%	0	0%	0	78	78	INTEREST AND DEPRECIATION (DEBT SERVICE)	0	0%	0	0%	0	234	234	180,000	180,000
12	0%	0	0%	(12)	0	(12)	MISCELLANEOUS	12	0%	0	0%	(12)	509	497	12	0
(13,627)		13,665	15%	27,292	68,452	82,079	TOTAL FIXED ASSETS & MISC. EXPENSES	(67,594)	-57%	40,995	32%	108,589	31,750	99,344	279,791	388,380
35,228	54%	7,576	9%	27,652	0	35,228	NET INCOME	70,523	60%	(76,602)	-60%	147,125	0	70,523	257,454	110,329
54%	0%	9%	0%	45%	0%	54%	NET INCOME %	60%	0%	-60%	0%	120%	0%	60%	0%	6%
\$23.30		\$27.73		(\$4.43)	\$27.28	(\$3.98)	Avg. \$ Green Fee per Green Fee Round	\$23.84		\$27.36		(\$3.52)	\$25.70	(\$1.85)	\$29.75	\$29.92
\$4.67		\$3.65		\$1.02	\$4.89	(\$0.23)	Avg. \$ Driving Range per Facility Round	\$3.02		\$3.65		(\$0.50)	\$2.60	\$0.56	\$3.59	\$3.65
\$4.08		\$6.84		(\$2.76)	\$5.79	(\$1.72)	Avg. \$ Cart Fee per Facility Round	\$3.27		\$6.84		(\$3.57)	\$3.75	(\$0.48)	\$6.42	\$6.84
\$0.49		\$0.52		(\$0.02)	\$0.43	\$0.06	Avg. \$ Other Golf Revenue per Facility Round	\$0.22		\$0.38		(\$0.16)	\$0.23	(\$0.01)	\$0.29	\$0.31
\$1.63		\$2.00		(\$0.37)	\$2.07	(\$0.44)	Avg. \$ Merchandise per Facility Round	\$1.48		\$2.25		(\$0.78)	\$1.70	(\$0.23)	\$3.23	\$3.35
\$2.47		\$2.05		\$0.42	\$1.92	\$0.55	Avg. \$ F&B On Course per Facility Round	\$1.51		\$1.88		(\$0.37)	\$3.80	(\$2.29)	\$1.98	\$2.03
\$0.00		\$2.50		(\$2.50)	\$0.00	\$0.00	Avg. \$ F&B Restaurant per Restaurant Cover	\$0.00		\$2.50		(\$2.50)	\$2.54	(\$2.54)	\$7.45	\$7.40
\$0.00		\$0.00		\$0.00	\$0.00	\$0.00	Avg. \$ F&B Banquets per Banquet Cover	\$0.00		\$0.00		\$0.00	\$6.33	(\$6.33)	\$19.50	\$19.50
43		61		(18)	85	(42)	Average Rounds per Day	48		37		11	49	(1)	101	99

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - GOLF
FOR THE PERIOD ENDED
March 2013

Month-to-date			Account	Year-to-date		
Actual	Budget	VAR - F (U)		Actual	Budget	VAR - F (U)
4,208.00	8,320.00	(4,112.00)	Loyalty Club Membership - GOLF	17,667.99	16,985.00	682.99
16,480.00	6,000.00	10,480.00	Annual Pass Membership - GOLF	21,524.00	12,600.00	8,924.00
26,355.10	44,780.00	(18,424.90)	Green Fees Revenue - GOLF	37,529.11	48,626.00	(11,096.89)
5,471.40	12,825.00	(7,353.60)	Golf Cart Fees - GOLF	14,104.40	22,275.00	(8,170.60)
0.00	171.00	(171.00)	Pull Cart Rental - GOLF	0.00	297.00	(297.00)
6,262.50	6,935.00	(672.50)	Driving Range Fees - GOLF	13,577.50	12,045.00	1,532.50
184.19	380.00	(195.81)	Club Rental - GOLF	326.68	660.00	(333.32)
480.00	600.00	(120.00)	Handicap Fees - GOLF	540.00	600.00	(60.00)
0.00	0.00	0.00	Miscellaneous Revenue - GOLF	89.94	0.00	89.94
59,441.19	80,011.00	(20,569.81)	Total Department Revenue	105,359.62	114,088.00	(8,728.38)
10,351.38	11,135.00	783.62	Total Salaries and Related Benefits	31,637.02	26,731.00	(4,906.02)
17%	14%			30%	23%	

