BILL NO. 2022-03

RESOLUTION NO. 2022-03

A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A MANAGEMENT AGREEMENT BETWEEN THE CITY OF WEST PLAINS, MISSOURI, AND GREATLIFE MIDMO LLC FOR THE MANAGEMENT OF THE NORTH TERRA GOLF COURSE.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST PLAINS, MISSOURI AS FOLLOWS:

Section 1: That the City Council of the City of West Plains, Missouri does hereby authorize the City Administrator to execute an agreement between the City of West Plains, Missouri, and GreatLIFE MidMO LLC for the management of the North Terra Golf Course.

Section 2: That this Resolution shall be in full force and effect after its days of passage and approval.

PASSED AND APPROVED THIS 22nd DAY OF FEBRUARY 2022.

CITY OF WEST PLAINS, MISSOURI

BY: _____
MAYOR MICHAEL TOPLIFF

ATTEST:

_____
CITY CLERK ALLISON SKINNER

NORTH TERRA GOLF CLUB MANAGEMENT PROPOSAL

Request for Proposal Response – January 1, 2022

GreatLIFE MidMO LLC
5757 E Eagle Knoll Dr
Hartsburg, MO 65039

January 1, 2022

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GreatLIFE Golf & Fitness Club

Live. Play. Better.

TO ENRICH THE LIVES OF FAMILIES AND INDIVIDUALS THROUGH GOLF, FITNESS, AND HEALTHY LIFESTYLES

City of West Plains
Todd Shanks – Community Services Director
North Terra Golf Course RFP Evaluation Committee
1910 Holiday Lane
West Plains, MO 65775

January 1st, 2022

Subject: Response to RFP issued by City of West Plains regarding the management of North Terra Golf Club

Dear Evaluation Committee Members,

GreatLIFE MidMO LLC is pleased to offer the enclosed proposal for the management of North Terra Golf Club.

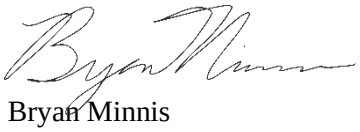
We acknowledge that we received the official RFP via email from: todd.shanks@westplains.gov on December 10th, 2021, at 10:14am. We fully understand the RFP as written and believe that we have addressed all the requirements set forth therein in the response submitted.

GreatLIFE MidMO LLC and its parent company Maxim Golf Solutions LLC will provide all future management services as it relates to North Terra Golf Club through its corporate offices.

GreatLIFE MidMO LLC
Attn: Bryan Minnis
5757 E Eagle Knoll Dr
Hartsburg, MO 65039

Mobile: (785) 766-5208
Email: bminnis@greatlifegolf.com
Website: greatlifemidmo.com

Sincerely,



Bryan Minnis
CEO
GreatLIFE MidMO LLC

OPERATING COMPANY
GreatLIFE MidMO LLC
5757 E Eagle Knoll Dr
Hartsburg, MO 65039

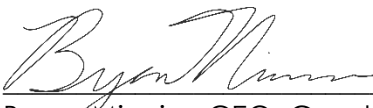
PARENT COMPANY
Maxim Golf Solutions LLC
1189 N 400 Rd
Baldwin City, KS 66006

AUTHORIZED REPRESENTATIVE
Bryan Minnis
CEO – GreatLIFE MidMO LLC
Founder & Principal – Maxim Golf Solutions
5757 E Eagle Knoll Dr, Hartsburg, MO 65039
bminnis@greatlifegolf.com
(785) 766-5208

OPERATING COMPANY TAX IDENTIFICATION

EIN:	86-1203527
MISSOURI TAX ID:	26576333
CERTIFICATE OF GOOD STANDING ID:	LC1751127

STATEMENT OF UNDERSTANDING
I, Bryan Minnis, the duly authorized representative for GreatLIFE MidMO LLC, do hereby certify that I along with my representatives fully understand and agree to provide the scope of work requested by the City of West Plains as it relates to the management services to be provided for North Terra Golf Course. These services include but may not be limited to: Staffing, day-to-day management, development of an annual budget, tracking daily usage and inventory of assets, ongoing course maintenance and establishing best sustainable practices, marketing and promotion of golf facilities, customer service (including solidifying current relationships and building new ones), concession and merchandise sales, golf cart operations, all aspects of financial reporting, developing rules/regulations to protect the condition of the course, and benchmarking/developing standards in course/financial operations.



Bryan Minnis – CEO, GreatLIFE MidMO LLC

1/1/2022
Date

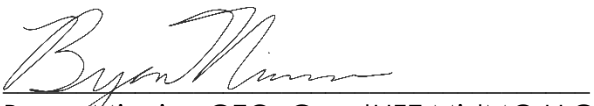
SOLUTIONS TO CURRENT CHALLENGES FACING NORTH TERRA GOLF COURSE

Through its investigation into current course conditions and operations of North Terra, GreatLIFE MidMO has determined several challenges facing the current operation. In the body of this proposal, we will outline solutions that will be provided by our management organization to address these challenges. These challenges are as follows:

1) Higher standards of professionalism among staff, and in the way the operation is presented to members and patrons through course conditions, marketing, and program development.
2) Improved course maintenance planning and practices.
3) A better balance between **membership** and **patron** revenue generation, programming, and tee sheet management.
4) Enhanced presentation of the practice facility and the marketing of its unique water range features.
5) An entirely revamped marketing program including needed improvement and development of resources such as, **website** (online tee times, course information, programming), **digital library** development (photography, video, aerial drone footage), **social media** development (Facebook, Instagram, YouTube), **email**, **promotional materials** (rack cards, banners, signage), and traditional outlets like print and radio.
6) Implementation of Point-of-Sale system enabling customer tracking, detailed purchasing information, inventory management, membership management, tee sheet management, and metric provisions invaluable to the improvement of operational planning, purchasing, and pricing.
7) Addition of a more desirable food and beverage offering.
8) The bolstering of Jr. Golf and Family Golf programming.
9) More comprehensive accounting through the provision of more detailed profit and loss reporting, budgeting, and development of an annual business plan.

STATEMENT OF BINDING

I, Bryan Minnis, the duly authorized representative for GreatLIFE MidMO LLC, do hereby certify that the provisions of this proposal along with the pricing schedule attached shall be binding for no less that ninety (90) days following the proposal due date of January 3rd, 2022,
and will become part of the negotiated contract by and between the City of West Plains and GreatLIFE MidMO LLC, should GreatLIFE be selected.



Bryan Minnis – CEO, GreatLIFE MidMO LLC

1/1/2022
Date

Management Services to be Provided

Day to Day Oversight of All Business Operations
- Daily Sales Accounting
- Implementation of Operational Procedures and Best Practices
- Property Maintenance (Course, Clubhouse, Cart Storage, Equipment)

Employment of Property Personnel
- Staffing – Training
- HR Provision (Employee Benefits, State and National Employer Compliance)

Purchasing Management
- Vendor Account Procurement
- Retail Merchandise
- Food & Beverage
- Business Supplies
- Operational Equipment (Cooperatively with City Approval)
- Advertising and Marketing Material

Compliance / Conservation / Construction
- City – County – State – Federal Compliance
- Licensing (Chemical Application, Food Handling, Alcohol Training, Business Licensing)
- Food – Beverage – Liquor (Licensing and Training)
- Golf Course Construction Oversight, Planning, and Procurement (Cooperatively with City Approval)

Planning
- Business Plan Development
- Budget Development

Accounting
- Daily – Weekly – Monthly – Annual Accounting of All Business Activity
- Coding and Payment of All Club Related Invoices
- Monthly Bank Account Reconciliation
- Accounts Receivable Collection

Reporting
- Monthly Profit and Loss Statements including Monthly Budget Projections
- Monthly Rounds Reporting
- Monthly Membership Sales and Billing Reporting
- A/P & A/R Monthly Reporting
- Monthly Balance Sheet Reporting

Inventory Management
- Monthly Reporting of Inventory Totals
- Point of Sale Inventory Management
- Pricing of all Retail Food and Beverage and Merchandise
- Annual Asset Inventory Reporting (Furniture, Fixtures, Equipment)

Marketing / Advertising
- Development of all Marketing Materials (Digital, Print, Audio)
- Implementation of Annual Marketing Plan (Outlined in Business Plan)
- Procurement of all Advertising Spends

<u>Management Services to be Provided</u> (Cont.)

City and City Authorized Committee Cooperation
- Attendance at Necessary City Planning and Review Meetings related to Golf Operations
- Cooperation with City Authorized Golf Course Committees (Example: NTGF)

Insurance
- Procurement of Property, and General Liability Insurance (Cooperatively with City Approval)
- Insurance Compliance
- Claim Reporting

Programming
- Development of Annual Membership Programs (Cooperatively with City Approval)
- Development of Public Tee Time Pricing Schedules
- Jr. Golf Program Development
- Tournament / League Development (In House – Member – Patron – Contracted)
- Stay and Play Golf Development
- Member Event Program Development

Association Participation
- Chamber of Commerce Participation
- Local and Region Convention and Visitors Bureau Participation
- Local Association Relationship Development (Rotary, Shriners, Unions, Etc.)

Goal 1
IMPLEMENTATION OF GREATLIFE MIDMO SERVICE STANDARDS

The GreatLIFE MidMO Employee Service Standards are rooted in our mission and our five vision points.

MISSION

To enrich the lives of families and individuals through golf, fitness and healthy lifestyles.

VISION

- Be the best in guest satisfaction, value and convenience for golf, social, and healthy activities.
- Help families build strong relationships through involvement in golf, and other healthy activities.
- Make a difference in people's lives, especially those of children.
- Educate people about golf, fitness, nutrition and healthy lifestyles.
- Support the GreatLIFE Cares foundation.

We believe these principles are wholly compatible with the City's Philosophy, Intent, and Expectations for the operation of its municipal golf course. Our vision to be the best in guest satisfaction, value and convenience in golf, social and other healthy activities exceeds the City's expectation to have course conditions and customer service commensurate with other quality courses in the area. GreatLIFE provides a superior value and a better customer experience than traditional public golf models.

All GreatLIFE MidMO employees are held to the standards outlined in the GreatLIFE MidMO Service Providers Handbook. GreatLIFE MidMO employees are instructed in how they are to deliver the best possible service to our members and patrons through a detailed plan that covers everything from answering the phone to ensuring our facilities are always neatly kept, swept, and scrubbed. GreatLIFE team members are taught that "there is never a right way to do the wrong thing". At GreatLIFE we believe in ensuring our team members look the part, talk the part, and act the part of being a golf industry professional. This standard is upheld in every area of our operation from the maintenance staff to those that work in and around the clubhouse areas.

Below are a few excerpts and examples from our Service Provider handbook:

GreatLIFE Team Member Mission Statement

"We will strive daily to meet needs and exceed the expectations of our members and patrons in every way. To accomplish this, we will locate, educate, evaluate, appreciate and compensate our service providers to create GREAT team members who are equipped and prepared to deliver an experience that is unmatched in our industry." *GL MidMO Service Handbook (September 2021) pg.1*

What **GREAT** means to us

Greet each member and patron with eye contact, and a warm welcome
Respect all members and patrons as well as fellow team members
Enthusiasm toward your job shows pride and effort
Actions not words are what ultimately matters most
Teamwork at all levels is what makes service "click"
GL MidMO Service Handbook (September 2021) pg.2

Service at GreatLIFE is what separates us from other clubs and organizations in our industry. Great services are what we are striving for and expect from all our team members. Always remember that Great Service must start with a Great First Impression. **Great starts with the Greet**. You only get **one chance** to make a first impression. This begins with the impression our members and patrons receive as soon as they enter our grounds and facilities. It happens before a single personal interaction takes place and continues when we immediately acknowledge our members and patrons and greet them with a warm and sincere welcome. Great Service requires a complete effort on all fronts by all team members and is attainable if we focus on the Five A's of Service.

Appearance ● **A**ttitude ● **A**wareness ● **A**ccountability ● **A**ttention to Detail
GL MidMO Service Handbook (September 2021) pg.2

10 Essential Attributes of GreatLIFE Team members

1. **Natural Ability to Anticipate Member/Patron Needs.** Our team member's ability to anticipate needs provides the opportunity to extend service above and beyond member and patron expectations. Remember this saying at all times "**The answer is "I'm happy to assist you, now what's the question?**"
2. **A Sincere Desire to Please.** Service may be good, but when sincerity is added it becomes GREAT.
3. **Genuinely Friendly.** At GreatLIFE we want team members who like people and who truly enjoy interacting with others. Having this quality decompresses our member/patron and allows us to do what we do best.
4. **Smile.** A smile is something that can change someone's perception of you. A smile goes a long way and doesn't cost a thing.
5. **Intelligence.** Intelligence is a form of common sense and good judgement that is needed to serve our members and patrons. This common sense and good judgement makes serving our members and patrons second nature.
6. **High Energy.** Great service comes from team members who always perform their job with a spark of enthusiasm and eagerness that conveys a positive energy to members and patrons.
7. **Pride**. Team members who understand the importance of their job and the contribution they are making have a pride, self-esteem and an attitude that is evident to everyone around them.
8. **Ability to Change.** Change is never easy or comfortable, but it is your ability to change in order to accomplish different tasks that sets you apart.
9. **Trustworthiness.** At GreatLIFE we have a moral responsibility to our members and patrons to always work to earn their trust. Once trust is achieved, we win.
10. **Relentless.** It is not our ability to succeed in our jobs that set us apart, but a relentless and never-ending pursuit of perfection. Satisfied members and patrons is not enough; we need to create *Raving Fans*

GL MidMO Service Handbook (September 2021) pg.4

We believe in Checklists!

For the Week of _____ / _____ / _____

Golf Shop Opening Checklist

(X) each box after task is completed

	MON	TUE	WED	THU	FRI	SAT	SUN
Turn off alarm							
Unlock all entry/exit doors							
Turn on building lights							
Turn on all TV's **(Golf Channel, Sports and Finance shows only)**							
U.S. & GL Flags are flying **(half or full mast)**							
Make coffee and fill fountain machine ice bin							
Contact grounds staff **(cart rules / frost delays / projects)**							
Unlock golf car barn and turn on lights							
Stage carts **(if no opening player assistance staff available)**							
Ensure carts have **(good pencil / scorecard / tire pressure)**							
Set range **(if no opening player assistance staff available)**							
Check parking lot for trash							
Make sure practice ball machine is full							
Align/Ensure practice area bag stands and ropes							
Ensure practice putting/chipping green flags are out							
Ensure practice bunker has a good rake							
Ensure golf shop is stocked with practice buckets							
Check thermostat **(70 degrees)**							
Turn on POS computers / printers							
Check tee sheet for the days activity							
Print starter sheet(s)							
Place cash banks in POS drawers							
Count cash banks **($200 per drawer with adequate change)**							
Check bathrooms **(cleanliness / toilet paper / towels)**							
Exterior clubhouse trash cans **(emptied with fresh liners)**							
Pick up exterior trash **(empty ash trays/containers)**							
Shake off exterior rugs and sweep entrances if needed							
Vacuum and dust as needed							
Check for light bulb replacement needs in club							
Straighten & display golf shop merchandise as needed							
(Print) Team Member Initial							

5757 E Eagle Knoll Dr
Hartsburg, MO 65039
(573) 761-4653

Position: General Manager

Supervisor: CEO of MidMO Properties

Responsibilities:

- Provide service to members and patrons in all areas.
- Manage all golf shop operations including tee sheet management, membership sales, scheduling of golf shop and player service personnel, managing member and outside tournament and league activity, creating and maintaining reports, and answering and assisting in any golf related questions or inquiries.
- Oversee tournament management including tournament set up, cart staging, preparing scorecards/cart signs/welcome letters/player lists, on-course assistance, and scoring.
- Manage all outside service operations including cart staging, cart storage, setting up the practice facility, cleaning and cart maintenance.
- Inventory management of all Food and Beverage and Golf Shop merchandise. Oversee and account for sales food, beverage, alcohol, clubs, apparel, and accessories. Keeping a clean and well-kept shop. Work with members and guests on special orders.
- Responsible for all opening and closing duties including end of the day deposit.
- Oversight of all monthly, quarterly, and annual inventories.
- Oversight of all purchasing, including the proper coding of invoices.
- Aid in development of marketing ideas from sales to member events.
- Manage golf car fleet rotation, cleanliness, and GPS programming.
- Manage range including quality and quantity of practice ball inventory, range baskets/bags, targets, and practice facility area amenities and accessories.

Preferred Proficiencies:

- Microsoft Office Products (Excel, Word, Publisher, Access, PowerPoint)
- Ability to learn/manage online tee-times and cloud based POS (foreUP)
- Ability to manage Textron GPS Fleet Management golf car system

Compensation:

- $18 - $22 per hour
- Bonusses for Membership and Tournament Sales

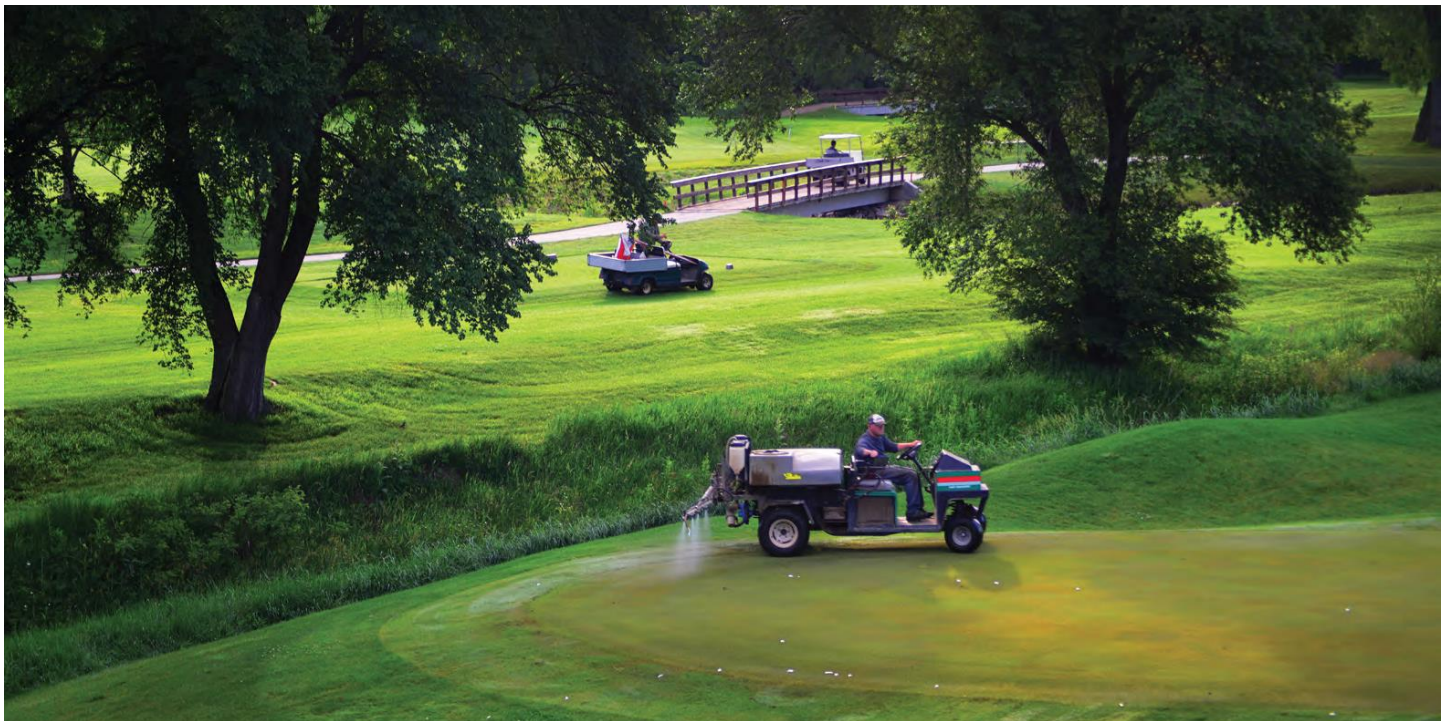
Goal 2
IMPROVED COURSE MAINTENANCE PLANNING AND PRACTICES

Upon our initial visit to North Terra on November 3, 2021, it was clear that the course had a good conditions year. We saw that the facility was mowed up, clean of any major debris and trash, and had a good stand of turf quality in about 80% - 85% of the playable area.

