

**Hérons Glen Recreation District  
FUND BALANCE REPORT  
As of Dec 31, 2021**

ACCOUNT DESCRIPTION	BANK NAME	GL ACCT#	INT RATE	ACCT TYPE		
<b>OPERATING ACCOUNTS</b>						
	Petty Cash	00-1010	0.00%	Cash, Petty	\$200	
	FineMark - Operating	00-1138	0.01%	Cash, Operating	\$739,545	
	SBA Fund A - Florida Prime - Operating	00-1051	0.13%	Cash, Operating	\$3	
<b>TOTAL OPERATING ACCOUNTS</b>						<u>\$739,748</u>
<b>RESERVES</b>						
<b>DEFERRED MAINTENANCE</b>						
	FineMark Bank - Deferred Maintenance	00-1142	0.01%	Cash, Reserved	\$289,392	
	SBA Fund A - Florida Prime - Deferred Maintenance	00-1131	0.13%	Cash, Reserved	\$219,525	
<b>TOTAL DEFERRED MAINTENANCE</b>						<u>\$508,917</u>
<b>CAPITAL RESERVE</b>						
	FineMark Bank - Capital	00-1088	0.01%	Cash, Reserved	\$348,246	
	FineMark Bank - Long Term Capital Reserve Fund	00-1089	0.01%	Cash, Reserved	\$334,806	
	SBA Fund A - Florida Prime - Capital Fund	00-1130	0.13%	Cash, Reserved	\$859,558	
	SBA Fund A - Florida Prime - Long Term Capital Reserve Fund	00-1132	0.13%	Cash, Reserved	\$1,629,308	
<b>TOTAL CAPITAL RESERVE</b>						<u>\$3,171,917</u>
<b>UNINSURED LOSSES RESERVE</b>						
	FineMark Money Market - Uninsured Losses Reserve Fund	00-1134	0.20%	Cash, Reserved	\$0	
	SBA Fund A - Florida Prime - Uninsured Losses Reserve Fund	00-1141	0.13%	Cash, Reserved	\$350,096	
<b>TOTAL UNINSURED LOSSES RESERVE</b>						<u>\$350,096</u>
<b>PROJECTS</b>						
	FineMark Money Market - GCM Special Improvements Fund	00-1128	0.20%	Cash, Reserved	\$759	
	SBA Fund A - Florida Prime - Golf Course Special Improvements Fund	00-1144	0.13%	Cash, Reserved	\$425,355	
<b>TOTAL PROJECTS</b>						<u>\$426,113</u>
	2020 Bond Funds - 0000 - Revenue Fund	00-1410			\$1,649,369	
	2020 Bond Funds - 0001 - Interest Fund	00-1411			\$0	
	2020 Bond Funds - 0008 - Acquisition & Construction Fund	00-1417			\$6,851,355	
	2020 Bond Funds - 0009 - Cost of Issuance Fund	00-1418			\$0	
	2020 Bond Funds - 0004 - Debt Reserve Fund	00-1419			\$444,072	
<b>TOTAL RESERVE ACCOUNTS</b>						<u>\$8,944,796</u>
<b>TOTAL RESERVE ACCOUNTS</b>						<u>\$13,401,840</u>

**Hérons Glen Recreation District**  
**BALANCE SHEET Dec 31, 2021**

**ASSETS**

as at Dec 31, 2021

Last Fiscal Year End

**CASH & CASH EQUIVALENTS**

Cash, petty	\$ 200	\$ 200
Cash, Operating	739,548	1,018,126
Cash, Reserved	4,457,044	4,511,060
<b>TOTAL CASH &amp; CASH EQUIVALENTS</b>	<b>5,196,792</b>	<b>5,529,386</b>

Accounts receivable	945,889	28,222
Accounts Receivable, Other	21,397	12,104
Accounts Receivable, Sub-Associations	(68,780)	-
Allowance for Bad Debt	(1,000)	(1,000)
Inventory, Pro Shop	-	22,015
Inventory, Restaurant	44,681	32,248
Inventory, Gas	3,855	5,009
Prepaid	114,307	52,157
PR Benefits Clearing	(0)	(622)
Gratuities Clearing	(5,166)	(4,121)
Employee Christmas Fund	385	109
<b>TOTAL CURRENT ASSETS</b>	<b>6,252,361</b>	<b>5,675,506</b>