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - GOLF
FOR THE PERIOD ENDED
March 2013

Actual	Month-to-date Budget	VAR - F (U)	Account	Actual	Year-to-date Budget	VAR - F (U)
0.00	150.00	150.00	Expendable Supplies - GOLF	0.00	150.00	150.00
0.00	50.00	50.00	Cart Supplies - GOLF	0.00	50.00	50.00
400.00	600.00	200.00	Handicap Expenses - GOLF	600.00	600.00	0.00
0.00	150.00	150.00	Office Supplies - GOLF	15.99	250.00	234.01
0.00	50.00	50.00	Recruiting and Relocation - GOLF	0.00	100.00	100.00
0.00	0.00	0.00	Non-Capital Equipment - GOLF	0.00	4,000.00	4,000.00
1.02	0.00	(1.02)	Cash Over/Short - GOLF	(11.80)	0.00	11.80
0.00	100.00	100.00	Gift and Promotions - GOLF	0.00	300.00	300.00
48.00	0.00	(48.00)	Miscellaneous Expense - GOLF	205.49	0.00	(205.49)
449.02	1,100.00	650.98	Total Departmental Overhead Expenses	809.68	5,450.00	4,640.32
\$59,441.19	\$80,011.00	(\$20,569.81)	Total Revenue	\$105,359.62	\$114,088.00	(\$8,728.38)
\$10,800.40	18% \$12,235.00	15% \$1,434.60	Total Expenses	\$32,446.70	31% \$32,181.00	28% (\$265.70)
\$48,640.79	\$67,776.00	(\$19,135.21)	Total Net Income (Loss)	\$72,912.92	\$81,907.00	(\$8,994.08)

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - MERCHANDISE
FOR THE PERIOD ENDED
March 2013

Month-to-date			Year-to-date			Account	Year-to-date		
Actual	Budget	VAR - F (U)	Actual	Budget	VAR - F (U)		Actual	Budget	VAR - F (U)
499.53	1,140.00	(640.47)				Soft Goods Sales - MDSE	1,127.80	2,230.00	(1,102.20)
1,685.07	2,660.00	(974.93)				Hard Good Sales - MDSE	5,232.47	5,203.00	29.47
2,184.60	3,800.00	(1,615.40)				Total Department Revenue	6,360.27	7,433.00	(1,072.73)
1,335.13	2,664.00	(1,328.87)	61%	70%		Cost of Sales Merchandise - MDSE	5,602.01	5,210.00	392.01
(181.92)	0.00	(181.92)	-8%	0%		Invoice Discounts Merchandise - MDSE	(184.52)	0.00	(184.52)
359.48	0.00	359.48	16%	0%		Freight - Golf Merchandise - MDSE	720.17	0.00	720.17
139.81	0.00	139.81	6%	0%		Inventory Adjustments - MDSE	200.07	0.00	200.07
1,652.50	2,664.00	(1,011.50)	76%	70%		Total Cost of Sales	6,337.73	5,210.00	1,127.73
0.00	0.00	0.00	0%	0%		Total Salaries and Benefits	0.00	0.00	0.00
0.00	0.00	0.00				Total Departmental Overhead Expenses	0.00	0.00	0.00
\$2,184.60	\$3,800.00	(\$1,615.40)				Total Revenue	\$6,360.27	\$7,433.00	(\$1,072.73)
\$1,652.50	\$2,664.00	(\$1,011.50)	76%	70%		Total Cost of Sales	\$6,337.73	\$5,210.00	\$1,127.73
\$0.00	\$0.00	\$0.00	0%	0%		Total Expenses	\$0.00	\$0.00	\$0.00
\$532.10	\$1,136.00	(\$603.90)				Total Net Income (Loss)	\$22.54	\$2,223.00	(\$2,200.46)