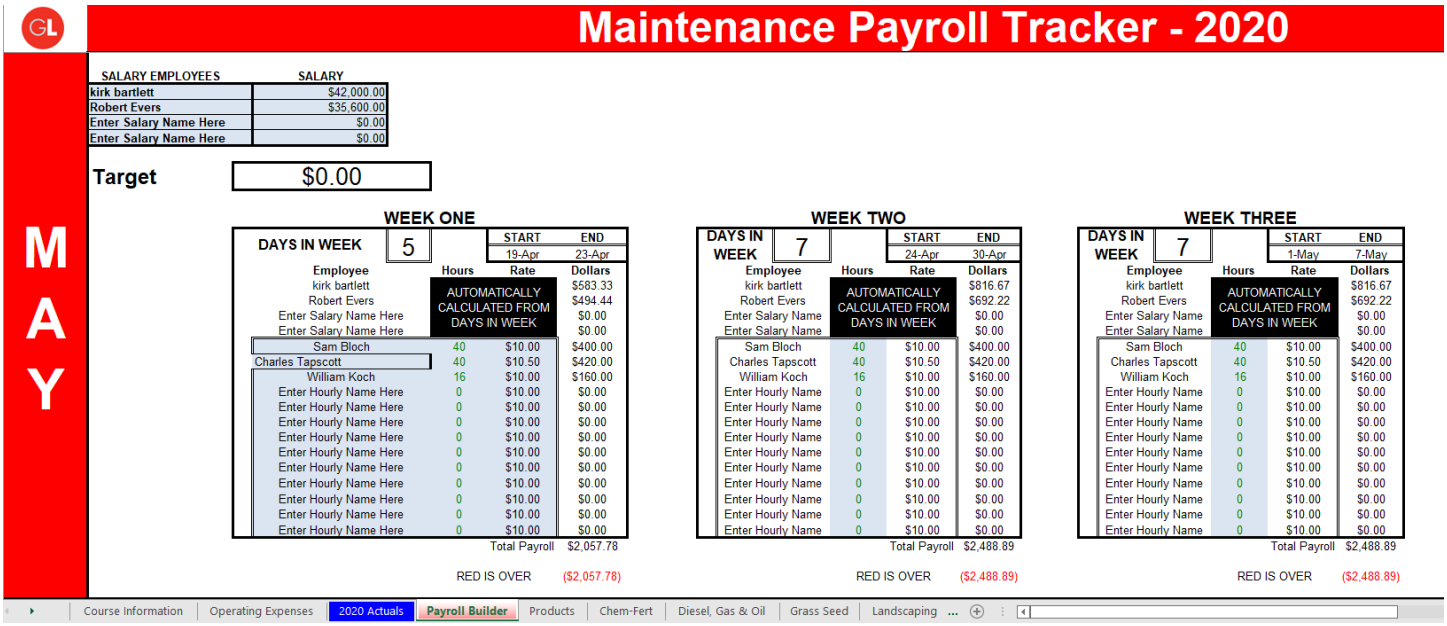
Our first objective will be to ensure top level greens conditions. During our visit we noticed that the greens were in good shape but did have a substantial infiltration of moss. The greens also appeared to be cut at a height higher than we would prefer. It would be our goal to continually improve turf quality, while simultaneously improving green speed. These two aspects will raise help set North Terra ahead of its area competition. We also observed that the greens surrounds would benefit from better turf quality and mowing practices. A broader collar and more closely cut surround areas would improve the course's playability.

Our second objective would be to design an irrigation system section repair/replace plan. During our visit we saw areas burdened by irrigation quality and control issues. This plan would be reviewed by the city and would be laid out over several years, focusing on the most immediate needs and working down through the system until proper coverage and control systems can be achieved.

The third objective is to ensure that the golf course assets (both existing and new) are properly maintained. We have demonstrated that we are able to increase rounds at our golf courses while ensuring proper maintenance. Maintenance standards along with budgeting practices to achieve this goal are included in this proposal.



We believe in Detailed Maintenance Plans!



Maintenance Payroll Tracker - 2020

MAY

SALARY EMPLOYEES	SALARY
kirk bartlett	$42,000.00
Robert Evers	$35,600.00
Enter Salary Name Here	$0.00
Enter Salary Name Here	$0.00

Target $0.00

WEEK ONE

DAYS IN WEEK 5 — START 19-Apr — END 23-Apr

Employee	Hours	Rate	Dollars
kirk bartlett	AUTOMATICALLY CALCULATED FROM DAYS IN WEEK		$583.33
Robert Evers			$494.44
Enter Salary Name Here			$0.00
Enter Salary Name Here			$0.00
Sam Bloch	40	$10.00	$400.00
Charles Tapscott	40	$10.50	$420.00
William Koch	16	$10.00	$160.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
Enter Hourly Name Here	0	$10.00	$0.00
		Total Payroll	$2,057.78
		RED IS OVER	($2,057.78)

WEEK TWO

DAYS IN WEEK 7 — START 24-Apr — END 30-Apr

Employee	Hours	Rate	Dollars
kirk bartlett	AUTOMATICALLY CALCULATED FROM DAYS IN WEEK		$816.67
Robert Evers			$692.22
Enter Salary Name			$0.00
Enter Salary Name			$0.00
Sam Bloch	40	$10.00	$400.00
Charles Tapscott	40	$10.50	$420.00
William Koch	16	$10.00	$160.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
		Total Payroll	$2,488.89
		RED IS OVER	($2,488.89)

WEEK THREE

DAYS IN WEEK 7 — START 1-May — END 7-May

Employee	Hours	Rate	Dollars
kirk bartlett	AUTOMATICALLY CALCULATED FROM DAYS IN WEEK		$816.67
Robert Evers			$692.22
Enter Salary Name			$0.00
Enter Salary Name			$0.00
Sam Bloch	40	$10.00	$400.00
Charles Tapscott	40	$10.50	$420.00
William Koch	16	$10.00	$160.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
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Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
Enter Hourly Name	0	$10.00	$0.00
		Total Payroll	$2,488.89
		RED IS OVER	($2,488.89)

Course Information | Operating Expenses | 2020 Actuals | Payroll Builder | Products | Chem-Fert | Diesel, Gas & Oil | Grass Seed | Landscaping ...

PRODUCT NAME	LB/GALLON	CONTAINER SIZE	RATE OZ/M	POUNDS/GALLONS	FERTILIZER	COST/ACRE
11-22-22 PHC	$0.37		15.62	Pounds	Fertilizer	$15.73
15-1-10 50% Organic Fertilizer	$0.27	50 lb bag	106	Pounds	Fertilizer	$77.92
18-24-12 Starter Fertilizer	$0.38	50 lb bag	88.9	Pounds	Fertilizer	$91.49
18-3-4 Main Event	$27.70	2.5 Gallon	5	Gallons	Fertilizer	$47.13
21-0-0 AMS (.25lbN/M)	$0.28	50 lb Bag	19.048	Pounds	Fertilizer	$14.52
21-0-21 uflex	$0.00	0	-	Pounds	Fertilizer	$0.00
22-0-3 50% Stabilized N 2%FE Rough Grade (1lbN/M)	$0.39	50lb bag	72.72	Pounds	Fertilizer	$77.21
30-0-0 fertilizer (Rough Grade) (1lbN/M)	$0.53	50 lb Bag	53.53	Pounds	Fertilizer	$77.82
34-0-4 All Mineral (Rough Grade) (1lbN/M)	$0.54	50 lb Bag	47.05	Pounds	Fertilizer	$69.17
36-0-6 120 Day (20%PCSCU 70% Duration 8%AmSul 4%Sul)	$0.72	50 lb Bag	44.44	Pounds	Fertilizer	$86.82
36-0-6 20%PCSCU 70% Duration 8%AmSul 4%Sul	$0.67	50 lb Bag	44.32	Pounds	Fertilizer	$80.84
46-0-0 UMax .25 LB N/M	$0.71	50 lb Bag	8.7	Pounds	Fertilizer	$16.70
46-0-0 Urea (.25lb N/M)	$0.32	50 lb Bag	8.7	Pounds	Fertilizer	$7.63
6-0-0 Iron	$6.26		1.1	Pounds	Fertilizer	$18.75
Acelepryn season long cut worm/grub control	$1,955.00		0.23	Gallons	Chemicals	$153.02
Appear II	$139.00	2 gal	4	Gallons	Chemicals	$189.21
Avalon Bifinthrin (Hunting billbug treat all zoysia)	$45.00	1 Gallon	0.25	Gallons	Chemicals	$3.83
Banol (Bayer)	$385.00	2.5 gal	2	Gallons	Chemicals	$262.04
Briskway	$1,316.00		0.6	Gallons	Chemicals	$268.71
Brushmaster Herbicide	$121.28	1 qt bottle	11.75	Gallons	Chemicals	$484.96
Carb Essentials FE Turbo (slow release iron)	$89.60	0	0.32	Gallons	Fertilizer	$9.76
Celero	$160.00		0.25	Pounds	Chemicals	$108.90
chlorothalonil	$7.00	0	2.5	Pounds	Chemicals	$47.64
Compost De-Thacher 15-0-0	$40.13	2.5 gal	6	Gallons	Fertilizer	$81.94
Cutlass	$300.00	0	0.16	Gallons	Chemicals	$16.34
CytoGrow Bio Pro	$79.86	2.5 Gallon	1	Gallons	Fertilizer	$27.18
Daconil Action	$77.66		2.32	Gallons	Chemicals	$61.31
Dicamba/Banvel	$92.97		0.2	Gallons	Chemicals	$6.33
Dimension 2EW app 1 of 2 greens *Read notes*	$210.00	2.5 gal	0.18	Gallons	Chemicals	$12.86
Dimension 2EW app 2 of 2 greens *Read notes*	$210.00	2.5 gal	0.18	Gallons	Chemicals	$12.86
Dimension 40WP app 1 of 2 greens *Read notes*	$45.60	8boxes of 8 5oz pk	0.11	Pounds	Chemicals	$13.66

Course Information | Operating Expenses | 2020 Actuals | Payroll Builder | Products | Chem-Fert | Diesel, Gas & Oil | Grass Seed | Landscaping ...

We believe in Detailed Maintenance Plans!

GLMIDMO CHEM/FERT PROGRAM 2020

GreatLIFE

	TOTAL COST/AREA	TREATED	COST/ACRE
GREENS	#N/A	3.50	$ -
TEES	$ 1,337.10	3.00	$ 445.70
FAIRWAYS	$ 5,606.99	28.00	$ 200.25
TREATED ROUGH	$ 5,624.55	85.00	$ 66.17
CLUBHOUSE LAWN	$ 33.95	4.00	$ 8.49
CLUBHOUSE BEDS	$ -	0.50	$ -
NATIVES	$ 2,183.35	30.00	$ 72.78
AQUATICS	$ 2,099.73	3.00	$ 699.91

DATE	DATE	AREA TREATED	Product Used	Unit Used	Chem or Fert	Total Area	Rate Oz/M	Quantity	Unit	Cost/Unit	Total Cost
	April 2	GREENS	Paclobutrazol	Gallons	Chemicals	3.50	0.22	0.26	Gallons	$256.00	$67.08
	April 2	GREENS	Tebuconazol	Gallons	Chemicals	3.50	0.6	0.71	Gallons	$62.08	$44.37
	April 2	GREENS	Flash Wet (Penetrant)	Gallons	Chemicals	3.50	1	1.19	Gallons	$26.40	$31.44
	April 2	GREENS	Plant Marvel Bent Special 28-8-18 30.00	#N/A	#N/A	3.50	#N/A	-	#N/A	#N/A	#N/A
	April 2	GREENS	CytoGrow Bio Pro	Gallons	Fertilizer	3.50	1	1.19	Gallons	$79.86	$95.12
	April 2	GREENS	Tracker Dye	Gallons	Chemicals	3.50	1	1.19	Gallons	$55.25	$65.81
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
	month of april	AQUATICS	Lakes SureGuard Herbicide for Lakes (Clipper)	Pounds	Chemicals	5.00	0.28	3.81	Pounds	$167.70	$639.19
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
	April 9	GREENS	Daconil Action	Gallons	Chemicals	3.50	2.32	2.76	Gallons	$77.66	$214.60
	April 9	GREENS	Secure	Gallons	Chemicals	3.50	0.5	0.60	Gallons	$588.00	$350.18
	April 9	GREENS	Dimension 40WP app 1 of 2 greens *Read notes*	Pounds	Chemicals	3.50	0.11	1.05	Pounds	$45.60	$47.80
	April 9	GREENS	Tracker Dye	Gallons	Chemicals	3.50	1	1.19	Gallons	$55.25	$65.81
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
	April 9	ROUGHS	Dimension 40WP app 1 of 2 greens *Read notes*	Pounds	Chemicals	10.00	0.11	2.99	Pounds	$45.60	$136.56
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
	April 16	GREENS	Paclobutrazol	Gallons	Chemicals	3.50	0.22	0.26	Gallons	$256.00	$67.08
	April 16	GREENS	Flash Wet (Penetrant)	Gallons	Chemicals	3.50	1	1.19	Gallons	$26.40	$31.44
	April 16	GREENS	Tracker Dye	Gallons	Chemicals	3.50	1	1.19	Gallons	$55.25	$65.81
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
	April 23	GREENS	Plant Marvel Bent Special 28-8-18 30.00	#N/A	#N/A	3.50	#N/A	-	#N/A	#N/A	#N/A
	April 23	GREENS	Daconil Action	Gallons	Chemicals	3.50	2.32	2.76	Gallons	$77.66	$214.60
	April 23	GREENS	Tracker Dye	Gallons	Chemicals	3.50	1	1.19	Gallons	$55.25	$65.81
	-	-	ENTER PRODUCT	Pounds or Gallons	-		-	-	Pounds or Gallons	$0.00	$0.00
April	April 30	GREENS	Paclobutrazol	Gallons	Chemicals	3.50	0.22	0.26	Gallons	$256.00	$67.08
	April 30	GREENS	Flash Wet (Penetrant)	Gallons	Chemicals	3.50	1	1.19	Gallons	$26.40	$31.44
	April 30	GREENS	Plant Marvel Bent Special 28-8-18 30.00	#N/A	#N/A	3.50	#N/A	-	#N/A	#N/A	#N/A

Course Information | Operating Expenses | 2020 Actuals | Payroll Builder | Products | Chem-Fert | Diesel, Gas & Oil | Grass Seed | Landscaping ...

DIESEL, GAS & OIL

GreatLIFE

	DIESEL		GAS		Oil		
	PROPOSED GAL	COST/ GAL	PROPOSED GAL	COST/ GAL	PROPOSED Gal	COST/ GAL	TOTAL COST
January	0	$ 2.50	0	$ 2.50	0	$ 17.25	$ -
February	0	$ 2.50	0	$ 2.50	0	$ 17.25	$ -
March	175	$ 2.50	150	$ 2.50	0	$ 17.25	$ 812.50
April	120	$ 2.50	100	$ 2.50	0	$ 17.25	$ 550.00
May	175	$ 2.50	150	$ 2.50	0	$ 17.25	$ 812.50
June	175	$ 2.50	150	$ 2.50	0	$ 17.25	$ 812.50
July	220	$ 2.50	220	$ 2.50	0	$ 17.25	$ 1,100.00
August	220	$ 2.50	220	$ 2.50	0	$ 17.25	$ 1,100.00
September	175	$ 2.50	150	$ 2.50	0	$ 17.25	$ 812.50
October	175	$ 2.50	150	$ 2.50	0	$ 17.25	$ 812.50
November		$ 2.50	0	$ 2.50	0	$ 17.25	$ -
December	100	$ 2.50	0	$ 2.50	0	$ 17.25	$ 250.00
TOTALS	1535		1290		0		$ 7,062.50

Course Information | Operating Expenses | 2020 Actuals | Payroll Builder | Products | Chem-Fert | Diesel, Gas & Oil | Grass See

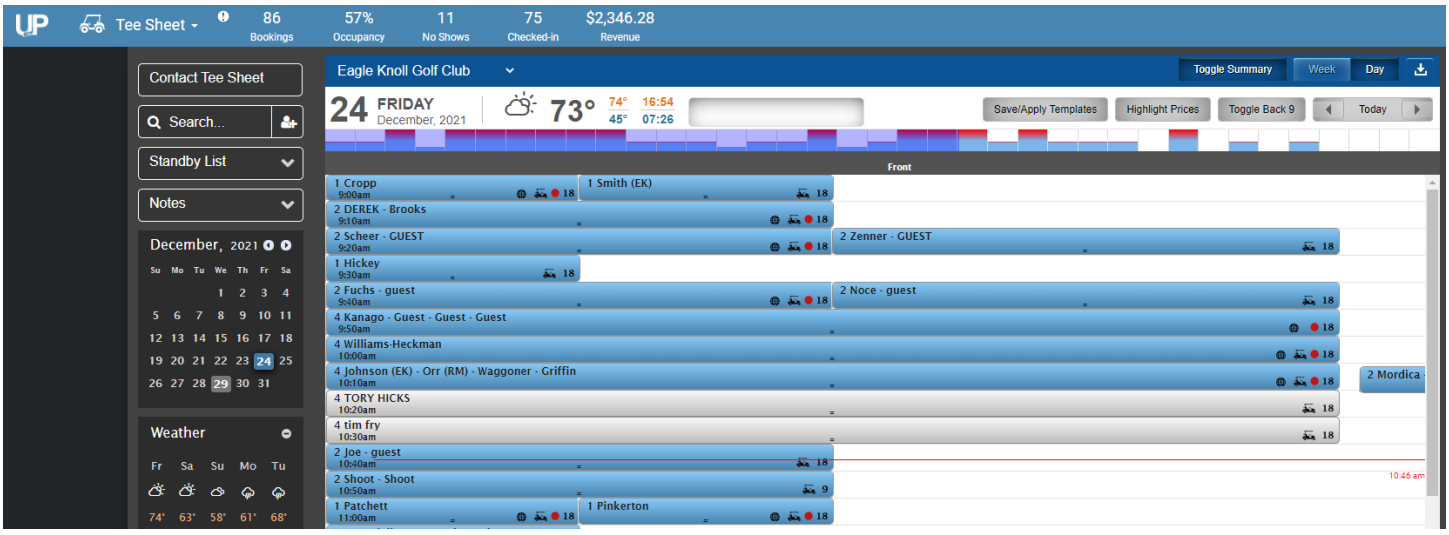
Goal 3
BALANCING MEMBER & PATRON (REVENUE/PROGRAMMING/TEE SHEET MANAGEMENT)

GreatLIFE is uniquely qualified in balancing Member and Patron play at golf facilities. Few golf companies have the expansive membership participation and programming seen at GreatLIFE. GreatLIFE manages more than 75,000 Members across its brand of facilities throughout the United States and have successfully integrated them with the more than 1.25 million rounds played annually across the 60+ properties within the GreatLIFE family of facilities.

Nearly 60% of all rounds played at GreatLIFE MidMO are currently attributed to Member play. Members typically acquire the most desirable tee times leaving a diminished number of valuable tee times open to public Patron play. This challenge must be handled with the utmost accuracy and forethought to maximize the inventory potential (rounds) of a given days tee sheet. GreatLIFE MidMO has implemented several strategies to ensure that this balance remains as controlled and efficient as possible. From our ability to control last minute cancellations, pairing players, and anticipating the opportunities for squeeze times and back 9 starts, we have maximized our potential to capture as much play on our courses as possible.