**RESTRICTED ASSETS**

2020 Series Bond Funds - Revenue Fund	1,649,369	460,535
2020 Series Bond Funds - Acquisition & Construction Fund	6,851,355	7,373,006
2020 Series Bond Funds - Debt Reserve Fund	444,072	444,072
<b>TOTAL RESTRICTED ASSETS</b>	<b>8,944,796</b>	<b>8,277,613</b>

**WORK IN PROCESS**

WIP - CLUBHOUSE IMPROVEMENTS - BOND	82,337	82,337
WIP - GOLF COURSE RENOVATION - BOND	5,785,570	5,720,002
WIP - CLIS - BOND	130,849	100,972
WIP - RESTAURANT - BOND	27,239	27,239
WIP - STORAGE BUILDING - BOND	35,180	34,680
WIP - MISCELLANEOUS SMALL CAPITAL PROJECTS	6,800	-
WIP - CART/PEDESTRIAN BRIDGE - BOND	500	500
WIP - DRIVING RANGE RESTROOM	13,695	13,195
WIP -- BOCCE COURTS - BOND	23,390	16,690
WIP - POOL DECK - BOND	16,365	15,865
WIP - PICKLEBALL COURTS - BOND	19,212	18,365
WIP - PERMEATION RETENTION - BOND	59,749	-
WIP - MULTI-USE PATH - BOND	23,559	-
<b>TOTAL WORK IN PROCESS</b>	<b>6,224,445</b>	<b>6,029,845</b>

**PROPERTY, PLANT & EQUIPMENT**

Capital Projects, other	1,984,725	1,984,725
Real Property and Improvements	4,617,690	4,617,690
Equipment	2,098,874	2,098,874
Property & Improvements	1,109,293	1,109,293

**Hérons Glen Recreation District**  
**BALANCE SHEET Dec 31, 2021**

**ASSETS**

	as at Dec 31, 2021	Last Fiscal Year End
Golf Course Project	1,299,200	1,299,200
CLIS System	1,540,279	1,540,279
Parking Lot Project	999,724	999,724
CLIS - Pump Stations	135,000	135,000
Effluent Storage	373,295	373,295
Clubhouse Project	320,927	320,927
Golf Course Maintenance	1,374,324	1,374,324
Storm Drain Project	36,200	36,200
Fitness Center	983,011	983,011
Restaurant Renovation	2,401,176	2,401,176
Accumulated Depreciation	(12,693,271)	(12,490,527)
<b>TOTAL NET PROPERTY, PLANT &amp; EQUIP</b>	6,580,448	6,783,192

**LAND**

Land Original	11,720,482	11,720,482
Land-WasteWater/Maintenance	538,962	538,962
Land-Pump House-Mystic Way	30,000	30,000
<b>TOTAL LAND</b>	12,289,444	12,289,444

**OTHER ASSETS**

Special Assessment Receivable	28,620,000	28,620,000
2020 Series Bond Insurance Premium	248,919	248,919
Deposits, Long Term	118,441	2,900
Hole In One Account	(1,175)	(912)
<b>TOTAL OTHER ASSETS</b>	28,986,185	28,870,907

**TOTAL ASSETS**

	\$ 69,277,679		\$ 67,926,507
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**LIABILITIES & FUND EQUITY**

**CURRENT LIABILITIES**

**PAYABLE FROM CURRENT ASSETS**

Accounts Payable, Trade	378,038	455,681
Accrued Interest	-	370,250
Golf Shop Consignment Sales Payable	3,484	-
Sales taxes payable	354	56,019
Accrued expenses	77,784	217,190
Capital Lease - Current	113,918	113,918
Deposits - Ballroom & Locker	760	685
Gift Cards & Groupons	32,301	28,994
Credit Book	6,478	5,792
Hole In One Club	400	1,200
2020 Series Bonds Payable - Short Term	895,000	895,000
	1,508,516	2,144,728

Base assessments	470,454	14,650
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**Hérons Glen Recreation District**  
**BALANCE SHEET Dec 31, 2021**