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - GOLF COURSE MAINTENANCE
FOR THE PERIOD ENDED
March 2013

Month-to-date			Account	Year-to-date		
Actual	Budget	VAR - F (U)		Actual	Budget	VAR - F (U)
0.00	0.00	0.00	Total Department Revenue	0.00	0.00	0.00
11,227.71	16,876.00	5,648.29	Total Salaries and Benefits	31,690.52	42,438.00	10,747.48
23.88	150.00	126.12	Expendable Supplies - GCM	23.88	350.00	326.12
1,000.00	1,000.00	0.00	Fertilizer and Chemicals - GCM	1,000.00	1,000.00	0.00
1,000.00	1,000.00	0.00	Fuel and Lubricants - GCM	771.56	1,000.00	228.44
63.96	0.00	(63.96)	Small Tools and Equipment - GCM	63.96	0.00	(63.96)
2,839.37	0.00	(2,839.37)	Tee and Green Equipment - GCM	2,839.37	0.00	(2,839.37)
0.00	150.00	150.00	Building Structures - GCM	0.00	150.00	150.00
0.00	0.00	0.00	Irrigation System - GCM	(159.89)	0.00	159.89
0.00	500.00	500.00	Equipment Repair - GCM	71.94	1,500.00	1,428.06
0.00	267.00	267.00	Lakes and Buffers - GCM	0.00	267.00	267.00
0.00	25.00	25.00	Office Supplies - GCM	0.00	75.00	75.00
0.00	100.00	100.00	Recruiting and Relocation - GCM	0.00	100.00	100.00
0.00	0.00	0.00	Dues and Subscriptions - GCM	160.00	160.00	0.00
0.00	0.00	0.00	Travel and Mileage - GCM	0.00	1,700.00	1,700.00
0.00	0.00	0.00	Equipment Rental - GCM	(1,482.76)	0.00	1,482.76
0.00	0.00	0.00	Non-Capital Equipment - GCM	700.00	700.00	0.00
1,000.00	1,000.00	0.00	Uniforms - GCM	1,000.00	1,000.00	0.00
429.33	400.00	(29.33)	Laundry and Linen - GCM	1,436.50	1,200.00	(236.50)
496.48	305.00	(191.48)	Telephone - GCM	1,070.39	915.00	(155.39)
0.00	250.00	250.00	Refuse Disposal - GCM	400.00	400.00	0.00
125.02	250.00	124.98	Electricity - GCM	404.90	750.00	345.10
(266.65)	25.00	291.65	Water - GCM	84.60	75.00	(9.60)
(51.67)	25.00	76.67	Sewer - GCM	101.27	75.00	(26.27)
211.04	125.00	(86.04)	Natural Gas - GCM	760.35	375.00	(385.35)
0.00	50.00	50.00	Pest Control - GCM	0.00	150.00	150.00
74.85	75.00	0.15	Building Security - GCM	74.85	75.00	0.15
6,945.61	5,697.00	(1,248.61)	Total Departmental Overhead Expenses	9,320.92	12,017.00	2,696.08
\$0.00	\$0.00	\$0.00	Total Revenue	\$0.00	\$0.00	\$0.00
\$18,173.32	\$22,573.00	\$4,399.68	Total Expenses	\$41,011.44	\$54,455.00	\$13,443.56
(\$18,173.32)	(\$22,573.00)	\$4,399.68	Total Net Income (Loss)	(\$41,011.44)	(\$54,455.00)	\$13,443.56

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - ELECTRIC AND PUMPING
FOR THE PERIOD ENDED
March 2013

Actual	Month-to-date Budget	VAR - F (U)	Account	Actual	Year-to-date Budget	VAR - F (U)
935.12	2,000.00	1,064.88	Electricity Pumping Costs - PUMP	3,260.57	4,000.00	739.43
935.12	2,000.00	1,064.88	Total Departmental Overhead Expenses	3,260.57	4,000.00	739.43

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - F&B
FOR THE PERIOD ENDED
March 2013