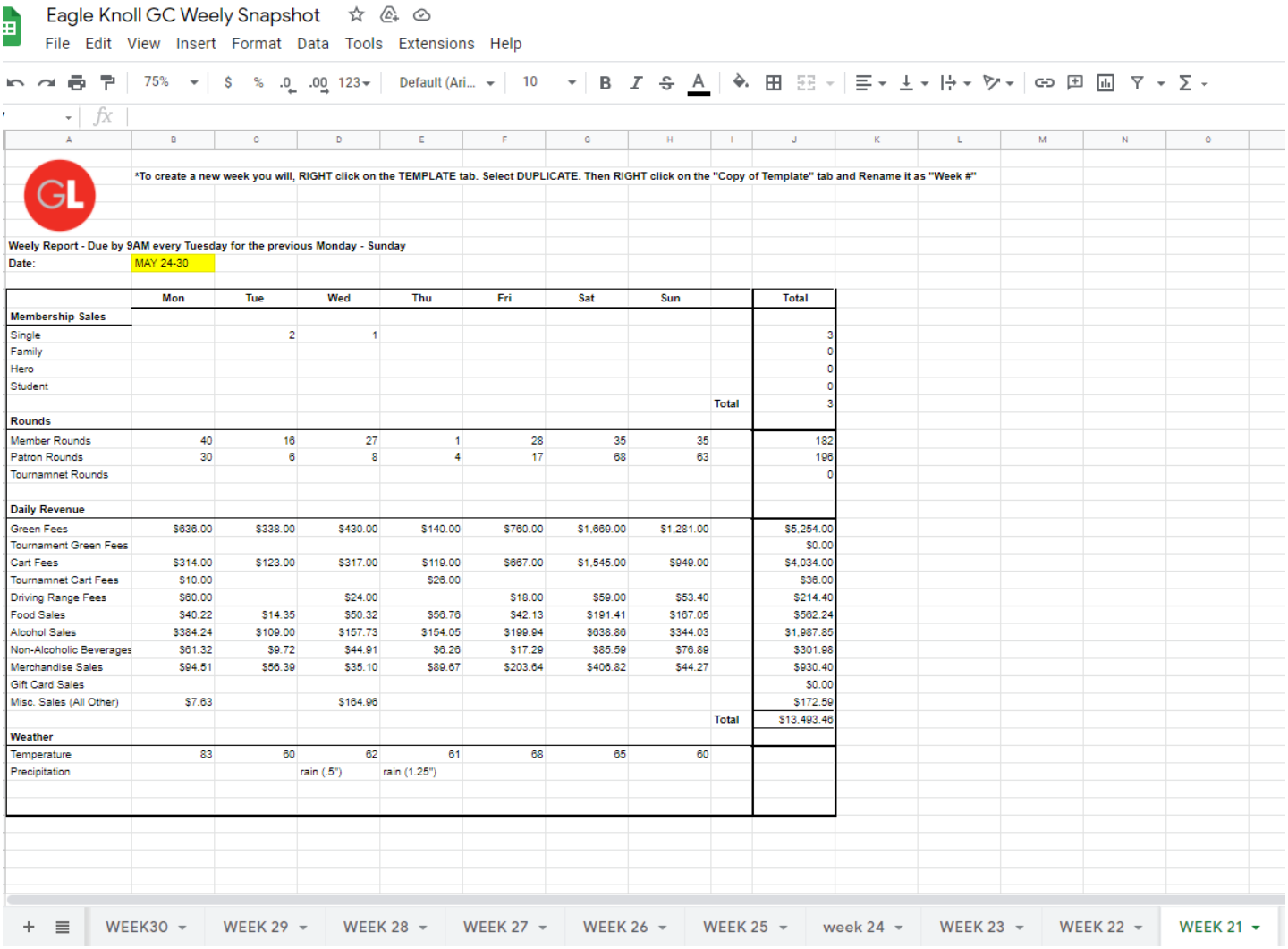
GreatLIFE membership benefits that give access to other GreatLIFE facilities (both in the MidMO network as well as the other GreatLIFE networks around Missouri and beyond) is a key component to Member satisfaction that cannot be realized by any other network or management company provider. This reduces the inevitable frustration experienced by members when being displaced by tournaments, course maintenance, or other impacts. Through its Network, GreatLIFE also brings out of area Members and their Guests to its facilities at a rate much higher than other companies. GreatLIFE's Member concierge service provides Member's ease in planning out of the area golf trips to beautiful places like West Plains, MO.

GreatLIFE MidMO uses foreUP point of sale software to manage daily tee sheet activity and also deploys the reach of 3rd party tee time providers and aggregators to help bring available tee time opportunities to Patron golfers across the area. Our yield management (dynamic pricing) practices ensure that tee times available to Patrons are sold for maximum value.



We track everything that matters!

Tracking daily rounds, sales, and weather is essential for future planning. At GreatLIFE MidMO we live by the principle that ***"you cannot manage what you cannot measure"***. To manage a property to its fullest potential, the revenues and expenses must be tracked daily and analyzed monthly and year over year. This detailed analysis provides the metrics necessary to exploit best practices and eliminate failed ones.



Eagle Knoll GC Weely Snapshot

File Edit View Insert Format Data Tools Extensions Help

*To create a new week you will, RIGHT click on the TEMPLATE tab. Select DUPLICATE. Then RIGHT click on the "Copy of Template" tab and Rename it as "Week #"

Weely Report - Due by 9AM every Tuesday for the previous Monday - Sunday

Date: MAY 24-30

	Mon	Tue	Wed	Thu	Fri	Sat	Sun		Total
Membership Sales									
Single		2	1						3
Family									0
Hero									0
Student									0
								Total	3
Rounds									
Member Rounds	40	16	27	1	28	35	35		182
Patron Rounds	30	6	8	4	17	68	63		196
Tournamnet Rounds									0
Daily Revenue									
Green Fees	$636.00	$338.00	$430.00	$140.00	$760.00	$1,669.00	$1,281.00		$5,254.00
Tournament Green Fees									$0.00
Cart Fees	$314.00	$123.00	$317.00	$119.00	$667.00	$1,545.00	$949.00		$4,034.00
Tournamnet Cart Fees	$10.00			$26.00					$36.00
Driving Range Fees	$60.00		$24.00		$18.00	$59.00	$53.40		$214.40
Food Sales	$40.22	$14.35	$50.32	$56.76	$42.13	$191.41	$167.05		$562.24
Alcohol Sales	$384.24	$109.00	$157.73	$154.05	$199.94	$638.86	$344.03		$1,987.85
Non-Alcoholic Beverages	$61.32	$9.72	$44.91	$6.26	$17.29	$85.59	$76.89		$301.98
Merchandise Sales	$94.51	$56.39	$35.10	$89.67	$203.64	$406.82	$44.27		$930.40
Gift Card Sales									$0.00
Misc. Sales (All Other)	$7.63		$164.96						$172.59
								Total	$13,493.46
Weather									
Temperature	83	60	62	61	68	65	60		
Precipitation			rain (.5")	rain (1.25")					

WEEK30 | WEEK 29 | WEEK 28 | WEEK 27 | WEEK 26 | WEEK 25 | week 24 | WEEK 23 | WEEK 22 | WEEK 21

Goal 4

LEVERAGING THE UNIQUE WATER RANGE FEATURE

Water driving ranges are extremely rare in the industry. Hitting a practice ball into a lake is not only rare, **it's fun**! Upon our visit to North Terra, we noticed that the practice teeing area and the target opportunities on the water range needed a lot of attention. For very little cost this could be rectified. The improvement of the teeing area could be done affordably and the addition of anchored floating targets in the lake could be done quickly and affordably as well.

We believe the addition of a floating tee box much like the one we have at our Hail Ridge facility in Boonville, MO could be an addition that would draw more tournament activity and serve as a sponsorship/advertising revenue stream for the course that would more than pay for itself in a short period of time. Not to mention bringing notoriety to the course itself.

The Par 3 4th Hole at North Terra Golf Club

The Pontoon Tee at Hail Ridge

For less than $1,500 thousand dollars we added a Pontoon Tee at Hail Ridge Golf Course in Boonville, MO. Tournaments rent the Pontoon Tee so their participants have the chance to hit a shot unlike any other they have hit before. It's a lot of fun and has helped tournaments raise additional money through sponsorship. We also sell sponsorship rights to the Pontoon Tee that allowed us to offset the cost of its creation and that will provide a revenue source for years to come. The Pontoon is controlled by an electric motor that takes participants from the shore to a designated hitting area and back in only a few minutes.

Additional events could be centered around the water range feature that would be fun and profitable for the course. Events that raise money by hitting your ball into a certain target container on the range and other creative ideas would introduce people to the facility that might otherwise not visit.

Goal 5
ROBUST MARKETING PROGRAM

One of GreatLIFE MidMO's greatest strengths is its marketing ability. The development and execution of an affordable yet affective marketing plan is a science that requires years of trial an error to perfect. We have built and executed annual marketing programs with budgets of over $250,000 all the way down to individual property marketing budgets that range under $5,000. We pride ourselves in using golf course marketing assets such as email and social media to effectively deliver messaging at no cost to the property. Cooperative and collaborative marketing with other businesses that can derive mutual benefit from ad spends is also a focus of our efforts to affordably deliver messaging. Above all we pride ourselves in developing marketing materials that display the highest level of quality and professionalism.

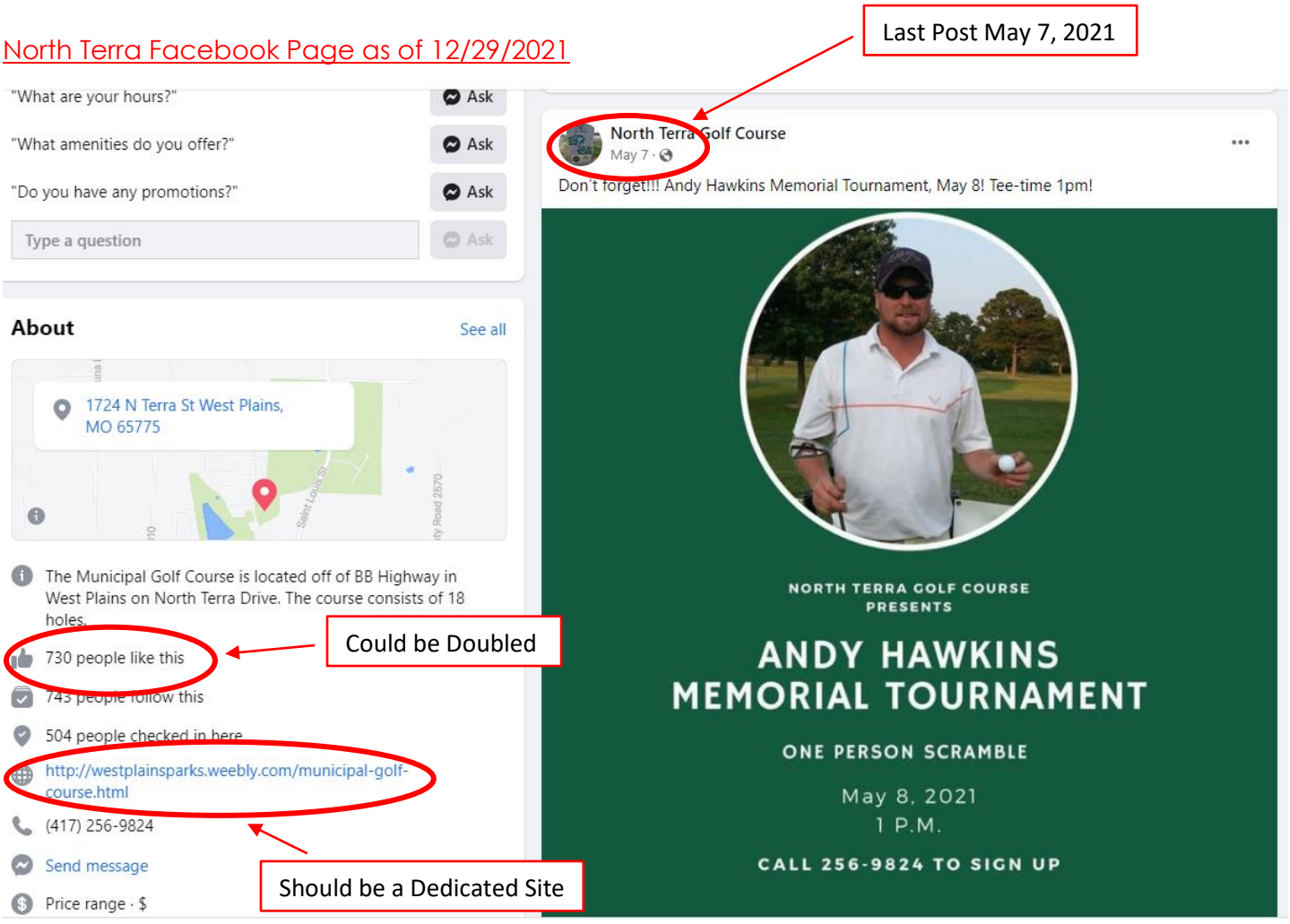
GreatLIFE MidMO Marketing Examples

2021 Membership Rack Card

2021 Halloween Weekend Special

As a result of our research, we have discovered that North Terra has no dedicated website, and the social media presence and output is underutilized. As one of many services offered by GreatLIFE MidMO Management, we would immediately build a dedicated website, update and keep current the social media platforms, and begin developing a large email database that is used to keep in constant contact with North Terra's Members and Patrons. Our course Facebook pages are updated weekly and sometimes daily with course specific content and content that is designed to be golf interest specific helping increase the viewership of our Facebook and Web Pages.

North Terra Facebook Page as of 12/29/2021



We plan every Marketing Dollar!

2021 Heritage Hills (Moberly, MO) Marketing Budget

Sales & Marketing Budget

10,125

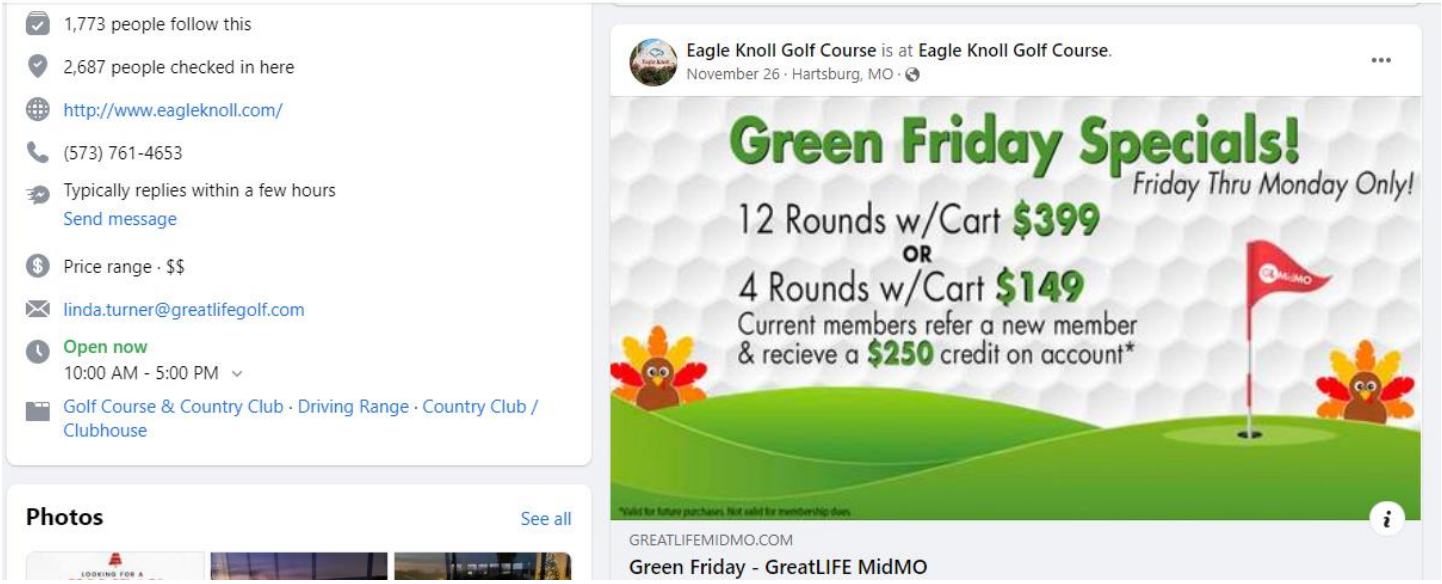
	2021/2022													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL	% Budget
Print														
Newspaper Ad	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Annual Newsletter	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Mailer	0	0	0	0	0	0	0	0	250	250	0	0	500	100.0%
Billboards	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													500	**4.9%**
Radio														
KTGR 1580 AM Radio	150	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	150	150	150	600	50.0%
KTGR 100.5 / 105.1 FM Radio	150	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	150	150	150	600	50.0%
													1,200	**11.9%**
Television														
Local TV	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Flintrock Media	0	0	750	0	0	0	0	0	0	0	0	0	750	100.0%
													0	0.0%
													750	**7.4%**
Social Media														
Facebook Ads/Boost	100	75	75	0	0	0	0	100	100	100	100	100	750	100.0%
Instagram Ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
LinkedIn Ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													750	**7.4%**
Member Retention														
Qualtrics Survey Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Loyalty Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Member Junior Clinics	200	0	0	0	0	0	0	0	0	0	0	0	200	100.0%
													200	**2.0%**
Website														
foreUP	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
GolfNow	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	0	#DIV/0!
													0	**0.0%**
Partnerships														
TBD	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
TBD	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**
Mobile App														
Mobile App	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**
Promotional Materials														
Brochures	0	0	0	0	0	0	0	175	0	0	0	0	175	30.4%
Banners	0	0	0	0	0	0	0	200	0	0	0	0	200	34.8%
Golf Passes	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Rack Cards	0	0	0	0	0	0	0	100	0	0	0	0	100	17.4%
Contracts	0	0	0	0	0	0	0	100	0	0	0	0	100	17.4%
													575	**5.7%**

We plan every Marketing Dollar!

2021 Heritage Hills (Moberly, MO) Marketing Budget (Cont.)

Computer Programs														
Adobe Creative Suite	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Shutter Stock	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Canva	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Interact	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Zapier	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**
Events														
Expo/Golf Shows	0	0	0	0	0	0	0	450	450	0	0	0	900	78.3%
Wedding Shows	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Member Parties-at Club	0	0	0	0	0	0	0	0	250	0	0	0	250	21.7%
Member Parties-at GreatPERKS	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL VIP Golf Event	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													1,150	**11.4%**
Branding														
GL Signage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL Logo Staff Apparel	0	0	0	0	0	0	0	500	0	0	0	0	500	100.0%
GL Promotional Products	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL Tee Markers	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
1st Tee GL Signage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													500	**4.9%**
Associations/Memberships														
Moberly Chamber	0	0	0	0	0	0	0	0	500	0	0	0	500	100.0%
Networking Groups	0	0	0	0	0	0	0	0	0	0	0	0		
													500	**4.9%**
Outsourced														
First Cut Marketing	300	300	300	300	300	300	300	300	300	300	300	300	3,600	100.0%
													0	0.0%
													3,600	**35.6%**
Sales Contests														
Course Membership Drives	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Staff Referral Program	0	0	0	0	0	0	0	50	100	100	100	50	400	100.0%
													400	**4.0%**
TOTALS	**900**	**375**	**1,125**	**300**	**300**	**300**	**300**	**1,975**	**1,950**	**1,050**	**800**	**750**	**10,125**	
% spent of total budget	*8.9%*	*3.7%*	*11.1%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*19.5%*	*19.3%*	*10.4%*	*7.9%*	*7.4%*		

2021 GL MidMO Facebook Ad Example

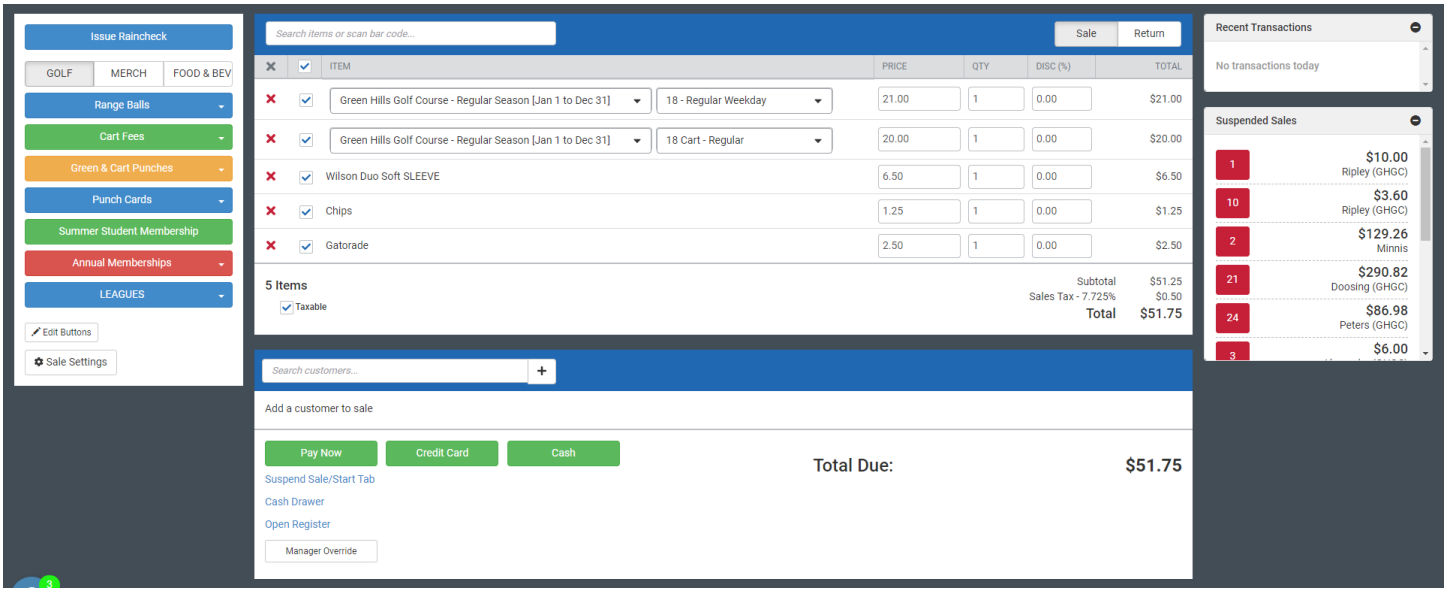


Goal 6
IMPLEMENTATION OF A POINT-OF-SALE SYSTEM

For any golf business doing over $300,000 per year in annual revenue, it is essential that the make up of those garnered revenues are tracked in detail and accounted for accurately. Ensuring that inventory management is handled and accounted for properly is also a necessary function of running a successful golf operation. Today's point-of-sale systems offer several features that help make golf operations more efficient and accurate. GreatLIFE MidMO uses foreUP technology at a cost of $375 per month (based upon our national buying agreement). The foreUP technology tracks in detail every transaction, purchase, and tee time with superior accuracy and ease of use for GreatLIFE team members. It also allows for GreatLIFE corporate officers and ownership partners (West Plains, MO) to remotely access all aspects of **Membership Data, Daily Sales Transactions, Tee Sheet Management Controls, Inventory Levels**, and many other club management features. While it may be the city's desire to divest themselves of the day-to-day management and detail of the golf operation, this feature allows for the City to investigate how their property is being operated by the management company. It creates a level of accountability that further strengthens the trust and overall relationship between the management company and city leadership, which in turns breeds confidence among the citizens of West Plains that the city asset is being cared for and operated with integrity and proficiency.