<b>ASSETS</b>	<b>as at Dec 31, 2021</b>	<b>Last Fiscal Year End</b>
Deferred Capital Reserve	91,000	2,406
Deferred assessment, maint. reserv	83,200	2,112
Deferred assmnts, User fees	104,358	1,206
Deferred Golf Annual Dues	840,364	984,510
Deferred Annual Range & Handicap	6,837	5,061
Advanced Ticket Sales	48,884	-
<b>TOTAL PAYABLE FROM CURRENT ASSETS</b>	3,153,613	3,154,673
 <b>LONG-TERM LIABILITIES</b>		
2020 Series Bonds Payable	27,725,000	27,725,000
2020 Series Bonds Payable - Premium/Discount	1,918,569	1,918,569
2020 Series Bonds - Deferred Outflow (Inflow) on Refunding	(844,069)	(844,069)
Capital Lease-Long Term	150,926	150,926
<b>TOTAL LONG-TERM LIABILITIES</b>	28,950,426	28,950,426
 <b>FUND EQUITY</b>		
Contributed Capital	39,627,310	39,627,310
Association Equity (Deficit)	(4,796,018)	(4,796,018)
Profit/(Loss)	1,491,487	139,256
Retained Earnings-Reserved	850,861	850,861
<b>TOTAL FUND EQUITY(DEFICIT)</b>	37,173,640	35,821,408
 <b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	\$ 69,277,679	\$ 67,926,507

**Hérons Glen Recreation District**

**Income Statement**

**Dec 31, 2021**

Non-Golf Operations	This Month				Year to Date				Annual Budgets	
	Actual	Budget	Variance	Last Yr	Actual	Budget	Variance	Last Yr	FY22	2021-22 FY21 2020-21
<b>REVENUE</b>										
Admin	71,107	73,057	(1,950)	67,545	237,501	233,581	3,920	269,677	940,571	956,859
Restaurant	137,736	144,243	(6,507)	92,627	372,114	432,252	(60,137)	283,375	1,530,601	1,235,752
Clubhouse	63,063	64,263	(1,200)	62,599	207,256	208,404	(1,148)	199,607	802,012	755,984
CLIS	36,270	36,770	(500)	34,125	108,319	109,819	(1,500)	105,423	425,701	389,446
Fitness Center	5,478	4,787	691	4,516	21,864	21,473	391	17,318	70,326	61,349
Assessments Included With Above Revenue	197,168	197,168	0	184,165	617,645	617,645	0	627,807	2,301,034	2,186,902
<b>EXPENSES</b>										
Admin	76,801	73,057	3,744	85,217	236,184	233,581	2,603	230,014	940,571	956,859
Restaurant	141,555	144,243	(2,689)	99,726	372,162	432,252	(60,089)	280,584	1,530,601	1,235,752
Clubhouse	63,954	64,263	(310)	66,805	215,236	208,404	6,832	179,232	802,012	755,984
CLIS	37,351	36,770	581	27,361	101,160	109,819	(8,659)	85,759	425,701	389,446
Fitness Center	4,486	4,787	(301)	4,435	13,934	21,473	(7,539)	13,540	70,326	61,349
<b>Total Revenue</b>	<b>313,654</b>	<b>323,120</b>	<b>(9,466)</b>	<b>261,412</b>	<b>947,055</b>	<b>1,005,529</b>	<b>(58,474)</b>	<b>875,400</b>	<b>3,769,211</b>	<b>3,399,390</b>
<b>Total Expenses</b>	<b>324,146</b>	<b>323,120</b>	<b>1,026</b>	<b>283,544</b>	<b>938,677</b>	<b>1,005,529</b>	<b>(66,852)</b>	<b>789,129</b>	<b>3,769,211</b>	<b>3,399,390</b>
<b>Total Assessments Included With Revenue</b>	<b>197,168</b>	<b>197,168</b>	<b>0</b>	<b>184,165</b>	<b>617,645</b>	<b>617,645</b>	<b>0</b>	<b>627,807</b>	<b>2,301,034</b>	<b>2,186,902</b>
<b>OPERATIONS - Non-Golf Net Income</b>	<b>(10,492)</b>	<b>0</b>	<b>(10,492)</b>	<b>(22,132)</b>	<b>8,378</b>	<b>(0)</b>	<b>8,378</b>	<b>86,270</b>	<b>(0)</b>	<b>0</b>
<b>Golf Operations</b>										
<b>REVENUE</b>										
Pro Shop	112,190	169,837	(57,647)	136,489	284,752	397,551	(112,799)	366,202	1,953,722	1,643,571
GCM	0	0	0	0	0	0	0	0	0	0
<b>EXPENSES</b>										
Pro Shop	38,382	49,767	(11,385)	40,071	88,146	146,051	(57,905)	108,407	547,809	381,435
GCM	107,346	112,192	(4,846)	83,103	399,455	385,547	13,908	319,349	1,405,914	1,262,136
<b>Golf Total Revenue</b>	<b>112,190</b>	<b>169,837</b>	<b>(57,647)</b>	<b>136,489</b>	<b>284,752</b>	<b>397,551</b>	<b>(112,799)</b>	<b>366,202</b>	<b>1,953,722</b>	<b>1,643,571</b>
<b>Golf Total Expenses</b>	<b>145,728</b>	<b>161,959</b>	<b>(16,231)</b>	<b>123,173</b>	<b>487,601</b>	<b>531,598</b>	<b>(43,997)</b>	<b>427,756</b>	<b>1,953,723</b>	<b>1,643,571</b>
<b>Golf Net Income</b>	<b>(33,538)</b>	<b>7,878</b>	<b>(41,416)</b>	<b>13,315</b>	<b>(202,849)</b>	<b>(134,047)</b>	<b>(68,802)</b>	<b>(61,554)</b>	<b>(1)</b>	<b>(1)</b>
<b>NET INCOME ALL DEPTS.</b>	<b>(44,030)</b>	<b>7,878</b>	<b>(51,908)</b>	<b>(8,817)</b>	<b>(194,471)</b>	<b>(134,047)</b>	<b>(60,424)</b>	<b>24,716</b>	<b>(2)</b>	<b>(0)</b>