Actual		Month-to-date Budget		VAR - F (U)	Account	Actual		Year-to-date Budget		VAR - F (U)
0.00		500.00		(500.00)	Food Restaurant - F&B	0.00		500.00		(500.00)
448.77		285.00		163.77	Food Beverage Cart - F&B	959.40		495.00		464.40
30.47		289.00		(258.53)	Liquor Beverage Cart - F&B	30.47		457.00		(426.53)
2,157.66		2,347.00		(189.34)	Beer Beverage Cart - F&B	4,062.50		3,713.00		349.50
0.00		72.00		(72.00)	Wine Beverage Cart - F&B	0.00		114.00		(114.00)
8.54		0.00		8.54	Non-alcoholic Restaurant - F&B	8.54		0.00		8.54
675.40		903.00		(227.60)	Non-alcoholic Beverage Cart - F&B	1,440.75		1,429.00		11.75
3,320.84		4,396.00		(1,075.16)	Total Department Revenue	6,501.66		6,708.00		(206.34)
109.62	24%	306.00	39%	196.38	Cost of Sales - FOOD - F&B	392.69	41%	388.00	39%	(4.69)
0.00	0%	81.00	28%	81.00	Cost of Sales - LIQUOR - F&B	0.00	0%	129.00	28%	129.00
433.44	20%	751.00	32%	317.56	Cost of Sales - BEER - F&B	1,145.03	28%	1,187.00	32%	41.97
0.00	N/M	23.00	32%	23.00	Cost of Sales - WINE - F&B	0.00	N/M	37.00	32%	37.00
296.16	43%	343.00	38%	46.84	Cost of Sales - Non-alcoholic - F&B	1,055.23	73%	543.00	38%	(512.23)
0.00	0%	0.00	0%	0.00	Spoilage - F&B	489.12	51%	0.00	0%	(489.12)
839.22	25%	1,504.00	34%	664.78	Total Cost of Sales	3,082.07	47%	2,284.00	34%	(798.07)
1,918.15	58%	3,903.00	89%	1,984.85	Total Salaries and Benefits	2,120.24	33%	3,903.00	58%	1,782.76

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - F&B
FOR THE PERIOD ENDED
March 2013

Month-to-date				Account	Year-to-date					
Actual	Budget	VAR - F (U)			Actual	Budget	VAR - F (U)			
0.00	250.00	250.00		Expendable Supplies - F&B	0.00	450.00	450.00			
0.00	50.00	50.00		Kitchen and Bar Utensils - F&B	0.00	50.00	50.00			
169.77	50.00	(119.77)		Restaurant Repairs - F&B	169.77	50.00	(119.77)			
0.00	0.00	0.00		Equipment Repair - F&B	72.59	0.00	(72.59)			
0.00	25.00	25.00		Office Supplies - F&B	0.00	25.00	25.00			
175.00	275.00	100.00		Contract Services - F&B	525.00	625.00	100.00			
115.57	115.00	(0.57)		Equipment Rental - F&B	479.06	345.00	(134.06)			
22.68	0.00	(22.68)		Laundry and Linen - F&B	22.68	0.00	(22.68)			
0.00	150.00	150.00		Cleaning Supplies - F&B	0.00	250.00	250.00			
0.00	50.00	50.00		Licenses and Permits - F&B	0.00	50.00	50.00			
0.00	100.00	100.00		Safety Equipment - F&B	0.00	100.00	100.00			
483.02	1,065.00	581.98		Total Departmental Overhead Expenses	1,269.10	1,945.00	675.90			
\$3,320.84				Total Revenues	\$6,501.66	\$6,708.00	(\$206.34)			
\$3,240.39	98%	\$6,472.00	147%	\$3,231.61	\$6,471.41	100%	\$8,132.00	121%		
				Total Expenses			\$1,660.59			
\$80.45	2%	(\$2,076.00)	-47%	\$2,156.45	\$30.25	0%	(\$1,424.00)	-21%		
				Total Net Income (Loss)			\$1,454.25			
Memo:										
\$109.62	24%	\$306.00	39%	196.38	Cost of Sales - Food	\$392.69	41%	\$388.00	39%	(4.69)
\$729.60	25%	\$1,198.00	33%	468.40	Cost of Sales - Excluding food	\$2,689.38	49%	\$1,896.00	33%	(793.38)