Tracking how many times a specific Member or Patron plays the course is a fantastic feature offered by this technology. It also allows for monthly billing of membership dues and tracks all accounts receivable issues that arise from late payment of membership dues to late payment of tournament fees and other chargeable or recurring billing agreements.

Being able to quickly pull reports that detail the number of sales and revenue attributes connected to any food and beverage item or any merchandise item is also an essential feature of this technology. This allows our management team to make sensible purchasing decisions for future items.



Goal 7
A MORE DESIRABLE FOOD AND BEVERAGE OFFERING

GreatLIFE MidMO has had success in offering a simple and tasty food and beverage program to its Members and Patrons using high-speed convection oven food preparation. These ovens allow for expanded offerings while at the same time only utilizing freezable food product. This eliminates spoilage and the ability to measure accurate costs through portion control. We believe the costs of these ovens ($4,500 - $11,000) pays for itself in just over 18 months in worst case scenarios.

GL MidMO

DUFFER'S BAR & GRILL

DRINKS

16oz. Domestic Bottles	$4.00
16oz. Import Bottles	$4.50
16oz Domestic Draft	$4.00
16oz Import Draft	$4.50
Top Shelf Mixed Drinks	$7.00
Call Mixed Drinks	$5.00
Bottled Water	$2.00
Bottled Coke Products	$2.50
Energy Drinks & Iced Teas	$3.00

GRAB & GO

Sandwiches Ham, Turkey or Roast Beef	$5.00
Fresh Fruit Bananas & Apples	$1.00
Jacks Beef Jerky	$3.00
Chef's Cut Jerky	$3.00
Chef's Cut Jerky Bags	$8.00
Dirty Potato Chips Sea Salt, BBQ, Buffalo, S&P, Salt & Vinegar	$1.50
Almonds Smoke House	$2.00
Peanuts Salted or Hot	$1.50
Candy	$1.50

FRESH MADE PIZZA

CHOICE OF TOPPINGS
MEAT - PEPPERONI, SAUSAGE, BEEF, BACON & HAM
VEGGIES - MUSHROOMS, ONIONS & PEPPERS,
BLACK OLIVES, GREEN OLIVES AND JALAPENOS

12" THIN CRUST	
One Topping	$9.99
Meat Lover	$11.99
Supreme	$12.99
12" DEEP DISH	
One Topping	$10.99
Meat Lover	$12.99
Supreme	$14.99
16" BROOKLYN STYLE	
One Topping	$13.99
Meat Lover	$15.99
Supreme	$16.99

APPETIZERS & BASKETS

French Fries	Basket	$2.49
Onion Rings	Basket	$4.99
Cheese Balls	Basket	$5.99
Chicken Tenders Add French Fries for $1.00	3 piece	$5.99
Chislic Add French Fries for $1.00	5lbs.	$7.99

ALL FRENCH FRIES SEASONED
WITH OUR SIGNATURE SEASONING SALT

CHICKEN

SERVED WITH FRENCH FRIES - SUBSTITUTE ONION RINGS $2.00

Grilled Chicken Breast	$6.49
Chicken Bacon & Cheese	$7.49
Chicken Breast Fritter	$7.99
Breaded Buffalo Chicken	$7.99

BURGERS & DOGS

SERVED WITH FRENCH FRIES - SUBSTITUTE ONION RINGS $2.00

Hot Dog (no French Fries)	$3.83
Hot Dog	$4.83
Hamburger Add cheese and/or bacon $.50 ea	$7.99
Mushroom & Swiss Burger Swiss cheese & fresh mushrooms	$8.99
Infmo Burger Pepperjack cheese, buffalo sauce & jalapenos	$8.99

WINGS

Small Boneless Wings (6ea)	$5.99
Large Boneless Wings (12ea)	$11.99
Small Traditional Wings (12ea)	$6.99
Large Traditional Wings	$13.98
Small Chicken Drummies (6ea)	$6.99
Large Chicken Drummies (12ea)	$13.98

BUFFALO, HONEY BBQ, SPICY SWEET & SOUR
RANCH AND BLUE CHEESE DRESSING AVAILABLE UPON REQUEST

All cooked items on the attached menu can be prepared by the oven depicted above. No item takes more than 5 minutes to prepare.

Goal 8
BOLSTERING JR. GOLF AND FAMILY GOLF

Now more than ever due to the Covid pandemic, families are looking for safe and healthy outdoor activities in which to participate. Golf is the perfect opportunity for those people. At GreatLIFE we have always invested in Jr. Golf and Family Golf. Most golfers learn their love of the game from playing as children with their family members and friends. While it's true that some people learn their love for the game later in life, statistics by the NGF, USGA, and AJGA clearly demonstrate that the most devoted players of the game learn at an early age. This is why all GreatLIFE MidMO facilities offer a once-a-year FREE 2-day Jr. Golf Camp to all kids ages 5-17. GreatLIFE MidMO also offers affordable summer only Jr. Golf walking memberships and heavily discounted Jr. Golf rates to children after 3pm each day of the week (*children under the age of 12 must be accompanied by an adult*). If GreatLIFE is selected to manage North Terra Golf Club, we would immediately institute these proven programs.

GreatLIFE also offers family clinics and special family golf events designed to be fun, slightly competitive, and most of all affordable.

2021 GreatLIFE MidMO Jr. Golf Camp Flier

GL MidMO

Hail Ridge

Eagle Knoll

Heritage Hills

Shawnee Bend Golf Course

Green Hills Golf Course

2021 Jr. Golf Days

Details:

Camp is designed for kids ages 5-17. Beginners and more advanced students are both welcome. Clubs will be provided to kids for the camp, but kids with clubs are encouraged to bring them.

Wednesday (June/July/August) Sessions (to be announced)
Ages 5-8 8:00
Ages 9-12 11:00
Ages 13 & Up 2:00
Thursday (June/July/August) Sessions (to be announced)
Ages 5-8 8:00
Ages 9-12 11:00
Ages 13 & Up 2:00

Cost $0 (donations welcome)
Includes: Snacks, Drinks, Clubs and Golf Instruction

For more information contact the GreatLIFE MidMO Teaching Director at: (573) 761-GOLF (4653)
or
visit: www.greatlifemidmo.com

2021 GreatLIFE MidMO Family Clinic Flier

Goal 9

BUSINESS PLAN DEVELOPMENT WITH DETAILED BUDGETING AND MONTHLY FINANCIAL REPORTING

At GreatLIFE MidMO we make it a point to create a detailed business plan for each and every fiscal year of our operations. We believe in the adage that "**if you fail to plan you plan to fail**". Our business plans are designed with the help of our key "on property" team members collaborating with our corporate leadership team. We work together to build an achievable roadmap to success for each property. These business plans are a part of our contractual promise to property owners and is delivered each year along with an annual budget. Additionally, we provide monthly Profit and Loss, Balance Sheet, A/R, and A/P statements. All monthly Profit and Loss statements include the monthly budget for comparison.

EXHIBITS (Provided as separate supplements to this document)

Exhibit A – FY-2021 Heritage Hills Business Plan Example

Exhibit B – YTD Profit and Loss Statement for Green Hills Golf Club

Exhibit C – Monthly Statement of Paid Expenses for Eagle Knoll Golf Club

Reason 1

We are a local company operating throughout Missouri with an expertise in small city municipal course management. As our references and experience show, we have a unique capacity to understand and successfully manage golf properties with the same characteristics and challenges currently represented in the opportunity at North Terra.

Reason 2

GreatLIFE is a membership driven and supported golf company that has built a successful reputation on managing the balance between member and public patron golf participation. Our entire ecosystem is built on the belief that semi-private golf business models are the best way to successfully support small city municipal golf properties.

Reason3

We are uniquely positioned to bring new out of the area play to North Terra. Our membership and facility network that stretches across Missouri, Kansas, Iowa, South Dakota, and Minnesota enable us to promote "Stay and Play" golf successfully throughout the golf season, but specifically in the shoulder seasons of Feb – Apr and Oct – Nov. *See attached Stay and Play – Exhibit D*

Reason 4

GreatLIFE's membership network of facilities and membership privilege program give current members new and exciting regular play and tournament play opportunities for no additional cost. Members of North Terra will be able to enjoy playing premium golf courses around the Midwest, Utah, and Florida for special rates only offered to GreatLIFE Members. All the courses in the MidMO network offer reciprocal play to GreatLIFE MidMO members for no additional cost to as little as a cart fee. GreatLIFE MidMO members and their guests will also be able to access fully private clubs and GreatLIFE Signature clubs such as Canyon Farms, Staley Farms, Tallgrass CC, and Osage National for special member only rates.

Reason 5

We put our boots on the ground several days per month. One distinguishing factor about GreatLIFE MidMO is the presence on property and the daily interaction by CEO, Bryan Minnis with MidMO employees, property owners, members, and patrons. We make it a point to have at least 2 or 3 personal visitations to the property by our Corporate Leadership team each and every month. The same people who will handle the contract negotiations of this opportunity, will be the same people involved in the daily oversight of North Terra. Your phone calls will always be answered or returned by the CEO and other Corporate Staff outlined in this proposal.

Length of Time Firm Has Been in Business

Maxim Golf Solutions, the Parent Company of GreatLIFE MidMO has been in business since 2011. It's Founder and Principal, Bryan Minnis, has also served in Executive and Management Level Positions for nationally recognized management companies for more than 25 years. The companies in which he has served in these capacities include:
American Golf – Head Golf Professional (Stonecreek The Golf Club)
Starwood Hotels – Director of Golf Sales & Marketing (The Wigwam Resort)
Five Star Lifestyles – Director of Golf (The National Golf Club of Kansas City)
Kemper Sports – Director of Sales and Marketing (Kansas City Market)
Orion Golf Management – Director of Operations (Alvamar Country Club)
GreatLIFE Golf & Fitness - Chief Development Officer and Chief Operating Officer

GreatLIFE MidMO and Maxim Golf Solutions currently manages or provides management services to 7 properties:

Total Number of Public Sector Clients and Specific Municipal Relationships - Present and Past

Current Municipal Relationships
Green Hills Golf Course – City of Chillicothe, MO
The Fast Lane Entertainment Center (Bowling) – City of Chillicothe, MO
Heritage Hills Golf Course – City of Moberly, MO
Shawnee Bend Golf Course – City of Warsaw, MO
Osawatomie Golf Course – City of Osawatomie, KS

Current Non-Municipal Relationships
Eagle Knoll Golf Course – Hartsburg, MO
Hail Ridge Golf Course – Boonville, MO

Previous Municipal Relationships
Heritage Park Golf Course – County of Johnson County, KS
Eagle's Landing Golf Course – City of Belton, MO
Eagle Bend Golf Course – City of Lawrence, KS
Osage City Golf Course – City of Osage City, KS

Number of Full-Time Personnel

26

Number of Full-Time Client Support Personnel Available During City's Normal Business Hours

14

Office Locations:

All Operations
5757 East Eagle Knoll Dr
Hartsburg, MO 65039

Agronomic Operations
210 Whitetail Dr
Walnut Shade, MO 65771

Background of GreatLIFE MidMO's Key Corporate Personnel

Bryan Minnis **(GreatLIFE's Main Point of Contact)**
Founder and Principal – Maxim Golf Solutions
Chief Executive Officer – GreatLIFE MidMO

Bryan Minnis' golf career spans more than 40 years. From his early years as a caddie and player assistant staff member at Chillicothe Country Club to his oversight of multi-million-dollar golf operations, Bryan's career has afforded him the opportunity to serve the golf community in several capacities throughout multiple markets. Bryan is the founder and CEO of Maxim Golf Solutions, a golf industry consulting firm, which also owns GreatLIFE MidMO a licensed division of GreatLIFE, which operates seven facilities throughout Central Missouri and Eastern Kansas. Bryan formally served as the Chief Development Officer of GreatLIFE Golf & Fitness and the Chief Operating Officer of GreatLIFE Kansas City. GreatLIFE is one of the nation's top 10 golf course ownership and management companies along with becoming one of the fastest growing fitness and recreational companies in the world today. Bryan has also consulted for and managed properties across the country as well as having overseen more than 25 golf course acquisitions. Bryan has also served in Directorship positions for such distinguished clubs as Alvamar Country Club (Lawrence, KS), The National Golf Club of Kansas City (Kansas City, MO), The Wigwam Resort (Goodyear, AZ), and Kemper Sports' Shoal Creek and Hodge Park (Kansas City, MO). Bryan's club ownership background includes Alvamar Country Club (Lawrence, KS), now known as The Jayhawk Club, and Eagle Knoll Golf Club (Jefferson City, MO), which he currently owns. Bryan has served on a number golf industry advisory and development boards as well as having provided leadership for a number of golf industry led charitable organizations and endeavors. In addition to his ownership and management background, Bryan was also the Director of Instruction at Palm Valley Golf Club in Goodyear, Arizona and Head Golf Professional at Stonecreek the Golf Club in Paradise Valley, Arizona. Bryan played collegiate golf at William Jewell College and then professionally on the Ben Hogan Tour, Western States Mini-Tour, and in the Southwest Section of the PGA.

Toby Burkhart
Regional Agronomy Director – GreatLIFE MidMO

Toby Burkhart has more than two decades of experience as a golf course superintendent in the state of Missouri. He has been a certified GCSAA Member for 15 years and has held such distinguished positions as Superintendent of Johnny Morris' Top of the Rock (designed by Jack Nicklaus). Toby's oversight of Top of the Rock brought him industry wide critical acclaim when he hosted the 2017 & 2018 PGA Bass Pro Shop Legends event at his course in Branson. Toby has also served as Head Superintendent for Island Green Golf Club, Ledgestone Golf Club, and John Daly's Murder Rock. Toby is a key component to the success of GreatLIFE MidMO. His leadership and cooperative planning ability has enabled the superintendents within the GreatLIFE MidMO and GreatLIFE Springfield markets to flourish in their responsibilities as course caretakers.

Kailyn Smith
Corporate Office Manager – GreatLIFE MidMO

Kailyn holds a Bachelor of Arts degree for Hospitality Administration/Management from Kansas State University. She has practical experience in the golf industry, formerly serving in food and beverage and golf shop assistant capacities for Alvamar Country Club. She also served as a front desk agent for Bluemont Hotels and most recently before coming to GreatLIFE MidMO, Kailyn served as Guest Relations manager for Marriott's Hilton Head Resort. Kailyn handles all HR, Membership Management, Corporate Compliance, and Payroll needs for the GreatLIFE MidMO network of facilities. She works closely with property GM's to ensure that proper implementation of GreatLIFE's procedures and protocols are consistently and accurately implemented.

Russ Madsen
Director of Purchasing/Jr. Golf Development – GreatLIFE MidMO

Russ is a 30-year golf industry professional. He has served in multiple capacities over the years, including GM positions at two distinguished Missouri based private clubs. Russ has been a part of GreatLIFE since 2016 serving as Director of Jr. Golf for GreatLIFE KC and GM of GreatLIFE's Liberty Hills Country Club. He currently serves both the Corporate Office as Purchasing Director for GreatLIFE MidMO and as the General Manager of Green Hills Golf Club in Chillicothe, MO. Russ also orchestrates and performs GreatLIFE MidMO's summer Jr. Golf programs. He has years of teaching experience with an emphasis in Jr. Golf as well as over 25 years of Merchandise expertise. Russ handles all ordering and inventory management for the MidMO properties.

Kyna Smith
Membership and Events Director – GreatLIFE MidMO

Kyna holds a Bachelor of Arts Degree in Marketing from Coe College. She is directly responsible for the promotion and sale of memberships for GreatLIFE MidMO. Kyna also handles membership event programming for GreatLIFE MidMO, as well as non-golf event programming for the Network of properties. Kyna also handles Stay and Play reservations for GreatLIFE Members and Patrons visiting the MidMO network of properties. Kyna works directly with GreatLIFE MidMO property GM's to help orchestrate and track membership sales, renewals, cancellations, and collections.

Jill Perry
Accounting – GreatLIFE MidMO

Jill handles all property accounting needs for GreatLIFE MidMO. Her duties include bill pay, bank reconciliation, production of profit and loss statements / balance sheets / AP & AR reports. Jill works closely with the GreatLIFE MidMO property GM's to ensure accurate and timely payment of invoices as well as the accurate accounting of daily sales and deposits.

References

Don Cawby
23607 W 72nd Terrace
Shawnee, KS 66227
dcawby@gmail.com
913-755-1944

December 29, 2021

Dear City of West Plains Officials and Staff:

The following is a letter of recommendation for GreatLIFE Golf and their Chief Operating Officer Bryan Minnis. I first met Bryan during my tenure in Osawatomie as City Manager while we were dealing with runaway costs and mismanagement of the Osawatomie Golf Course (OGC). Bryan came in first as a consultant as the owner of Maxim Golf Solutions, and took over operation of the facility in 2013. That relationship continued as OGC became part of GreatLIFE two years later and the relationship continues even today.

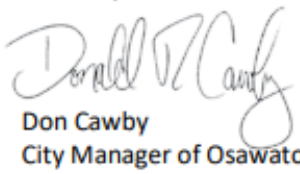
I believe Bryan's efforts saved OGC from being abandoned and led to re-establishing community pride for the facility. When I first came to Osawatomie in 2011, the course was a political hot button and a strong anti-OGC sentiment existed in the community because of the amount of the subsidy the City was providing for a recreation opportunity. Over time, with Bryan's leadership, we were able to make smarter business decisions, create community ownership, and join the GreatLIFE family to improve the visibility and awareness of a great small town 18-hole golf course.

Besides being a very authentic and extremely pleasant person to be around, there are two things I noticed about Bryan Minnis over the years of our working relationship. First is his passion for the game of golf and his dedication to saving and preserving the golf courses of smaller communities. He recognizes that small town courses are the first point of contact for most individuals that are new to the game. So their survival is critical to both the preservation and growth of the game. Second, is his knowledge of the golf business, along with his ability to create unique solutions to problems. As Osawatomie integrated into GreatLIFE, Bryan constantly worked to make sure that all the solutions were fair to OGC and ultimately helped the entire network to flourish.

Even now, as I have moved on to another municipal position in the Kansas City metro area, I regularly share my praise of Bryan and GreatLIFE whenever a discussion of golf courses arises. I truly believe he has a gift for not only envisioning what a course can be, but also the business sense, marketing skills, and the ability to foster relationships to make it come true.