**Hérons Glen Recreation District  
Consolidated as of Dec21 - Trend**

	Period 1-2021	Period 2-2021	Period 3-2021	Forecasted	FY22 Adopted	%
	OCT	NOV	DEC	Yr End	2021-2022	%
	Actual	Actual	Actual	Estimate	Budget	+/-
<b>Non-Golf Operations</b>						
<u>REVENUE</u>						
Admin	97,506	68,888	71,107	944,491	940,571	0.42%
Restaurant	117,863	116,515	137,736	1,470,463	1,530,601	-3.93%
Clubhouse	66,521	77,673	63,063	800,864	802,012	-0.14%
CLIS	38,111	33,937	36,270	424,201	425,701	-0.35%
Fitness Center	5,515	10,871	5,478	70,717	70,326	0.56%
Assessments Included With Above Revenue	214,179	206,298	197,168	2,301,034	2,301,034	0.00%
<u>EXPENSES</u>						
Admin	70,325	89,058	76,801	943,173	940,571	0.28%
Restaurant	95,936	134,671	141,555	1,470,511	1,530,601	-3.93%
Clubhouse	69,582	81,701	63,954	808,844	802,012	0.85%
CLIS	31,448	32,361	37,351	417,043	425,701	-2.03%
Fitness Center	5,201	4,247	4,486	62,787	70,326	-10.72%
Total Revenue	325,517	307,884	313,654	3,710,737	3,769,211	-1.55%
Total Expenses	272,492	342,039	324,146	3,702,359	3,769,211	-1.77%
Total Assessments Included With Revenue	214,179	206,298	197,168	2,301,034	2,301,034	0.00%
OPERATIONS - Non-Golf Net Income	53,025	(34,155)	(10,492)	8,378	(0)	
<b>Golf Operations</b>						
<u>REVENUE</u>						
Pro Shop	86,281	86,280	112,190	1,840,922	1,953,722	-5.77%
GCM	0	0	0	0	0	
<u>EXPENSES</u>						
Pro Shop	19,536	30,228	38,382	489,904	547,809	-10.57%
GCM	141,863	150,245	107,346	1,419,822	1,405,914	0.99%
Golf Total Revenue	86,281	86,280	112,190	1,840,922	1,953,722	-5.77%
Golf Total Expenses	161,399	180,474	145,728	1,909,726	1,953,723	-2.25%
Golf Net Income	(75,117)	(94,194)	(33,538)	(68,804)	(1)	
<b>NET INCOME ALL DEPTS.</b>	<b>(22,092)</b>	<b>(128,349)</b>	<b>(44,030)</b>	<b>(60,426)</b>	<b>(2)</b>	