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - GENERAL AND ADMINISTRATIVE
FOR THE PERIOD ENDED
March 2013

Month-to-date			Year-to-date							
Actual	Budget	VAR - F (U)	Account	Actual	Budget	VAR - F (U)				
0.00	0.00	0.00	Total Department Revenue	0.00	0.00	0.00				
163.02	0%	10,324.00	12%	10,160.98	Total Salaries and Benefits	(2,238.96)	-2%	30,972.00	24%	33,210.96
0.00	100.00	100.00	Office Supplies - G&A	0.00	100.00	100.00				
0.00	150.00	150.00	Postage - G&A	0.00	250.00	250.00				
976.34	1,329.00	352.66	Contract Services - G&A	2,328.67	2,487.00	158.33				
16.53	50.00	33.47	Freight and Delivery - G&A	16.53	100.00	83.47				
0.00	0.00	0.00	Travel and Mileage - G&A	327.01	0.00	(327.01)				
0.00	130.00	130.00	Equipment Rental - G&A	358.26	390.00	31.74				
0.00	200.00	200.00	Uniforms - G&A	0.00	200.00	200.00				
0.00	75.00	75.00	Telephone - G&A	0.00	225.00	225.00				
0.00	435.00	435.00	Computer Supplies and Repair - G&A	145.00	435.00	290.00				
149.53	250.00	100.47	Bank Fees - G&A	419.55	750.00	330.45				
666.87	416.00	(250.87)	Payroll Processing Fees - G&A	2,208.91	866.00	(1,342.91)				
1.00	0.00	(1.00)	Other Processing Fees - G&A	33.20	0.00	(33.20)				
758.39	1,588.00	829.61	Credit Card Charges - G&A	1,762.84	2,308.00	545.16				
492.92	0.00	(492.92)	Management Reimbursables - G&A	1,659.61	0.00	(1,659.61)				
0.00	25.00	25.00	Miscellaneous Expense - G&A	0.00	75.00	75.00				
3,061.58	4,748.00	1,686.42	Total Departmental Overhead Expenses	9,259.58	8,186.00	(1,073.58)				
\$0.00	\$0.00	\$0.00	Total Revenue	\$0.00	\$0.00	\$0.00				
\$3,224.60	\$15,072.00	\$11,847.40	Total Expenses	\$7,020.62	\$39,158.00	\$32,137.38				
(\$3,224.60)	(\$15,072.00)	\$11,847.40	Total Net Income (Loss)	(\$7,020.62)	(\$39,158.00)	\$32,137.38				

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - MARKETING
FOR THE PERIOD ENDED
March 2013

Month-to-date			Year-to-date			
Actual	Budget	VAR - F (U)	Account	Actual	Budget	VAR - F (U)
0.00	0.00	0.00	Total Department Revenue	0.00	0.00	0.00
0.00	0.00	0.00	Total Salaries and Benefits	0.00	0.00	0.00
0.00	150.00	150.00	Printing and Stationery - MKTG	299.48	450.00	150.52
0.00	0.00	0.00	Postage - MKTG	153.42	0.00	(153.42)
800.00	1,000.00	200.00	Contract Services - MKTG	2,900.00	3,000.00	100.00
0.00	0.00	0.00	Public and Employee Relations - MKTG	200.00	0.00	(200.00)
0.00	0.00	0.00	Advertising and Printing - MKTG	1,300.00	2,400.00	1,100.00
0.00	0.00	0.00	Collateral Material - MKTG	900.00	1,500.00	600.00
810.00	0.00	(810.00)	Creative Costs - MKTG	810.00	600.00	(210.00)
1,610.00	1,150.00	(460.00)	Total Departmental Overhead Expenses	6,562.90	7,950.00	1,387.10
\$0.00	\$0.00	\$0.00	Total Revenue	\$0.00	\$0.00	\$0.00
\$1,610.00	\$1,150.00	(\$460.00)	Total Expenses	\$6,562.90	\$7,950.00	\$1,387.10
(\$1,610.00)	(\$1,150.00)	(\$460.00)	Total Net Income (Loss)	(\$6,562.90)	(\$7,950.00)	\$1,387.10