I hope this reference is helpful to your efforts. I would also volunteer my time to further discuss my relationship with Bryan and GreatLIFE if it would help you in your deliberations.

Sincerely,



Don Cawby
City Manager of Osawatomie, Kansas 2011-2019

December 30, 2021

To the City of West Plains,

I understand that your city is considering a golf course management company to manage your municipal golf course in West Plains. I would like to tell you about our experience in Chillicothe, Mo with Great Life Mid-Mo and their management of our city owned golf course. I am proud to say that I was part of group that got our golf course [Green Hills Golf Course] started which opened in 1993. We struggled financially for many years and had to subsidize the golf course each year just to keep it afloat. When I was on the City Council, and later when I was Mayor, we spent many hours discussing the future of our golf course because, in the view of many on the Council, the subsidies were not sustainable. We considered management companies as an option, but we balked at the monthly fees for their services....and that option was always "tabled" The City Council always appreciated what an asset our course was to the community, but the financial picture continued to be bleak and finally the City had to make some hard decisions. The city requested management companies to submit proposals to manage our golf course and the finalists gave an in person "pitch" to the Council. By that time, I had left City politics, but I was in attendance that night and was thoroughly impressed with the presentation by Bryan Minnis representing Great Life Golf. I met with the City Administrator the next morning to discuss the proposals and we both agreed that Great Life was the best fit for Chillicothe. Everything Bryan promised us in his proposal has come to fruition--including getting our course back on solid ground financially. Bryan knows every facet of the golf industry and has done two things that, in my opinion are particularly impressive [and important]. He has a long-range plan for golf course improvements at Green Hills and his goal is to make our course a "destination " course. The second thing that really impresses me is Bryan's desire to improve our Jr. golf program and he is on his way to making it one of the best in the state. From the City's standpoint the biggest benefit is that the city no longer has the burden of running a golf course-- and has turned over those responsibilities to Great Life Mid-Mo. I apologize for the length of this letter, but I hope it helps with the important decisions that you are considering. I encourage you to contact me with any questions or concerns that you may have or if you need clarification on anything I stated in this letter.

Sincerely,

Todd Rodenberg – Golf Course Oversight Committee Chair
(660) 973-1646

CITY OF Warsaw

Historic Old Steamboat Town on the Osage River And Lake of the Ozarks Home of Harry S. Truman Dam

December 29, 2021

To the City of West Plains,

Please accept this letter as the City of Warsaw's support and recommendation of GreatLIFE MidMO to manage your public golf course.

I have been with the City of Warsaw for 24 years and our golf course was always a burdensome problem under our management. We were losing customers and the actual course itself was not consistent year after year for patrons to want to continue using the course. About six years ago we decided to hire a management company to relieve us of the duty of the golf course management. After an interview process, we selected Bryan Minnis and GreatLIFE. It was understood up front that it would take some time to turn the operation around. We started to see positive changes in 2019. In 2020 the course condition was obviously getting better, and this year, the course condition and patronage usage hit a level we have not seen in over a decade.

The improved condition of the course can be directly tied to the additional patrons this year. We had numerous positive comments and witnessed more patrons from out of town. All this is a direct correlation to the management structure that GreatLIFE possess.

Again, I highly recommend GreatLIFE MidMO to manage your course.

Respectfully,

Randy Pogue

Randy Pogue
City Administrator and Planner

ATTACHMENT A -SIGNATURE PAGE

Proposer Warranties

1. The proposer certifies it can and will provide and make available, as a minimum, all services set forth in the RFP.
2. Proposer warrants that it is willing and able to comply with State of Missouri Laws with respect to foreign (non-state of Missouri) corporations (if applicable).
3. Proposer warrants that it is willing and able to obtain insurance providing a prudent amount of coverage for the willful or negligent acts, or omissions of any officers, employees, or agents thereof.
4. Proposer warrants that it will not delegate or subcontract its responsibilities under its agreement with City of West Plains without the prior written permission from the City of West Plains.
5. Proposer warrants that all information provided by it in connection with this proposal is true and accurate.
6. Proposer certifies the pricing provided in the Pricing Schedule on Attachment C is good for 90 days.

Firm: GreatLIFE MidMO LLC

Signature:

Name (printed): Bryan Minnis

Title: Chief Executive Officer

Email: bminnis@greatlifegolf.com

Phone: (785) 766-5208 Date: 1/1/2022

ATTACHMENT B – PROPOSAL CHECKLIST

This checklist is to help the Proposer ensure that all required documents have been included in its response to the Request for Proposals.

DOCUMENT	CHECK
Executive Summary	✓
Detailed list of services to be provided	✓
References and qualifications	✓
Signature Page (Attachment A)	✓
Proposal Checklist (Attachment B)	✓
Pricing Schedule (Attachment C)	✓
Statement Acknowledging Insurance Requirements	✓
Statement Acknowledging Indemnification Requirements	✓
One signed original proposal and three (3) copies of proposal	✓

ATTACHMENT C - PRICING SCHEDULE

FAILURE TO COMPLETE THIS FORM SHALL RESULT IN THE PROPOSAL BEING DEEMED NONRESPONSIVE AND REJECTED WITHOUT ANY FURTHER EVALUATION. **THIS PRICE SHEET AND ADDITIONAL PRICE RELATED INFORMATION MUST BE SUBMITTED IN THE SEALED ENVELOPE WITH YOUR RFP SUBMISSION.**

Please provide your pricing schedule below and associated costs for operating and managing the North Terra Golf Course over a period of five years:

Year 1: $ 40,000

$ 0 - 2,000 (Unusual Travel / Contract Labor)

Year 2: $ 40,000

$ 0 - 2,000 (Unusual Travel / Contract Labor)

Year 3: $ 41,000

$ 0 - 2,000 (Unusual Travel / Contract Labor)

Year 4: $ 42,000

$ 0 - 2,000 (Unusual Travel / Contract Labor)

Year 5: $ 43,000

$ 0 - 2,000 (Unusual Travel / Contract Labor)

Attach additional pages (if needed) for other cost/price related information.

Insurance Requirements

The Firm shall purchase and maintain such insurance as will protect it from claims set forth below which may arise out of, or result from, the Firm's execution of the work, whether such execution be by the Firm, or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable:

1) Claims under workers' compensation, disability benefit and other similar employee benefit acts;

2) Claims for damages because of bodily injury, occupational sickness or disease, or death of employee;

3) Claims for damages because of bodily injury, sickness or disease, or death of any person other than employees;

4) Claims for damages insured by usual personal injury liability coverage which are sustained (1) by any person as a result of an offense directly or indirectly related to the employment of such person by the Firm, or (2) by any other person and;

5) Claims for damages because of injury to or destruction of tangible property, including loss of use resulting therefrom.

Certificates of Insurance acceptable to the Owner shall be filed with the Owner prior to commencement of the work. These Certificates shall contain a provision that coverages afforded under the policies will not be cancelled unless at least fifteen (15) days prior written notice has been given to the Owner. Minimum requirements are as follows:

General Aggregate	$2,000,000	Products-Comp/Op Agg	$2,000,000
Personal $ Adv Injury	$1,000,000	Each Occurrence	$1,000,000
Med Exp (any 1 person)	$10,000		

I, Bryan Minnis, the duly authorized representative for GreatLIFE MidMO LLC, do hereby certify that the insurance requirements and terms stated above are agreed to, and will become part of the negotiated contract by and between the City of West Plains and GreatLIFE MidMO LLC, should GreatLIFE be selected.

Bryan Minnis

Authorized Signature

1/1/2022

Date

Indemnification

To the fullest extent permitted by law, Proposer agrees to indemnify, defend and hold harmless the city, its elected officials, officers, agents, volunteers, lessees, invitees and employees from and against all suits, claims damages, losses and expenses including but not limited to attorney's fees, court costs or alternative dispute resolution costs arising out of or related to any such suit, claim, damage, loss or expense involving an injury to a person or persons, whether bodily injury or other personal injury (including death), or involving an injury or damage to property (including loss of use or diminution in value), but only to the extent that such suits, claims, damages, losses or expenses were caused by the negligence or other wrongdoing of Proposer, or any supplier or subcontractor, or their agents or employees, directly or indirectly, regardless of whether caused in part by the negligence or wrongdoing of the city or any of its agents or employees.

I, Bryan Minnis, the duly authorized representative for GreatLIFE MidMO LLC, do hereby certify that the indemnification terms stated above are agreed to, and will become part of the negotiated contract by and between the City of West Plains and GreatLIFE MidMO LLC, should GreatLIFE be selected.

Authorized Signature _____ Date 1/1/2022

GreatLIFE MidMO LLC Officail RFP Response
City of West Plains – Request For Proposal – December 10, 2021
North Terra Golf Course

Authorized Signature _____ Date 1/1/2022

Exhibit A

Heritage Hills

2021-2022 FY BUSINESS PLAN

presented by

GreatLIFE
Live. Play. Better.

Table of contents

Section 1	Operation Overview
Section 2	Management Operations
Section 3	Food & Beverage Operations
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Section 5	Maintenance Operations
Section 6	Membership Programs
Section 7	Marketing Plan
Section 8	Market/Competitor Research
Section 9	Deferred Maintenance/Capital Project Considerations
Section 10	2021-2022 Proposed Budget

Section 1

Overview

Following is a detailed description of operational/financial plans and projections to be carried out under the direction of GreatLIFE Golf and Fitness Mid Missouri Division on behalf of the property owner city of Moberly, MO for Heritage Hills Golf Course for the upcoming year. 2021 is expected to be a good financial year marked with several improvements to the recreational facility. A major focus of the 2021 plan will also include membership and patron play growth strategies coupled by operational streamlining of membership sales, tournament sales, and an emphasis on agronomic efficiencies.

2020 was a historic year for the golf industry both regionally and nationally. GreatLIFE saw golf demand reach peaks not seen since the mid 1990's across its network of more than 60 courses. We believe 2021 is set to be another historic year for the industry and Heritage Hills. The potential for increased membership, patron play, and tournament play presents an opportunity to create a self-funding municipal asset that provides golfing and social enjoyment to the surrounding community and to those visiting the great city of Moberly, MO. While the Covid-19 pandemic caused a great deal of concern and disruption to the golf course business in early 2020, it was soon followed up by a historic increase in golfing participation in the latter half of the year. After medical professionals and governing entities were able to determine safe and reasonable guidelines for outdoor activities and specifically golf activity, GreatLIFE with the cooperation of the city of Moberly were able to implement safeguards that provided confidence in golf property visitation, and subsequently turned into record playing levels for the second half of the year. Covid-19 safeguards will continue to be at the forefront of our operational concerns for the upcoming year and all necessary measures will be enforced. One major change for the upcoming year will be the reinstatement of the 2 riders per cart rule whenever necessary to ensure the number of available carts for the golfing demand. Members and patrons will be informed of this reinstatement in advance of membership and daily fee play decisions.

The goal of the 2021-2022 FY Business Plan is to outline in detail a roadmap for achieving the following financial goal:

$ 451,950	Total Revenues
$ (30,311)	COGS
$(421,573)	Operating Expenses
$ 66	Net Income

GreatLIFE believes that these financial goals are achievable based upon historic evidence from fiscal years 2019 and 2020.

(4) Key factors for reaching 2021 financial goals:

1) **Salary and Wage Control** – It will be crucial to operate Heritage Hills within a gross labor budget of $224,000. This figure represents all salaries, hourly wages, tips, commissions, bonuses, benefits, and taxes.

2) **Property Leadership Restructure & Increased Payroll Support** – We will modify the daily focus but not the overarching responsibility of General Manager Eric Brown. Mr. Brown brings a unique skill set to the operation as a former GreatLIFE golf course superintendent. Mr. Brown is a degree certified agronomist who has practical experience in both golf course and clubhouse management. We propose that Mr. Brown take on the role of overseeing the daily agronomic plans of the course and grounds personnel as well as manage the clubhouse personnel. GreatLIFE's evaluation of the golf shop operation, as validated by conversations with city management, confirm that a bolstering of golf skilled shop personnel would benefit the overall member and patron experience. By strengthening the agronomy and clubhouse payroll, additional employees can be added including the possible addition of a qualified Assistant Superintendent and Golf Professional Assistant. Mr. Brown will continue to have oversight of the entire operation, but a qualified Golf Professional Assistant and qualified Assistant Superintendent will be hired to give support to the successful management of the golf shop operations and the grounds operations.

3) **COGS (Cost of Goods Sold)** – Controlling COGS in Golf Shop Merchandise will be a major focus of 2021. Poor COGS control in 2020 played a significant role in missing projected goals merchandise income goals. Better inventory audits and purchasing plans will be implemented and outlined in this plan to explain the approach that will be taken to achieve these goals for 2021.

4) **Membership and Patron Golf Play** – In order to achieve the revenue goals set forth in the 2021 Heritage Hills budget, it will be important to grow both revenue streams. These two revenue opportunities are always the most vulnerable as they can be easily impacted by weather and course conditions. Weather is beyond our control and periodic poor weather seasons speak to the importance of recurring membership dues revenue, which is insulated from poor weather conditions, leaving the focus on course conditions at the forefront of our most important focus. Course conditions impact the desirability of membership and daily fee patron play, and it will be GreatLIFE's number one mission to provide excellence in all areas of course agronomy based upon the constraints of the approved budget for 2021. GreatLIFE MidMO will also embark on a more aggressive marketing and sales program for 2021/2022 as reflected in detail in this plan as well as in the budget.

Section 2

Management Operations

Corporate Level Changes

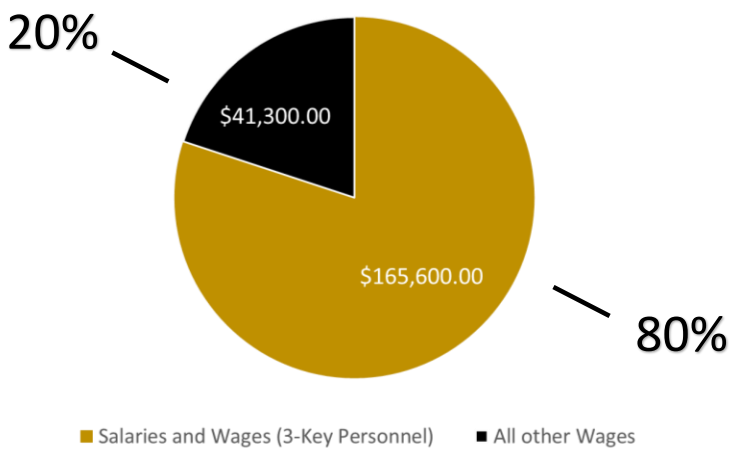
A few changes will take place within GreatLIFE's oversight of Heritage Hills's for 2021. Some of these changes are comprised of GreatLIFE management personnel additions, and better cooperation between the Mid Missouri network of GreatLIFE properties that will provide for efficiencies and synergies that should positively affect the operation. GreatLIFE has also allowed for the creation of GreatLIFE MidMO, LLC, which will act as the operating arm for the Mid-Missouri network of properties comprised of Heritage Hills (Moberly, MO), Green Hills (Chillicothe, MO), Eagle Knoll (Hartsburg, MO), Hail Ridge (Boonville, MO), and Shawnee Bend (Warsaw, MO). The sole focus of GreatLIFE MidMO, LLC will be the successful operation of these 5 properties. Additionally, GreatLIFE MidMO will work with the existing operations to identify future network partners that bring synergies, efficiencies, and prestige to the overall network.

Personnel Changes

Beginning March 15, 2021 GreatLIFE will increase the responsibilities of General Manager, Eric Brown to include more direct oversight of the entire golf course operation. Mr. Brown's agronomic background and long-standing history with GreatLIFE property management presents a unique opportunity to utilize his skillset in an expanded capacity. Giving Mr. Brown more oversight of the daily management of the agronomic department as well as the clubhouse operations at Heritage Hills will allow for better overall management and consistencies throughout the operation. These efficiencies should reflect themselves in better tee sheet management, member account management, and COGS control, all of which will have a positive impact on the bottom line and member and patron experience.

The Salaries and Full-Time Hourly Wages of the 4-Key Personnel (GM, Superintendent, Golf Professional Asst., and Asst. Superintendent) found in the budget represent 65% of the overall payroll budget. These positions are key to the success of the operation.

2021 projected 4-Key Personnel salaries and wages represent 80% of the overall Salaries and Wages budget. These wages are most likely fixed and any decreases or increases to the payroll budget will be influenced by part-time hourly staff alterations made throughout the year based upon revenue demands or declines.



Section 3

Food & Beverage Operations

Introduction

This past year brought a significant change to the Food and Beverage operation at Heritage Hills Golf Club. In a move designed to bring better and more consistent food service to the Members and Patrons of Heritage Hills, a lease agreement was established and signed by Dorothy Richterkessing, owner of Dot's Bakery, for the provision of food and non-alcoholic beverage services provided inside the clubhouse area. While this agreement provides only a modicum of income to the operation at $300 per month, it does meet the goal of providing better quality food services to our Members and Patrons, while giving us the freedom to focus more effectively on the golf operations of the property. This agreement also supports the management focus change of General Manager Eric Brown as it relieves him of direct oversight of the food services needs of our clientele, which is typically a time-consuming focus of any General Manager.

Goals for 2021

- Provide high quality and consistent food and beverage services to members, patrons, events, and non-golfing patrons.
- Assist Dot's bakery in booking non-golf events that provide HH with added room rental business that promotes profitablity to the operation and strengthens Dot's.
- Maintain an alcoholic beverage cost of sales under 40% of revenue.
- Assist Dot's in the promotion of non-golfing daily dining that strengthens Dot's business and allows for a more sensible performance based long-term lease.

Heritage Hills Event Space Rental Fee & Capacity Chart

Room	Capacity Table seating	Capacity Theater Seating or Reception	Regular Room Rental Fee ** Offered at 50% for Heritage Hills (GreatLIFE) members*	Non-Member Room Deposit **Deposit will be applied to the Room Rental Fee*	Non-Member Food & Beverage Minimum Requirement	Heritage Hills (GreatLIFE) Member Room Deposit	Heritage Hills Member Food & Beverage Minimum Requirement
The Heritage Room	30	60	$125 per hour	$50	$100	None	$50

Section 4

Golf Operations

Overview for 2021

2021 will be focused on increased oversight of the facility by GreatLIFE MidMO. A weekly schedule of Zoom meetings for the golf and maintenance staff along with bi-monthly property visitations will be the standard for the foreseeable future. Monthly zoom meetings with will be scheduled with participation from all network facilities designed to foster synergy and creativity throughout the network. These interactions with the ground level leadership at the facility will ensure that all initiatives are addressed, and proper auditing of ongoing plan achievement is being met.

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Course Conditions

The central and most important focus of 2021 will be to offer excellent golf course conditions to members, patrons, and tournament play. A budget, strategy and personnel plan has been established to meet this expectation.

Daily Fees

The rates for 2021 daily Patron Play will be as follows:

Rate Categories	**2021**
Mon-Thur	$37 w/cart
Fri-Sun & Holidays	$47 w/cart
Junior Rate (walking) Mon-Thur / After 1 Fri-Sun & Holidays	$5 **children under the age of 12 must be accompanied by an adult*

Tournaments, Outings, and Leagues

In 2021 GreatLIFE MidMO will seek a qualified golf industry professional to sell tournaments and offer golf instruction for the entire network with an emphasis on Jr. Golf instruction programming for each facility. This person's primary responsibility will be to assist in tournament prospecting, tournament bookings, and golf instruction opportunities for the 3 centralized properties (Heritage Hills, Eagle Knoll, Hail Ridge) with limited support for the other two properties (Green Hills, Shawnee Bend). This individual will respond to tournament inquiries driven by social media, website, and email promotions that funnel prospects through the website portals for both the individual courses and the landing page at greatlifemidmissouri.com. A commission plus hourly payment structure along with golf instruction revenue will support this position and the cost to each facility participating in the benefit of this position will be appropriated based upon counter time at the facilities and a pro-rata assessment of tournament activity bookings weighted against the hourly wage assigned to this employee.