**Hérons Glen Recreation District**

**TOTAL VARIANCE REPORT**

**Dec 31, 2021**

<b>DEPARTMENT</b>	<b>ACTUAL MTD</b>	<b>BUDGET MTD</b>	<b>VARIANCE  Favorable / (Unfavorable)</b>	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>VARIANCE  Favorable / (Unfavorable)</b>
<b>ADMINISTRATION</b>						
Operating Revenue	5,973	7,922	(1,950)	22,815	18,895	3,920
Operating Expenses	76,801	73,057	(3,744)	236,184	233,581	(2,603)
Operating Income	(70,828)	(65,134)	(5,694)	(213,369)	(214,686)	1,317
Assessment	65,134	65,134	0	214,686	214,686	0
Net Income	(5,694)	0	<b>(5,694)</b>	1,317	0	<b>1,317</b>
<b>RESTAURANT</b>						
Operating Revenue	94,151	100,657	(6,507)	240,682	300,819	(60,137)
Operating Expenses	141,555	144,243	2,689	372,162	432,252	60,089
Operating Income	(47,404)	(43,586)	(3,818)	(131,481)	(131,433)	(48)
Assessment	43,586	43,586	0	131,433	131,433	0
Net Income	(3,818)	0	<b>(3,818)</b>	(48)	(0)	<b>(48)</b>
<b>CLUBHOUSE</b>						
Operating Revenue	0	1,200	(1,200)	10,052	11,200	(1,148)
Operating Expenses	63,954	64,263	310	215,236	208,404	(6,832)
Operating Income	(63,954)	(63,063)	(891)	(205,184)	(197,204)	(7,980)
Assessment	63,063	63,063	0	197,204	197,204	0
Net Income	(890.50)	0	<b>(891)</b>	(7,980)	0	<b>(7,980)</b>
<b>CLIS Dept.</b>						
Operating Revenue	15,523	16,023	(500)	55,019	56,519	(1,500)
Operating Expenses	37,351	36,770	(581)	101,160	109,819	8,659
Operating Income	(21,828)	(20,747)	(1,081)	(46,141)	(53,299)	7,159
Assessment	20,747	20,747	0	53,299	53,299	0
Net Income	(1,081)	0	<b>(1,081)</b>	7,158	(0)	<b>7,159</b>
<b>Fitness Center</b>						
Operating Revenue	841	150	691	841	450	391
Operating Expenses	4,486	4,787	301	13,934	21,473	7,539
Operating Income	(3,646)	(4,637)	992	(13,093)	(21,023)	7,930
Assessment	4,637	4,637	0	21,023	21,023	0
Net Income	992	0	<b>992</b>	7,930	(0)	<b>7,930</b>
<b>SUBTOTAL</b>						
Total Operating Revenues	116,487	125,952	(9,466)	329,409	387,883	(58,474)
Total Assessments	197,168	197,168	0	617,645	617,645	0
Total Operating Expenses	324,146	323,120	(1,026)	938,677	1,005,529	66,852
Net Income	(10,492)	0	<b>(10,492)</b>	8,378	(0)	<b>8,378</b>