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - CLUBHOUSE
FOR THE PERIOD ENDED
March 2013

Month-to-date			Account	Year-to-date		
Actual	Budget	VAR - F (U)		Actual	Budget	VAR - F (U)
0.00	0.00	0.00	Total Department Revenue	0.00	0.00	0.00
0.00	0.00	0.00	Total Salaries and Benefits	0.00	0.00	0.00
0.00	250.00	250.00	Expendable Supplies - CLUB	0.00	650.00	650.00
0.00	500.00	500.00	Building Structures - CLUB	0.00	1,000.00	1,000.00
0.00	200.00	200.00	Equipment Repair - CLUB	0.00	300.00	300.00
748.14	1,307.00	558.86	Contract Services - CLUB	3,360.11	3,921.00	560.89
358.00	358.00	0.00	Equipment Rental - CLUB	1,074.00	1,074.00	0.00
0.00	50.00	50.00	Cleaning Supplies - CLUB	0.00	150.00	150.00
300.91	325.00	24.09	Refuse Disposal - CLUB	900.49	975.00	74.51
1,083.53	1,000.00	(83.53)	Electricity - CLUB	4,215.73	2,000.00	(2,215.73)
450.83	150.00	(300.83)	Water - CLUB	663.52	450.00	(213.52)
90.83	50.00	(40.83)	Sewer - CLUB	132.43	150.00	17.57
74.57	50.00	(24.57)	Safety Equipment - CLUB	91.66	150.00	58.34
506.59	250.00	(256.59)	Natural Gas - CLUB	1,307.49	950.00	(357.49)
0.00	160.00	160.00	Pest Control - CLUB	0.00	480.00	480.00
96.12	150.00	53.88	Building Security - CLUB	435.60	500.00	64.40
3,709.52	4,800.00	1,090.48	Total Departmental Overhead Expenses	12,181.03	12,750.00	568.97
\$0.00	\$0.00	\$0.00	Total Revenue	\$0.00	\$0.00	\$0.00
\$3,709.52	\$4,800.00	\$1,090.48	Total Expenses	\$12,181.03	\$12,750.00	\$568.97
(\$3,709.52)	(\$4,800.00)	\$1,090.48	Total Net Income (Loss)	(\$12,181.03)	(\$12,750.00)	\$568.97

COAL CREEK GOLF COURSE
DEPARTMENTAL INCOME STATEMENT - MISCELLANEOUS
FOR THE PERIOD ENDED
March 2013

Actual	Month-to-date Budget	VAR - F (U)	Account	Actual	Year-to-date Budget	VAR - F (U)
0.02	0.00	0.02	Interest Income - MISC	0.03	0.00	0.03
0.02	0.00	0.02	Total Department Revenue	0.03	0.00	0.03
(27,232.55)	0.00	27,232.55	WGP Management Fee - MISC	(108,386.94)	0.00	108,386.94
1,931.13	2,000.00	68.87	Insurance Expense (Non W/C) - MISC	5,793.39	6,000.00	206.61
11,662.68	11,665.00	2.32	Leases - Maintenance Equipment - MISC	34,988.04	34,995.00	6.96
11.94	0.00	(11.94)	Miscellaneous Expense	11.94	0.00	(11.94)
(13,626.80)	13,665.00	27,291.80	Total Departmental Overhead Expenses	(67,593.57)	40,995.00	108,588.57
\$0.02	\$0.00	\$0.02	Total Revenue	\$0.03	\$0.00	\$0.03
(\$13,626.80)	\$13,665.00	\$27,291.80	Total Expenses	(\$67,593.57)	\$40,995.00	\$108,588.57
\$13,626.82	(\$13,665.00)	(\$27,291.78)	Total Net Income (Loss)	\$67,593.60	(\$40,995.00)	(\$108,588.54)





RESERVED
PARKING
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