2021 HHGC TOURNAMENT SCHEDULE

May 22	Orscheln Tournament
June 09	Peak Sport & Spine
June 10	MGA Kids Event
June 12	Westran Alumni
June 19	Jill Hughes Scholarship
June 26	Harrisburg Lions Club

July 03 4th of July Tournament
July 10 & 11 Missouri Masters
July 17 Toys for Tots

August 07 HHGC Ladies Scramble
August 14 & 15 Missouri Couples Masters
August 21 YMCA Tourney
August 28 Moberly Boosters
August 30 Greyhound Tourney

September 16 Economic Development (8 am & 1 pm) CLOSED ALL DAY
September 17 United Way
September 18 St. Pius Tourney

Member Golf Events & Leagues

Heritage Hills Country Club Ladies Golf Day – Tuesday nights April – September

Guys and Dolls Night – Friday nights April – September

Men's Night – Wednesday nights April - September

The Heritage – will be held in late September. It will consist of two-man teams, open to all Heritage Hills golf members and their guests. Flights will be determined by the two team members combined handicap index with six teams in each flight. Matches are based on a point system with one point available on each hole played; the winning team will receive 1 bonus point. The event will begin with a practice round and meal on Thursday afternoon. Friday will consist of three 9-hole matches with two more matches on Saturday morning. After the conclusion of the 5 matches the top two teams from within each flight will advance to the Horse Race on Saturday afternoon. The Horse Race format is true alternate shot between the two team members and is handicapped based on the tees played. The Champions dinner will be held on Saturday evening and will honor the winners of this year's tournament. Sunday, we hold our six-man scramble. Throughout the weekend you will have the opportunity to visit the Titleist golf concept store in the Heritage Hills Clubhouse. Participants will be given credit to spend in the concept store awarded to them as part of their team's entry fee.

The MidMO Cup Series – The MidMO Cup Series will pit competitive teams from each GreatLIFE MidMO network facility against one another in a 12-man Ryder Cup format throughout the 2021 golf season. The winning team will retain the MidMO cup traveling trophy for the year. The cup will be prominently displayed in the winner's clubhouse. The winning team will then compete in a culminating GreatLIFE Champions Cup event at Osage National in October of 2021 for the GreatLIFE Cup. The winners of the GreatLIFE Cup will retain the traveling trophy and it will be prominently displayed in the winner's clubhouse for the current season.

Golf Shop Merchandise Buying Plan for 2021-2022 FY

The golf shop will carry the below listed merchandise products. Our goal is to always maintain a total inventory commitment under $15,000 of total inventory throughout the season with a total of inventory commitment of less than $3,500 during the off-season.

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Quantity	Avg. Cost	Total Cost
Apparel																
	FootJoy		18									40		58	29.43	$ 1,706.94
	Titleist		6									8		14	13.55	$ 189.70
	Bermuda Sands		12									32		44	22.31	$ 981.64
	Wilson		4									8		12	7.41	$ 88.92
	Black Clover		8									16		24	12.68	$ 304.32
Total Units		0	48	0	0	0	0	0	0	0	0	104	0	152		$ 3,271.52
Balls																
	Titleist		84								240			324	6.5	$ 2,106.00
	Bridgestone		48								96			144	4.8	$ 691.20
	Wilson		48								96			144	4.35	$ 626.40
Total Units		0	180	0	0	0	0	0	0	0	432	0	0	612		$ 3,423.60
Shoes																
	FootJoy			6							18			24	76.45	$ 1,834.80
Total Units		0	0	6	0	0	0	0	0	0	18	0	0	24		$ 1,834.80
Clubs																
	Titleist										11			11	163.81	$ 1,801.91
Total Units		0	0	0	0	0	0	0	0	0	11	0	0	11		$ 1,801.91
Bags																
	Titleist			1							3			4	121.67	$ 486.68
	Sun Mountain			2							5			7	94.32	$ 660.24
Total Units		0	0	3	0	0	0	0	0	0	8	0	0	11		$ 1,146.92
Misc.																
	Nextbelt											12		12	27.43	$ 329.16
	All Star Pro Golf		36									48		84	4.62	$ 388.08
Total Units		0	36	0	0	0	0	0	0	0	0	48	0	96		$ 717.24

Total Inventory Expense **$ 12,195.99**

Section 5

Maintenance Operations

GENERAL OBJECTIVE:

The ever-changing golf market continues to bring challenges to all areas of Heritage Hills's operation. This is equally true in the maintenance department, as our place in the golf industry is heavily reliant on the experiences our patrons and members receive when they visit the facility. Course conditions are expected to be at a premium on a day in and day out basis, and it is our goal to strive to achieve these conditions, as well as be diligent in our fiscal responsibility to the company. It is imperative that Heritage Hills continues to look to the future as it tries to position itself for success down the road. Keeping up to date with the latest agronomic practices and having the tools to implement them is one area that the maintenance department can help as we look forward. Obviously, it will take some financial commitment to achieve these goals, but with proper planning Heritage Hills can continue to deliver the conditions our members and patrons have come to expect keeping Heritage Hills a major player in the Moberly and greater Central Missouri golf market.

AGRONOMIC OBJECTIVES:

Greens: The greens are the cornerstone to any successful golf facility, and predictably, they also are the most intensely managed areas on the courses. Expectations of fast green speeds, firm surfaces and healthy turf come into conflict as summer arrives in the area. It is the goal to meet these expectations as best as possible, without sacrificing turf to do so. There are several inputs that affect the quality of greens, but as always, a good Integrated Pest Management plan has to be utilized to keep up with the ever-changing environmental conditions that we encounter. Appropriate pesticides will be applied on schedule, as well as a balanced fertilizer plan. Cultural practices, such as topdressing, verticutting and venting will be employed on a more consistent basis this season, especially as it pertains to the public set of greens. The newer cultivar that is on those greens is much more of an active grower, and the feeling is that there needs to be a more aggressive approach to managing the thatch and mat layer. The country club greens will have a modified schedule of cultural practices as well, but not as intense as the public set of greens.

Tees: The teeing grounds are an area of concern for some, especially on the country club course. Several tee complexes have been rebuilt over time, and these changes have been great improvements. However, there are still several tees that are not as level as desired, and some that are probably too small to withstand the amount of traffic they receive. We should keep this on our priority list going forward. As for the maintenance of the tees themselves, proper fertility is paramount to keep the teeing grounds growing vigorously to aid in recovery from divots. Cultural practices will include a couple of topdressings throughout the growing season, and a core aeration may be utilized to help control the thatch layer of the turf.

Fairways: The fairways will be maintained in a similar fashion to the teeing grounds. Proper and timely fertilization will play a key role in allowing for healthy turf and vigorous growth. Zoysia patch prevention will be accomplished through a fungicide application in spring and fall. Aeration of fairways is a process that will be on the schedule, but might be bypassed, depending on the environmental and overall turf conditions. It we are in drought-type conditions, more damage than good can be caused during aerification as an underperforming irrigation system such as ours does not lend itself to adequate recovery. However, if conditions are right, an aggressive aerification can be a great benefit to promote healthy turf.

Rough and Green Surrounds: The green surrounds will undergo an aggressive overseeding program every fall to recover areas that succumbed to the summer stress periods. Few of our green banks are irrigated, and many complexes are overgrown with trees. The combination of the two makes it difficult to maintain healthy turf on our surrounds throughout the season. Removal of trees in these areas is something that should be moved up the priority list, in order

to allow desirable turfgrasses to thrive. The public course has irrigated green banks and very few tree issues, and the difference between the health of these areas on the two courses is obvious. The rough on both courses is non-irrigated, making it difficult to provide rough conditions that some golfers expect. Overseeding areas that are considered hi-profile will continue to be an ongoing process in the fall, but without proper irrigation, an extensive overseeding plan on the entire rough is probably not something that would be practical at this time.

Bunkers: As we enter 2021, there is still some work to do on bunker renovations, but most of the severe drainage issues for bunkers have been addressed.

Golf Course Accessories and Signage: We will eliminate ball washers from the course this year in an effort to reduce maintenance labor costs. We will also assess the need to add additional signage and possibly roping to the course to curtail the consistent abuse of golf course traffic in restricted areas.

Irrigation System: Heritage Hills will continue to replace aging and malfunctioning heads around the course with and emphasis on greens, green surrounds, fairways, and tees. This has been addressed in the 2021/2022 budget. There will be ongoing budgetary needs beyond 2022 for note.

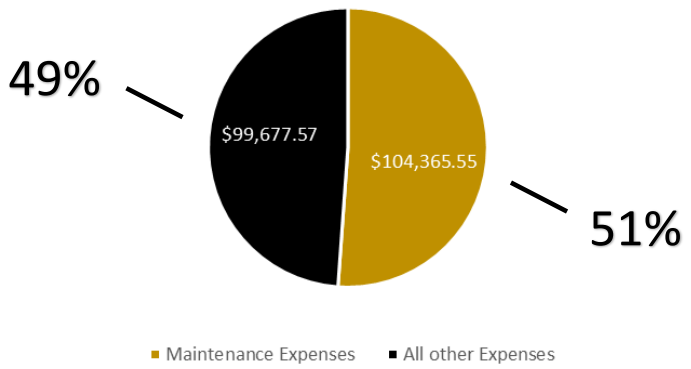
Golf Course Equipment: Golf course equipment is in fairly good shape. The addition of a topdressing piece of equipment is needed and mentioned in the capital needs section of the business plan.

Budgeting: The maintenance budget is a large expense at any golf course facility. Course conditions are at the heart of any successful club, and Heritage Hills is no different. The maintenance department prides itself in providing quality conditions each season and understands that fiscal responsibility is paramount to a profitable bottom line. With this being said, the budget that is represented at Heritage Hills would be considered commensurate to below average as it compares to other similar facilities in our area. As certain expenses have risen over the years; chemicals, fertilizer, and minimum wage specifically, the constraints in other areas of maintenance have suffered. Although this has not had a major effect on the course "down the middle", outlying areas and aesthetic value has suffered over the years, which has left a less than pleasing appearance to certain areas of the property.

Off Season Projects: The following is a list of things that are to be accomplished during the winter months, when general maintenance of the course are greatly reduced.

- Tree Work- Removal of dead trees. Removal of non-critical trees to promote healthy turf. Grinding of stumps
- Repair of Equipment- Includes grinding of reels and blades, preventative maintenance, proper functioning of moving parts and safety features.
- Attendance of industry seminars and training
- Continued bunker renovations

2021/2022 projected maintenance expense represents 51% of the overall (non-payroll) expense projections found in the 2021/2022 FY Heritage Hills Budget.
This projection is based upon expenses that do not include payroll expenses for the facility.



Section 6

Membership Programs

GL Mid Missouri

Eagle Knoll — HARTSBURG, MO

Green Hills Golf Course — CHILLICOTHE, MO

Hail Ridge — BOONVILLE, MO

HH — MOBERLY, MO

2021 MEMBERSHIP RATES

MONTHLY MEMBERSHIP	SINGLE	FAMILY	STUDENT
GOLF (NO CART)	$57	$99	$50
GOLF W/CART	$129	$189	
HERO W/CART	$87	$129	
REFERRAL (NO CART)	$47	$85	
REFERRAL (W/CART)	$105	$155	

*One Time Administration Fee of $50 applies to each membership

*DUES PRICING ABOVE DOES NOT INCLUDE TAX

ALL GREATLIFE MID-MO GOLF MEMBERSHIPS INCLUDE RECIPROCAL PLAY AND TRAVELING CART PACKAGES TO THESE MID-MO GOLF PROPERTIES

EAGLE KNOLL • GREEN HILLS • HAIL RIDGE • HERITAGE HILLS

GREATLIFE MID-MO MEMBERS ALSO RECEIVE VARIED RECIPROCAL BENEFITS THROUGHOUT THE GREATLIFE NETWORK OF PROPERTIES

OSAGE NATIONAL • SHAWNEE BEND • GREATLIFE KC • GREATLIFE TOPEKA
GREATLIFE UTAH • GREATLIFE SPRINGFIELD • GREATLIFE WICHITA • GREATLIFE SIOUX FALLS

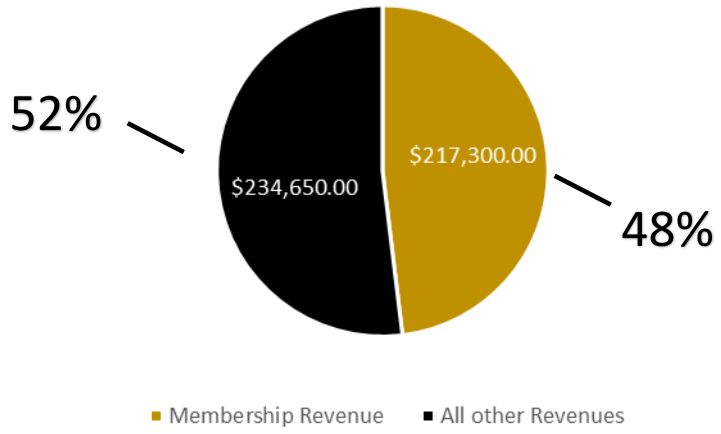
2021/2022 Membership Projection –

Recap:
Membership Levels as of 2/28/2021 – **182 Members**

	Current	**Projection**:
Here Single w/Cart	46	48
Hero Family w/Cart	17	19
Single Walking	2	3
Single w/Cart	69	72
Single w/Cart Referral	10	11
Family w/Cart	20	22
Family w/Cart Referral	1	2
Lifestyle Single	16	16
Student w/Cart	1	1

Dues Revenue Recap and Projection
2019 Dues Revenue - $175,658 (Partial Year)
2020 Dues Revenue - $209,434
2021 Dues Revenue Projection - $217,300 (1.03756 % projected increase)
Note: The dues revenue increase is comprised of growth in overall membership sales and a modest dues pricing increase taking effect April 1st 2021.

2021/2022 projected dues revenue represents 48% of the overall revenue projections found in the 2021/2022 Heritage Hills Budget.



Section 7

Marketing Plan

The marketing of Heritage Hills requires specialized attention paid to 4 specific areas: Membership, Public Golf, Tournaments and Events.

Membership

Membership is the lifeblood of Heritage Hills's revenue source, and also has influence on every area of Heritage Hills's potential revenue streams. Therefore, it is given the highest level of attention as it pertains to the marketing strategies and budgeting process for advertising and promotion. For the past three years Heritage Hills has positioned itself as an excellent value proposition for a golf membership experience within the marketplace by pricing itself aggressively, while at the same time offering amenities, programs, reciprocal benefits, and quality found at much higher priced clubs. The goal of this strategy is to leverage Heritage Hills's ability to handle far higher membership numbers than typically found at semi-private clubs. In other words, drive revenues through membership and patron play volume rather than continue the typical model of high-priced membership programs designed to appeal to what has become an ever shrinking market of customers who are willing to pay for the traditional exclusive nature of private club membership. We believe that even with the slight increase in dues for the upcoming season that the club will still be positioned to attract new members in the upcoming year.

$7,800 of the Heritage Hills budget has been appropriated for marketing and advertising efforts in 2021/2022. The program outlined below was developed within this budget. It was accomplished through a plan that provides for several no-cost marketing opportunities combined of trade, social media outlets, email, and in-house print material promotion strategies such as cart placards, fliers, and banners.

Public Golf

Public Play at Heritage Hills saw a significant increase in total number of rounds played in 2020 due to the "Covid Bump". We anticipate solid daily fee patron play in the early golf season of 2021 based upon the same Covid factors. We will use this opportunity to reach as many golf member prospects as possible through in-house promotion material and face to face membership opportunity encounters.

The advertising and marketing campaign for 2021/2022 memberships is as follows:

Heritage Hills Website – A new website is being built at no cost (completion date 3.1.2021) as part of the GreatLIFE MidMO suite of management offerings. ***Landing page example below***.

Social Media – Heritage Hills maintains a consistent Facebook presence promoting membership, patron play, and relevant golf content.

Email – Heritage Hills has an email database of more than 10,000 strong (GreatLIFE MidMO Network Database) enabling us to promote membership and Patron play opportunities to a large number of golf enthusiasts.

Chamber of Commerce – Heritage Hills maintains a membership at the Moberly Chamber of Commerce, allowing us to leverage our relationships through the chamber via email/direct mail/business contact information/and events for the promotion of tournaments, leagues, and other forms of public play.

Tournaments – Heritage Hills will give membership information to all tournament participants in 2021.

Moberly Monitor – Heritage Hills will place membership ad's in the Moberly Monitor print and digital publication for the upcoming year.

On-Course – Heritage Hills will continually utilize the golf course to reach potential members by posting and disseminating membership information on a daily basis to daily fee patrons and tournament play.

KC & St. Louis Golf Shows – We will attend the annual KC and St. Louis Golf Shows again this year promoting both membership and public play to more than 10,000 Golf Show participants. This is also an excellent source of email harvesting.

Direct Mail – Direct Mail will be utilized for 4-some offerings throughout the Moberly, Columbia, Boonville, Mexico, Macon, and other regional markets. This is both a means to promote membership opportunities as well as drive revenue on volume base Patron play promotions.

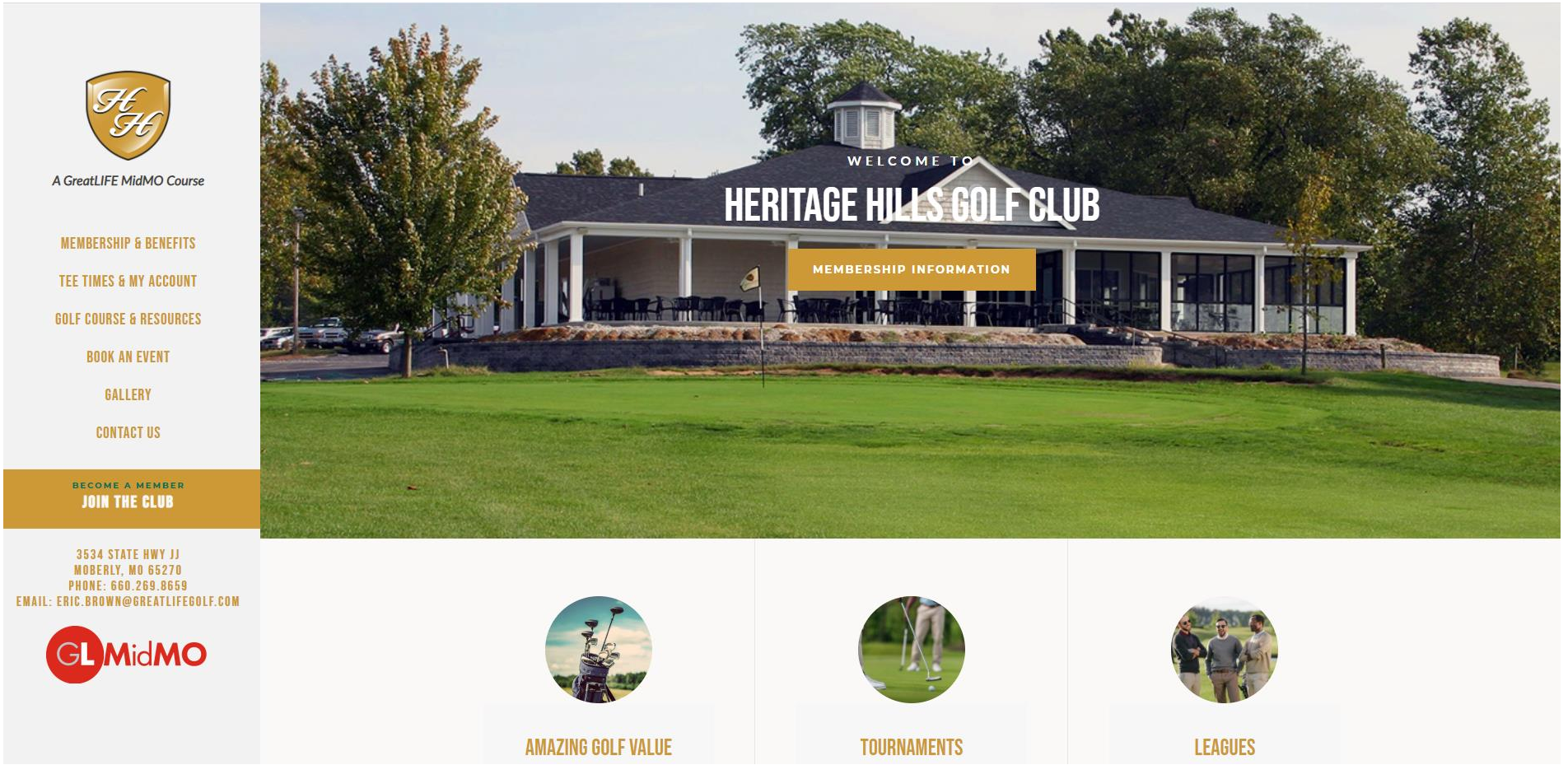
Sales & Marketing Budget

Budgeted 2021/2022 **10,125**

	2021/2022													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL	% Budget
Print														
Newspaper Ad	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Annual Newsletter	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Mailer	0	0	0	0	0	0	0	0	250	250	0	0	500	100.0%
Billboards	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													500	**4.9%**
Radio														
KTGR 1580 AM Radio	150	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	150	150	150	600	50.0%
KTGR 100.5 / 105.1 FM Radio	150	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	150	150	150	600	50.0%
													1,200	**11.9%**
Television														
Local TV	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Flintrock Media	0	0	750	0	0	0	0	0	0	0	0	0	750	100.0%
													0	0.0%
													750	**7.4%**
Social Media														
Facebook Ads/Boost	100	75	75	0	0	0	0	100	100	100	100	100	750	100.0%
Instagram Ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
LinkedIn Ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													750	**7.4%**
Member Retention														
Qualtrics Survey Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Loyalty Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Member Junior Clinics	200	0	0	0	0	0	0	0	0	0	0	0	200	100.0%
													200	**2.0%**
Website														
foreUP	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
GolfNow	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	Trade	0	#DIV/0!
													0	**0.0%**
Partnerships														
TBD	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
TBD	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**
Mobile App														
Mobile App	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**