DEPARTMENT	ACTUAL MTD	BUDGET MTD	VARIANCE Favorable / (Unfavorable)	ACTUAL YTD	BUDGET YTD	VARIANCE Favorable / (Unfavorable)
<b>GOLF MAINTENANCE</b>						
Operating Revenue	0	0	0	0	0	0
Operating Expenses	107,346	112,192	4,846	399,455	385,547	(13,908)
Net Income	<u>(107,346)</u>	<u>(112,192)</u>	<b>4,846</b>	<u>(399,455)</u>	<u>(385,547)</u>	<b>(13,908)</b>
<b>PRO SHOP</b>						
Operating Revenue	112,190	169,837	(57,647)	284,752	397,551	(112,799)
Operating Expenses	38,382	49,767	11,385	88,146	146,051	57,905
Net Income	<u>73,808</u>	<u>120,070</u>	<b>(46,262)</b>	<u>196,605</u>	<u>251,500</u>	<b>(54,895)</b>
<b>ALL DEPARTMENTS</b>						
Total Operating Revenues	228,677	295,790	(67,113)	614,161	785,434	(171,273)
Total Assessments	197,168	197,168	0	617,645	617,645	0
Total Operating Expenses	469,874	485,079	15,205	1,426,277	1,537,126	110,849
Net Income	<u>(44,030)</u>	<u>7,878</u>	<b>(51,908)</b>	<u>(194,471)</u>	<u>(134,047)</u>	<b>(60,424)</b>
<i>From Golf Operations</i>	<i>(33,538)</i>	<i>7,878</i>	<b><i>(41,416)</i></b>	<i>(202,849)</i>	<i>(134,047)</i>	<b><i>(68,802)</i></b>
<i>From Other than Golf Operations</i>	<i>(10,492)</i>	<i>0</i>	<b><i>(10,492)</i></b>	<i>8,378</i>	<i>(0)</i>	<b><i>8,378</i></b>



<b>HGRD Variance</b>				
<b>Dec-21</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Explanation</b>
	<b>This Month</b>	<b>This Month</b>	<b>Favorable / (Unfavorable)</b>	
<b>Administration</b>				
Misc. Other Income	3,869	5,694	(1,825)	Budget too high, Actuals from Dec21 were \$3,604. Budget same as FY21 budget.
Payroll Benefits	7,062	5,928	(1,134)	There were three payrolls in December which included 401k match instead of two.
Employee Appreciation	3,851	5,550	1,699	Some of the gifts for the Employee Christmas Party were purchased and delivered in November for the party in December. YTD \$835 better than budget.
Professional Fees	13,390	6,772	(6,618)	CLA professional services for Capital Asset Data Transfer \$1,654 and Internal Controls Policies and Procedures \$567 and CLA progress billing for FY21 \$5,250.
<b>Restaurant</b>				
Food Sales	63,619	68,153	(4,534)	Because of the cost of beef, we have not been able to do Prime Rib Night. Selling more pizza and pub-type food rather than high-priced dinners. Limited menu was a lower price point based on staffing and supply and demand.
Beverage Sales	30,379	32,504	(2,125)	H-2B bartender did not come until the end of December. We only had one bartender.
COS, Food	30,992	28,624	(2,368)	Made purchases based on availability of product. 48.71% to a budget of 42%
Payroll, Kitchen	21,494	30,689	9,195	Staffing shortages (missing three H-2B employees in the kitchen)
Payroll Kitchen, OT	2,104	651	(1,453)	
Payroll, Service	18,556	21,797	3,241	Staffing shortages (missing two H-2B employees in service staff)
H-2B Additional Expenses	15,600	9,530	(6,070)	H-2B staff did not start arriving until mid-December except for one and therefore room & board collection was late getting started. Apartment lease started in November, as they were supposed to be coming in November. Airfare was budgeted in October. Purchased new TV for the men's apt, as old one was broken.
Casual Labor	3,610	200	(3,410)	Staffing shortages - had to use temp employees just to run the business
Entertainment/Decorations	-	1,250	1,250	Did not do the Christmas Dinner Show or the Men's & Ladies night based on lack of demand.
Linen	983	2,460	1,477	Supply issues. Certain colors were not available for specific events.
Resident Event Decoration/E	(1,991)	-	1,991	NYE event profit
<b>Clubhouse</b>				
Miscellaneous Income	-	1,200	(1,200)	Outside tennis memberships collected in January.
Maintenance & Repairs	7,447	6,180	(1,267)	Refrigeration repairs for kitchen equipment
<b>CLIS</b>				
Payroll	17,618	16,410	(1,208)	All hourly employees received pay increases over and above budgeted amounts due to the current climate of difficulty retaining employees.
Payroll, OT	2,240	518	(1,722)	
Contract Labor - Technical	-	2,500	2,500	No mainline break
<b>Fitness Center</b>				
No Significant Variances			-	
<b>Golf Maintenance</b>				
Payroll	41,136	43,572	2,436	Down 1 full time employee and part time secretary position remains unfilled
Payroll, OT	6,544	1,139	(5,405)	Extra hours worked in preparation for course opening December 16th. New mechanic also worked several extra hours getting machines and shop in order.
Payroll Taxes & Fees	7,589	5,953	(1,636)	Directly related to payroll
Payroll Benefits	3,600	7,741	4,141	New employees not yet eligible for health benefits.
Contingency	-	1,510	1,510	Amount budgeted here for unknown expenses for new golf course.
Dues & Subscriptions	-	1,200	1,200	National Superintendent membership due in December was paid in January
Fertilizer	9,136	13,000	3,864	We purchased fertilizer in November based on availability and forecasted increase in costs. We used the fertilizer purchased in November for most of the month.
Gasoline	3,204	1,431	(1,773)	Replaced both diesel and gas pump motors that went bad. Switched to a higher grade of fuel to preserve the life of the equipment