Promotional Materials														
Brochures	0	0	0	0	0	0	0	175	0	0	0	0	175	30.4%
Banners	0	0	0	0	0	0	0	200	0	0	0	0	200	34.8%
Golf Passes	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Rack Cards	0	0	0	0	0	0	0	100	0	0	0	0	100	17.4%
Contracts	0	0	0	0	0	0	0	100	0	0	0	0	100	17.4%
													575	**5.7%**
Computer Programs														
Adobe Creative Suite	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Shutter Stock	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Canva	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Interact	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Zapier	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
													0	**0.0%**
Events														
Expo/Golf Shows	0	0	0	0	0	0	0	450	450	0	0	0	900	78.3%
Wedding Shows	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Member Parties-at Club	0	0	0	0	0	0	0	0	250	0	0	0	250	21.7%
Member Parties-at GreatPERKS	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL VIP Golf Event	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													1,150	**11.4%**
Branding														
GL Signage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL Logo Staff Apparel	0	0	0	0	0	0	0	500	0	0	0	0	500	100.0%
GL Promotional Products	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
GL Tee Markers	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
1st Tee GL Signage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
													500	**4.9%**
Associations/Memberships														
Moberly Chamber	0	0	0	0	0	0	0	0	500	0	0	0	500	100.0%
Networking Groups	0	0	0	0	0	0	0	0	0	0	0	0		
													500	**4.9%**
Outsourced														
First Cut Marketing	300	300	300	300	300	300	300	300	300	300	300	300	3,600	100.0%
													0	0.0%
													3,600	**35.6%**
Sales Contests														
Course Membership Drives	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Staff Referral Program	0	0	0	0	0	0	0	50	100	100	100	50	400	100.0%
													400	**4.0%**
TOTALS	**900**	**375**	**1,125**	**300**	**300**	**300**	**300**	**1,975**	**1,950**	**1,050**	**800**	**750**	10,125	

New Website


A GreatLIFE MidMO Course
MEMBERSHIP & BENEFITS
TEE TIMES & MY ACCOUNT
GOLF COURSE & RESOURCES
BOOK AN EVENT
GALLERY
CONTACT US
BECOME A MEMBER
JOIN THE CLUB
3534 STATE HWY JJ
MOBERLY, MO 65270
PHONE: 660.269.8659
EMAIL: ERIC.BROWN@GREATLIFEGOLF.COM
GL MidMO
WELCOME TO
HERITAGE HILLS GOLF CLUB
MEMBERSHIP INFORMATION
AMAZING GOLF VALUE
TOURNAMENTS
LEAGUES

Section 8

Market/Competitor Research

Regional Golf Club Comparison

Mid Missouri - 2021 Competitor Comparison

	Initiation	Single S / R	Single w/Cart	Couple	Couple w/Cart	Family	Family w/Cart	Jr. Single	Jr. Single w/Cart	Sr. Single	Sr. Single w/Cart	Sr. Couple	Sr. Couple w/Cart	Cycle	Trail Fee	Range Pass M / P	GF/WD	GF/WE	Sr. GF /WD	Sr. GF/WE	CF - 18	CF - 9
Eagle Knoll	$ 50	$ 57	$ 129	N/A	N/A	$ 99	$ 189	N/A	N/A	N/A	N/A	N/A	N/A	365		$25 / $35	Dynamic					
Hail Ridge	$ 50	$ 57	$ 129	N/A	N/A	$ 99	$ 189	N/A	N/A	N/A	N/A	N/A	N/A	365		$25 / $35	Dynamic					
Heritage Hills	$ 50	$ 57	$ 129	N/A	N/A	$ 99	$ 189	N/A	N/A	N/A	N/A	N/A	N/A	365		N/A	Dynamic					
Green Hills	$ 50	$ 57	$ 129	N/A	N/A	$ 99	$ 189	N/A	N/A	N/A	N/A	N/A	N/A	365		$25 / $35	Dynamic					
Shawnee Bend	$ 50	$15/$35	$ 60			$ 40	$ 68	N/A	N/A	N/A	N/A	N/A	N/A	365		$25 / $35	Dynamic					
Eagle Knoll / Hail Ridge		S / R																				
Lake of the Woods	N/A	$ 84	$ 154	$ 143	$ 262			$ 67	$ 137	$ 67	$ 137	$ 115	$ 233	365	619							
LA Nickel	N/A	$ 84	$ 154	$ 143	$ 262			$ 67	$ 137	$ 67	$ 137	$ 115	$ 233	365	619							
Gustin Golf Course		$88/$96	$150/$158	$ 138	$ 263			$29 (17>)			$ 96		$ 113	365								
Tanglewood		$17/$92	$ 133	$ 133	$ 163					$ 75	$ 108											
Railwood			$ 88											Jan - Dec			$ 34	$ 34	$ 28	$ 28	$ 10	$ 5
Heritage Hills																						
Centralia GC		$10/$50	$ 65			$ 66	$ 82							365	100	125	$ 20	$ 20			$ 10	$ 8
Arthur Hills		$13/$75	$ 100			$ 104	$ 145	$ 58	$ 104								$ 39	$ 39	$ 29	$ 29	$ 14	$ 10
Macon CC	$ 100	$40/$63				$ 78		$ 50		$ 53		$ 67										
Shawnee Bend																						
Triple Creek		$13/$35	$ 66			$ 42	$ 77															
Meadow Lake CC		$ 158	$ 203			$ 194	$ 252	$68/$113		$ 137	$ 182	$ 174	$ 229	365			$ 32	$ 32	$ 28	$ 28		
Clinton Country Club		$ 67				$ 97											$ 32	$ 32			$ 14	$ 7
Green Hills																						
Indian Foothills		$25/$42	$75/$92	$ 54	$ 113	$ 58	$ 125	$17 (17>)		$ 38	$ 88	$ 50	$ 104	Jan - Dec			$ 34	$ 39			$ 15	$ 10
Riverside CC		$ 910	$ 1,050			$ 966	$ 1,100															
Brookfield GC		$ 600	$ 885			$ 900	$ 1,185															
Chillicothe CC	??	$1,700	??			$2,650	??										$15/$23	$22/$29			??	??
Carrollton CC	??	$1,500	??			$2,100	??										$20/$35	$25/$40			??	??
St. Joe Fairview	N/A	$575/$600	??			$725/$950	??										$23/$39	$28/$42			??	??

Section 9

Deferred Maintenance/Capital Project Considerations

Facilities (Capital Over $5,000)

- Walk-in cooler
- 2-door beverage cooler (substitute for walk-in cooler)

Facilities (Maintenance, Under $5,000)

- Window tenting for clubhouse
- Porch screen protection
- New beer cooler compressor
- Clubhouse landscaping

Golf Course (Capital Over $5,000)

- Irrigation head overhaul
- Topdresser (Equipment)
- Backup fairway mower
- #6, #9, #14 bridge additions to replace low water crossing

Section 10

Proposed Budget

Heritage Hills
Proposed Payroll Budget forFY 2021-2022

Administration										**Total Hrs.**
General Manager	$	63,000.00	35	weeks at	55	hours per week				1925
			15	weeks at	40	hours per week				600
										2525
Clubhouse										
Assistant Professional	$	26,000.00	50	weeks at	40	hours per week	$ 13.00	hourly		2000
Golf Shop Lead Asst.	$	4,620.00	14	weeks at	30	hours per week	$ 11.00	hourly		420
Golf Shop Asst.	$	2,060.00	10	weeks at	20	hours per week	$ 10.30	hourly		200
Golf Shop Asst.	$	2,060.00	10	weeks at	20	hours per week	$10.30	hourly		200
	$	34,740.00								2820
Maintenance										
Superintendent	$	55,000.00	50	weeks at	40	hours per week	$ 14.50	hourly		2000
Lead Assistant	$	21,600.00	45	weeks at	40	hours per week	$ 12.00	hourly		1800
Course Asst.	$	13,530.00	41	weeks at	30	hours per week	$ 11.00	hourly		1230
Course Asst.	$	11,742.00	38	weeks at	30	hours per week	$ 10.30	hourly		1140
Course Asst.	$	3,296.00	16	weeks at	20	hours per week	$ 10.30	hourly		320
Course Asst.	$	3,296.00	16	weeks at	20	hours per week	$ 10.30	hourly		320
	$	108,464.00								6810
Total Payroll	**$**	**206,204.00**								

Golf Shop Hours Demand

	Open	**Close**	***Total Hours for Month***
Jan	8:30am	5pm	263.5
Feb	8:30am	5:30pm	252
Mar 1 - 13	8:30am	Dusk	128.5
Mar 14 - 31	8:30am	Dusk	189
Apr	8:00am	Dusk	345
May	7:30am	Dusk	380
Jun	7:30am	Dusk	390
Jul	7:30am	Dusk	403
Aug	7:30am	Dusk	403
Sep	8:00am	Dusk	345
Oct	8:30am	Dusk	310
Nov 1 - 6	8:30am	Dusk	57
Nov 7 - 31	8:30am	5:30pm	225
Dec	8:30am	5pm	263.5
Total Golf Shop Hours			3954.5

2021	**Sunrise** AM	**Sunset** PM	
1-Jan	7:28	4:58	
1-Feb	7:15	5:31	
1-Mar	6:41	6:02	*DS
14-Mar	7:21	7:15	
1-Apr	6:53	7:33	
1-May	6:11	8:02	
1-Jun	5:45	8:29	
1-Jul	5:47	8:38	
1-Aug	6:10	8:20	
1-Sep	6:38	7:39	
1-Oct	7:05	6:51	
1-Nov	7:36	6:08	
7-Nov	6:43	5:02	*DS
1-Dec	7:09	4:47	

	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	TOTAL
Ordinary Income/Expense													
Income													
4100 · Membership													
4125 · Annual Membership Dues	6,500.00	2,200.00	800.00	0.00	0.00	2,200.00	800.00	4,500.00	35,000.00	8,200.00	4,600.00	3,100.00	67,900.00
4120 · Membership Dues	12,100.00	12,300.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	149,400.00
Total 4100 · Membership	18,600.00	14,500.00	13,300.00	12,500.00	12,500.00	14,700.00	13,300.00	17,000.00	47,500.00	20,700.00	17,100.00	15,600.00	217,300.00
4200 · GO													
4227 · Corporate Partnerships	7,500.00	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,000.00
4230 · Driving Range	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4210 · Green Fees	15,000.00	8,500.00	8,000.00	5,700.00	3,600.00	2,800.00	800.00	500.00	2,250.00	7,600.00	8,500.00	15,250.00	78,500.00
4220 · Golf Carts	5,400.00	7,050.00	7,900.00	3,100.00	2,000.00	900.00	375.00	200.00	800.00	1,950.00	4,000.00	4,850.00	38,525.00
4220 · Tournaments/Leagues	2,000.00	2,500.00	12,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00	2,750.00	22,250.00
4280 · Golf Lessons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4260 · Golf Shop													
4261 · Apparel Sales	375.00	540.00	70.00	60.00	50.00	150.00	0.00	0.00	100.00	100.00	160.00	550.00	2,155.00
4262 · Balls Sales	1,825.00	1,560.00	1,300.00	450.00	180.00	200.00	100.00	100.00	250.00	300.00	800.00	1,250.00	8,315.00
4263 · Shoes Sales	0.00	145.00	245.00	150.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	540.00
4264 · Clubs Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	180.00	200.00	0.00	0.00	380.00
4265 · Bags Sales	0.00	0.00	80.00	0.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	280.00
4266 · Misc Merch Sales	220.00	120.00	135.00	150.00	40.00	100.00	25.00	25.00	50.00	75.00	100.00	100.00	1,140.00
Total 4260 · Golf Shop	2,420.00	2,365.00	1,830.00	810.00	270.00	550.00	125.00	125.00	580.00	775.00	1,060.00	1,900.00	12,810.00
4275 · Clubhouse F&B Rental	125.00	125.00	125.00	125.00	0.00	250.00	0.00	0.00	0.00	125.00	125.00	125.00	1,125.00
4297 · Locker Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4290 · Rental Clubs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4295 · Handicap	70.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	180.00	180.00	105.00	535.00
Total 4200 · GO	32,515.00	22,040.00	30,355.00	9,735.00	5,870.00	4,500.00	1,300.00	825.00	3,630.00	10,630.00	16,365.00	24,980.00	162,745.00

4400 · F&B Operations													
4450 · Event Sales													
4453 · Beer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4451 · Food	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4455 · Liquor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4452 · Soft Drink	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 4450 · Event Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4401 · Grill Sales													
4420 · Beer Sales	8,000.00	8,900.00	7,950.00	3,150.00	1,550.00	840.00	450.00	490.00	875.00	3,150.00	4,250.00	7,100.00	46,705.00
4410 · Food Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4440 · Liquor Sales	1,900.00	1,800.00	1,350.00	500.00	170.00	90.00	260.00	190.00	310.00	500.00	1,000.00	1,750.00	9,820.00
4415 · Soft Drink Sales	2,450.00	2,200.00	1,650.00	650.00	370.00	210.00	70.00	100.00	230.00	650.00	700.00	2,500.00	11,780.00
4430 · Wine Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 4401 · Grill Sales	12,350.00	12,900.00	10,950.00	4,300.00	2,090.00	1,140.00	780.00	780.00	1,415.00	4,300.00	5,950.00	11,350.00	68,305.00
4480 · Other F&B													
4456 · F&B Lease	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3,600.00
4456 · Event Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4457 · Service Fee & Tips	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 4480 · Other F&B	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3,600.00
Total 4400 · F&B Operations	12,650.00	13,200.00	11,250.00	4,600.00	2,390.00	1,440.00	1,080.00	1,080.00	1,715.00	4,600.00	6,250.00	11,650.00	71,905.00
Total Income	63,765.00	49,740.00	54,905.00	26,835.00	20,760.00	20,640.00	15,680.00	18,905.00	52,845.00	35,930.00	39,715.00	52,230.00	451,950.00
Cost of Goods Sold													
5200 · GO COGS													
5260 · Golf Shop COGS													
5261 · Apparel COGS													
52614 · Gloves COGS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
52611 · Men's Apparel COGS	255.00	367.20	47.60	40.80	34.00	102.00	0.00	0.00	68.00	68.00	108.80	374.00	1,465.40
Total 5261 · Apparels COGS	255.00	367.20	47.60	40.80	34.00	102.00	0.00	0.00	68.00	68.00	108.80	374.00	1,465.40
5265 · Bags COGS	0.00	0.00	64.00	0.00	0.00	80.00	0.00	0.00	0.00	80.00	0.00	0.00	224.00
5262 · Balls COGS	1,186.25	1,014.00	845.00	292.50	117.00	130.00	65.00	65.00	162.50	195.00	520.00	812.50	5,404.75
5264 · Clubs COGS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162.00	180.00	0.00	0.00	342.00
5266 · Misc Merch COGS	187.00	102.00	114.75	127.50	34.00	85.00	21.25	21.25	42.50	63.75	85.00	85.00	969.00
5263 · Shoes COGS	0.00	116.00	196.00	120.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	432.00
Total 5260 · Golf Shop COGS	1,628.25	1,599.20	1,267.35	580.80	185.00	397.00	86.25	86.25	435.00	586.75	713.80	1,271.50	8,837.15
Total 5200 · GO COGS	1,628.25	1,599.20	1,267.35	580.80	185.00	397.00	86.25	86.25	435.00	586.75	713.80	1,271.50	8,837.15
5400 · F&B Operations COGS													
5420 · Beer COGS	2,400.00	2,670.00	2,385.00	945.00	465.00	252.00	135.00	147.00	262.50	945.00	1,275.00	2,130.00	14,011.50
5410 · Food COGS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5440 · Liquor COGS	760.00	720.00	540.00	200.00	68.00	36.00	104.00	76.00	124.00	200.00	400.00	700.00	3,928.00
5415 · Soft Drink COGS	735.00	660.00	495.00	195.00	111.00	63.00	21.00	30.00	69.00	195.00	210.00	750.00	3,534.00
Total 5400 · F&B Operations COGS	3,895.00	4,050.00	3,420.00	1,340.00	644.00	351.00	260.00	253.00	455.50	1,340.00	1,885.00	3,580.00	21,473.50
Total COGS	5,523.25	5,649.20	4,687.35	1,920.80	829.00	748.00	346.25	339.25	890.50	1,926.75	2,598.80	4,851.50	30,310.65
Gross Profit	58,241.75	44,090.80	50,217.65	24,914.20	19,931.00	19,892.00	15,333.75	18,565.75	51,954.50	34,003.25	37,116.20	47,378.50	421,639.35

Expense													
6500 · Payroll													
6120 · Wages - Admin	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	63,000.00
6190 · Commission - Admin													0.00
6240 · Wages - Carts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6100 · Wages - Clubhouse	3,950.00	3,650.00	3,100.00	2,650.00	2,200.00	2,200.00	2,200.00	2,200.00	2,450.00	2,650.00	3,650.00	3,950.00	34,850.00
6250 · Wages - Grounds	10,450.00	10,550.00	9,800.00	10,150.00	9,150.00	7,800.00	6,500.00	6,500.00	7,800.00	9,150.00	10,150.00	10,450.00	108,450.00
6200 · Wages - ProShop	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6510 · Taxes													
6514 · FICA/Medicare	1,446.24	1,431.52	1,335.84	1,328.48	1,221.76	1,122.40	1,026.72	1,026.72	1,140.80	1,254.88	1,402.08	1,446.24	15,183.68
6512 · Unemployment Taxes	235.80	233.40	217.80	216.60	199.20	183.00	167.40	167.40	186.00	204.60	228.60	235.80	2,475.60
Total 6510 · Taxes	1,682.04	1,664.92	1,553.64	1,545.08	1,420.96	1,305.40	1,194.12	1,194.12	1,326.80	1,459.48	1,630.68	1,682.04	17,659.28
Total 6500 · Payroll	21,332.04	21,114.92	19,703.64	19,595.08	18,020.96	16,555.40	15,144.12	15,144.12	16,826.80	18,509.48	20,680.68	21,332.04	223,959.28
7100 · Admin Exp													
7102 · Advertising	300.00	300.00	300.00	300.00	300.00	300.00	500.00	750.00	1,250.00	1,500.00	1,250.00	750.00	7,800.00
7113 · AE Contract wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9030 · Bad Debts & NSFs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7106 · Bank Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7108 · Cash Short (Over)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7112 · Credit Card/ACH Fees	803.44	626.72	691.80	338.12	261.58	260.06	197.57	238.20	665.85	452.72	500.41	658.10	5,694.57
7118 · Dues & Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	0.00	400.00
6522 · Insurance - Health & Dental	182.00	182.00	182.00	182.00	182.00	182.00	182.00	182.00	182.00	182.00	182.00	182.00	2,184.00
7126 · Insurance - Liability	416.00	416.00	416.00	416.00	416.00	416.00	416.00	416.00	416.00	416.00	416.00	416.00	4,992.00
7128 · Insurance - Life and AD&D	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	504.00
6516 · Insurance - Worker's Comp	138.00	138.00	138.00	138.00	138.00	138.00	138.00	138.00	138.00	138.00	138.00	138.00	1,656.00
7132 · Licenses & Permits	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00	0.00	656.00	1,156.00
7134 · Meals & Entertainment	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
7136 · Professional Fees - Accounting	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
7144 · Repairs - Building	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	4,800.00
7148 · Security Services	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
7149 · Software Expense	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	4,500.00
7154 · Supplies - Clubhouse	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
7152 · Supplies - Office	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	900.00
7150 · Supplies & Support - IT	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
7146 · Travel	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,800.00
7156 · Utilities													
7158 · Cable/Phone	181.00	398.00	401.00	407.00	397.00	399.00	251.00	525.00	396.00	395.00	568.00	455.00	4,773.00
7160 · Electrical	1,110.00	946.00	1,041.00	516.00	429.00	501.00	402.00	350.00	382.00	325.00	341.00	725.00	7,068.00
7164 · Garbage	201.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	2,291.00
7166 · Water/Sewer	357.00	392.00	265.00	225.00	105.00	87.00	45.00	23.00	38.00	28.00	65.00	0.00	1,630.00
Total 7156 · Utilities	1,849.00	1,926.00	1,897.00	1,338.00	1,121.00	1,177.00	888.00	1,088.00	1,006.00	938.00	1,164.00	1,370.00	15,762.00
7168 · Website	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 7100 · Admin Exp	5,030.44	4,930.72	4,966.80	4,054.12	3,760.58	3,815.06	3,663.57	4,154.20	4,999.85	5,468.72	5,392.41	5,512.10	55,748.57