	Actual	Budget	Variance	Explanation
	This Month	This Month	Favorable / (Unfavorable)	
Landscape Plant/Supplies	(550)	4,000	4,550	Annual flowers purchased previous month
Maintenance, Equipment	12,626	5,100	(7,526)	Replaced 5 complete reels with housing on Fairway mower and purchased 2 radiators and extra parts to service two 2007 Kubota carts
Professional Fees	-	1,237	1,237	FSGA Rerating of the new course was free
Refuse	2,198	732	(1,466)	Removal of 200 yd <sup>3</sup> horticulture debris. Budget based on 50 yards average a month
Seed, Sod, Sand	242	2,000	1,758	Sand and materials purchased in November were available for use during the month of December
<b>Pro Shop</b>				
Membership Fees	94,384	115,132	(20,748)	559 members as of 12/31/21. 580 as of 01/13/21
Outside Play	14,669	43,028	(28,359)	Budgeted for golf course to open by Dec 1st. Opened Dec 16th for member play only
<i>Pro Shop Mdse</i>	-	9,500	(9,500)	<i>November started our new pro shop merchandise consignment agreement with The Golf Guys. The only revenue we will have will be the 10% commission from the sales, which is in a separate line item.</i>
<i>COS, Pro Shop, Mdse</i>	-	6,650	6,650	<i>All inventory sold to The Golf Guys November 1st</i>
Payroll	16,740	21,884	5,144	Budgeted to be open in October
Advertising	20	2,000	1,980	Advertising forthcoming in February
Field Supplies	4,734	1,200	(3,534)	Scorecards, range items and handicap flags in preparation for opening day. Revenue collected from handicap flags sold is recorded as miscellaneous revenue.
Maintenance & Repairs	1,753	300	(1,453)	Tent to protect additional leased golf carts

GOLF MEMBERSHIP STATUS  
FOR MONTH ENDED DECEMBER 2021

					AMOUNT
	COUPLE	SINGLE	Non-Res Coup	Non-Res Sing	PAID (pre-tax)
<b>End of Month Totals for 2021-2022</b>					
<b>559 Total Paid Members</b>	<b>150</b>	<b>214</b>	<b>3</b>	<b>39</b>	<b>\$ 1,106,259</b>
<b>Current Year Totals 2021-2022</b>					
<b>580 Members Paid</b>	<b>155</b>	<b>217</b>	<b>5</b>	<b>43</b>	<b>\$ 1,158,035</b>
33 Range Membership	4	25			\$ 9,075
19 Handicap Services					\$ 380
0 Undecided	1	2	0	1	\$ 10,359
33 Members who did not renew	11	6	1	3	\$ (64,574)
7 Members who received refunds	2	3			\$ (10,428)
<b>Budgeted Totals</b>					
585 Members Budgeted for FY22	November				
603 Members Budgeted for FY22	December				
<b>Prior Year Comparison</b>					
508 Members Paid for FY21	November				
539 Members Paid for FY21	December				