7200 · GO - Golf Shop													
7235 · Cart Fuel	1,200.00	515.00	425.00	385.00	375.00	397.00	680.00	0.00	0.00	265.00	0.00	297.00	4,539.00
7240 · Cart/Range Equipment	250.00	500.00	250.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00	250.00	250.00	1,750.00
7249 · Golf Cart Lease	6,000.00	6,000.00	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00	6,000.00	36,000.00
7210 · Supplies - Golf Shop	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	240.00
Total 7200 · GO - Golf Shop	7,470.00	7,035.00	6,695.00	6,405.00	395.00	417.00	700.00	20.00	20.00	535.00	6,270.00	6,567.00	42,529.00
7250 · GO - Course Maint													0.00
7254 · Chemicals	2,985.22	2,859.66	2,922.62	907.48	481.63	0.00	0.00	662.32	2,870.00	1,094.85	1,801.37	5,208.96	21,794.11
7255 · CM Contract Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7252 · Diesel, Gas & Oil	0.00	0.00	2,672.50	0.00	0.00	172.50	345.00	172.50	2,500.00	0.00	0.00	2,672.50	8,535.00
7256 · Equipment Purchases	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7258 · Fertilizer	1,554.06	1,430.36	5,000.00	924.75	0.00	0.00	0.00	0.00	4,241.52	2,193.06	4,191.32	1,169.62	20,704.69
7260 · Grass Seed	0.00	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00	800.00	0.00	0.00	0.00	5,800.00
7278 · Miscellaneous Course Mtc Expens	0.00	100.00	0.00	100.00	0.00	0.00	0.00	870.00	3,848.00	800.00	0.00	100.00	5,818.00
7264 · Rentals - Course Mtc Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7266 · Repairs - Course Mtc Equipment	500.00	500.00	500.00	500.00	500.00	500.00	0.00	1,000.00	1,000.00	500.00	500.00	500.00	6,500.00
7270 · Repairs - Irrigation	2,000.00	1,500.00	1,500.00	500.00	250.00	0.00	0.00	250.00	1,500.00	1,500.00	750.00	750.00	10,500.00
7267 · Repairs - On Course	0.00	500.00	0.00	500.00	500.00	0.00	0.00	0.00	0.00	200.00	500.00	0.00	2,200.00
7272 · Service Contracts - Course Mtc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7274 · Supplies - Course Mtc	500.00	0.00	500.00	0.00	100.00	0.00	100.00	400.00	175.00	200.00	500.00	0.00	2,475.00
7276 · Top Dressing	509.95	509.95	1,223.88	509.95	0.00	0.00	0.00	611.94	1,223.88	0.00	509.95	509.95	5,609.45
7280 · UtiliesCM													0.00
7282 · ElectricalCM	1,000.00	1,000.00	1,000.00	1,000.00	100.00	100.00	100.00	100.00	500.00	1,000.00	1,000.00	1,000.00	7,900.00
7288 · Water MB	150.00	150.00	150.00	150.00	75.00	75.00	75.00	75.00	150.00	150.00	150.00	150.00	1,500.00
7283 Internet/Phone	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 7280 · UtiliesCM	1,150.00	1,150.00	1,150.00	1,150.00	175.00	175.00	175.00	175.00	650.00	1,150.00	1,150.00	1,150.00	9,400.00
Total 7250 · GO - Course Maint	9,199.23	8,549.97	20,469.00	5,092.18	2,006.63	847.50	620.00	4,141.76	18,808.40	7,637.91	9,902.64	12,061.03	99,336.25
7400 · F&B Operations Exp													
7430 · FB Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	0.00	0.00	0.00	400.00
7410 · Repairs - FB Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	0.00	1,000.00
Total 7400 · F&B Operations Exp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	1,000.00	0.00	0.00	1,400.00
Total Expense	43,031.71	41,630.61	51,834.44	35,146.38	24,183.17	21,634.96	20,127.69	23,460.08	40,655.05	32,151.11	42,245.73	45,472.17	421,573.10
Net Ordinary Income	15,210.04	2,460.19	-1,616.79	-10,232.18	-4,252.17	-1,742.96	-4,793.94	-4,894.33	11,299.45	1,852.14	-5,129.53	1,906.33	66.25
Other Income/Expense													
Other Income													
9150 · Miscellaneous Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Expense													
Finance Charge	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Income	**15,210.04**	**2,460.19**	**-1,616.79**	**-10,232.18**	**-4,252.17**	**-1,742.96**	**-4,793.94**	**-4,894.33**	**11,299.45**	**1,852.14**	**-5,129.53**	**1,906.33**	**66.25**

Exhibit B

	Sep 2021				Oct 2021				Nov 2021				Total			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Income																
F&B Operations			$ -				$ -				$ -		$ -	$ -	$ -	
Grill Sales			$ -				$ -				$ -		$ -	$ -	$ -	
Beer Sales	$ 2,599	$ 2,800	$ (201)	93%	$ 1,265	$ 1,500	$ (235)	84%	$ 2,690	$ 550	$ 2,140	489%	$ 25,951	$ 16,650	$ 9,301	156%
Food Sales	$ 749	$ 1,400	$ (651)	54%	$ 1,080	$ 850	$ 230	127%	$ 408	$ 350	$ 58	117%	$ 9,130	$ 11,450	$ (2,320)	80%
Soft Drink Sales	$ 1,280	$ 1,200	$ 80	107%	$ 620	$ 650	$ (30)	95%	$ 328	$ 325	$ 3	101%	$ 10,466	$ 7,775	$ 2,691	135%
Total Grill Sales	**$ 4,628**	**$ 5,400**	**$ (772)**	**86%**	**$ 2,965**	**$ 3,000**	**$ (35)**	**99%**	**$ 3,426**	**$ 1,225**	**$ 2,201**	**280%**	**$ 45,547**	**$ 35,875**	**$ 9,672**	**127%**
Other F&B			$ -				$ -				$ -		$ -	$ -	$ -	
F&B Tips		$ 100	$ (100)	0%		$ 75	$ (75)	0%		$ -	$ -		$ 0	$ 725	$ (725)	0%
Service Fee Rev			$ -				$ -		$ 180		$ 180		$ 298	$ -	$ 298	
Total Other F&B	**$ -**	**$ 100**	**$ (100)**	**0%**	**$ -**	**$ 75**	**$ (75)**	**0%**	**$ 180**	**$ -**	**$ 180**		**$ 299**	**$ 725**	**$ (426)**	**41%**
Total F&B Operations	**$ 4,628**	**$ 5,500**	**$ (872)**	**84%**	**$ 2,965**	**$ 3,075**	**$ (110)**	**96%**	**$ 3,607**	**$ 1,225**	**$ 2,382**	**294%**	**$ 45,846**	**$ 36,600**	**$ 9,246**	**125%**
GO			$ -				$ -				$ -		$ -	$ -	$ -	
Driving Range	$ 1,130	$ 900	$ 230	126%	$ 1,120	$ 600	$ 520	187%	$ 897	$ 350	$ 547	256%	$ 14,583	$ 9,750	$ 4,833	150%
Golf Carts	$ 5,485	$ 6,750	$ (1,265)	81%	$ 2,580	$ 3,600	$ (1,020)	72%	$ 2,985	$ 1,500	$ 1,485	199%	$ 48,987	$ 52,700	$ (3,713)	93%
Golf Shop			$ -				$ -				$ -		$ -	$ -	$ -	
Apparels Sales	$ 527	$ 1,200	$ (674)	44%	$ 41	$ 350	$ (309)	12%	$ 4,560	$ 150	$ 4,410	3040%	$ 9,931	$ 7,150	$ 2,781	139%
Bags Sales	$ 345	$ 175	$ 170	197%	$ 132	$ -	$ 132		$ -	$ -	$ -		$ 1,061	$ 875	$ 186	121%
Balls Sales	$ 924	$ 2,500	$ (1,576)	37%	$ 786	$ 1,000	$ (214)	79%	$ 933	$ 300	$ 633	311%	$ 16,426	$ 16,500	$ (74)	100%
Clubs Sales	$ 275	$ 500	$ (225)	55%	$ 334	$ 150	$ 184	223%	$ 1,274	$ -	$ 1,274		$ 8,707	$ 2,350	$ 6,357	370%
Misc Merch Sales	$ 392	$ 200	$ 192	196%	$ 284	$ 100	$ 184	284%	$ 269	$ 50	$ 219	538%	$ 2,484	$ 1,250	$ 1,234	199%
Shoes Sales	$ 265	$ 150	$ 115	177%	$ 82	$ 100	$ (18)	82%	$ 95	$ -	$ 95		$ 1,825	$ 900	$ 925	203%
Total Golf Shop	**$ 2,727**	**$ 4,725**	**$ (1,998)**	**58%**	**$ 1,659**	**$ 1,700**	**$ (41)**	**98%**	**$ 7,131**	**$ 500**	**$ 6,631**	**1426%**	**$ 40,434**	**$ 29,025**	**$ 11,409**	**139%**
Green Fees	$ 6,491	$ 8,000	$ (1,509)	81%	$ 5,102	$ 5,500	$ (399)	93%	$ 4,044	$ 1,750	$ 2,294	231%	$ 79,029	$ 63,750	$ 15,279	124%
Handicap		$ -	$ -			$ -	$ -			$ -	$ -		$ -	$ 1,000	$ (1,000)	0%
Rental Clubs			$ -				$ -				$ -		$ 159	$ -	$ 159	
Total GO	**$ 15,833**	**$ 20,375**	**$ (4,542)**	**78%**	**$ 10,460**	**$ 11,400**	**$ (940)**	**92%**	**$ 15,057**	**$ 4,100**	**$ 10,957**	**367%**	**$ 183,191**	**$ 156,225**	**$ 26,966**	**117%**
Membership			$ -				$ -				$ -		$ -	$ -	$ -	
Initiation Fees			$ -				$ -		$ 150		$ 150		$ 200	$ -	$ 200	
Membership Dues	$ 4,853	$ 4,850	$ 3	100%	$ 3,617	$ 4,850	$ (1,233)	75%	$ 8,118	$ 1,750	$ 6,368	464%	$ 45,575	$ 54,400	$ (8,825)	84%
Total Membership	**$ 4,853**	**$ 4,850**	**$ 3**	**100%**	**$ 3,617**	**$ 4,850**	**$ (1,233)**	**75%**	**$ 8,268**	**$ 1,750**	**$ 6,518**	**472%**	**$ 45,775**	**$ 54,400**	**$ (8,625)**	**84%**
Uncategorized Income	$ -		$ -		$ -		$ -		$ -		$ -		$ -	$ -	$ -	
Total Income	**$ 25,314**	**$ 30,725**	**$ (5,411)**	**82%**	**$ 17,042**	**$ 19,325**	**$ (2,283)**	**88%**	**$ 26,932**	**$ 7,075**	**$ 19,857**	**381%**	**$ 274,812**	**$ 247,225**	**$ 27,587**	**111%**

	Sep 2021				Oct 2021				Nov 2021				Total			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Cost of Goods Sold																
F&B Operations COGS			$ -				$ -				$ -		$ -	$ -	$ -	
Beer COGS	$ 1,414	$ 840	$ 574	168%	$ 1,133	$ 450	$ 683	252%	$ 25	$ 165	$ (140)	15%	$ 9,847	$ 4,995	$ 4,852	197%
Food COGS	$ 955	$ 532	$ 423	179%	$ 447	$ 323	$ 124	138%	$ 504	$ 133	$ 371	379%	$ 5,889	$ 4,351	$ 1,538	135%
Soft Drink COGS	$ 532	$ 360	$ 172	148%	$ 690	$ 195	$ 495	354%	$ 90	$ 98	$ (8)	92%	$ 3,875	$ 2,333	$ 1,543	166%
Total F&B Operations COGS	**$ 2,900**	**$ 1,732**	**$ 1,168**	**167%**	**$ 2,269**	**$ 968**	**$ 1,301**	**234%**	**$ 619**	**$ 396**	**$ 224**	**157%**	**$ 19,610**	**$ 11,679**	**$ 7,932**	**168%**
GO COGS			$ -				$ -				$ -		$ -	$ -	$ -	
Golf Shop COGS			$ -				$ -				$ -		$ -	$ -	$ -	
Apparels COGS		$ 816	$ (816)	0%		$ 238	$ (238)	0%		$ 102	$ (102)	0%	$ 2,679	$ 4,862	$ (2,183)	55%
Bags COGS	$ 267	$ 140	$ 127	191%	$ 508	$ -	$ 508			$ -	$ -		$ 1,714	$ 700	$ 1,014	245%
Balls COGS	$ 1,679	$ 1,625	$ 54	103%	$ 73	$ 650	$ (577)	11%	$ 20	$ 195	$ (175)	11%	$ 12,023	$ 10,725	$ 1,298	112%
Clubs COGS	$ 125	$ 450	$ (325)	28%	$ 410	$ 135	$ 275	304%	$ 175	$ -	$ 175		$ 4,234	$ 2,115	$ 2,119	200%
Gloves COGS	$ 486		$ 486		$ 30		$ 30				$ -		$ 516	$ -	$ 516	
Headwear COGS	$ 769		$ 769		$ 44		$ 44		$ 52		$ 52		$ 865	$ -	$ 865	
Misc Merch COGS		$ 170	$ (170)	0%	$ 102	$ 85	$ 17	120%		$ 43	$ (43)	0%	$ 102	$ 1,063	$ (960)	10%
Shoes COGS	$ 448	$ 120	$ 328	374%	$ 669	$ 80	$ 589	837%		$ -	$ -		$ 1,403	$ 720	$ 683	195%
Total Golf Shop COGS	**$ 3,774**	**$ 3,321**	**$ 453**	**114%**	**$ 1,835**	**$ 1,188**	**$ 647**	**154%**	**$ 247**	**$ 340**	**$ (92)**	**73%**	**$ 23,535**	**$ 20,185**	**$ 3,350**	**117%**
Players'Gift Cards			$ -				$ -				$ -		$ 700	$ -	$ 700	
Total GO COGS	**$ 3,774**	**$ 3,321**	**$ 453**	**114%**	**$ 1,835**	**$ 1,188**	**$ 647**	**154%**	**$ 247**	**$ 340**	**$ (92)**	**73%**	**$ 24,234**	**$ 20,185**	**$ 4,050**	**120%**
Total Cost of Goods Sold	**$ 6,674**	**$ 5,053**	**$ 1,621**	**132%**	**$ 4,105**	**$ 2,156**	**$ 1,949**	**190%**	**$ 866**	**$ 735**	**$ 131**	**118%**	**$ 43,845**	**$ 31,863**	**$ 11,982**	**138%**
Gross Profit	**$ 18,640**	**$ 25,672**	**$ (7,032)**	**73%**	**$ 12,937**	**$ 17,169**	**$ (4,232)**	**75%**	**$ 26,066**	**$ 6,340**	**$ 19,726**	**411%**	**$ 230,967**	**$ 215,362**	**$ 15,605**	**107%**

	Sep 2021				Oct 2021				Nov 2021				Total			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Expenses																
Admin Exp			$ -				$ -				$ -		$ -	$ -	$ -	
Advertising			$ -				$ -		$ 221		$ 221		$ 590	$ -	$ 590	
Advertising and Promotion		$ 300	$ (300)	0%		$ 300	$ (300)	0%		$ 300	$ (300)	0%	$ 1,000	$ 7,500	$ (6,500)	13%
AE Contract wages		$ 500	$ (500)	0%		$ 500	$ (500)	0%		$ 500	$ (500)	0%	$ -	$ 4,000	$ (4,000)	0%
Bad Debts & NSFs			$ -				$ -				$ -		$ 134	$ -	$ 134	
Bank Charges	$ 12	$ 700	$ (688)	2%	$ 11	$ 650	$ (639)	2%	$ 12	$ 400	$ (388)	3%	$ 77	$ 5,250	$ (5,173)	1%
Building Maintenance			$ -				$ -		$ 47		$ 47		$ 47	$ -	$ 47	
Cash Short (Over)			$ -				$ -				$ -		$ (16)	$ -	$ (16)	
Computer and Internet Expenses		$ 100	$ (100)	0%		$ 100	$ (100)	0%		$ 100	$ (100)	0%	$ 210	$ 800	$ (590)	26%
Credit Card Fees	$ 524	$ 95	$ 429	551%	$ 582	$ 95	$ 487	612%	$ 280	$ 95	$ 185	294%	$ 4,982	$ 760	$ 4,222	656%
Dues & Subscriptions		$ 55	$ (55)	0%		$ 55	$ (55)	0%		$ 55	$ (55)	0%	$ -	$ 440	$ (440)	0%
Health Insurance	$ 1,658	$ 1,150	$ 508	144%	$ 1,658	$ 1,150	$ 508	144%		$ 1,150	$ (1,150)	0%	$ 7,220	$ 9,200	$ (1,980)	78%
Insurance - Liability		$ 450	$ (450)	0%		$ 450	$ (450)	0%		$ 450	$ (450)	0%	$ 2,240	$ 3,600	$ (1,360)	62%
Insurance - Life		$ 30	$ (30)	0%		$ 30	$ (30)	0%		$ 30	$ (30)	0%	$ 7	$ 240	$ (233)	3%
Licenses & Permits		$ -	$ -		$ 46	$ 120	$ (74)	38%		$ -	$ -		$ 99	$ 120	$ (21)	83%
Miscellaneous			$ -				$ -				$ -		$ 200	$ -	$ 200	
Office Supplies		$ 40	$ (40)	0%		$ 40	$ (40)	0%	$ 65	$ 40	$ 25	162%	$ 73	$ 320	$ (247)	23%
Postage and Delivery			$ -		$ 10		$ 10		$ 58		$ 58		$ 123	$ -	$ 123	
Professional Fees - Accounting		$ 100	$ (100)	0%	$ 239	$ 100	$ 139	239%	$ 108	$ 100	$ 8	108%	$ 1,038	$ 800	$ 238	130%
Repairs - Building		$ 250	$ (250)	0%		$ 250	$ (250)	0%		$ 250	$ (250)	0%	$ 1,210	$ 2,000	$ (790)	61%
Software Expense		$ 375	$ (375)	0%	$ 750	$ 375	$ 375	200%	$ 375	$ 375	$ -	100%	$ 3,067	$ 3,000	$ 67	102%
Supplies - Clubhouse	$ 215	$ 125	$ 90	172%	$ 369	$ 125	$ 244	295%	$ 82	$ 125	$ (43)	65%	$ 1,485	$ 1,000	$ 485	149%
Supplies - Office	$ 97		$ 97				$ -		$ 62		$ 62		$ 591	$ -	$ 591	
Travel Expense		$ 120	$ (120)	0%		$ 120	$ (120)	0%		$ 120	$ (120)	0%	$ -	$ 960	$ (960)	0%
Utilities			$ -				$ -				$ -		$ -	$ -	$ -	
Cable/Phone	$ 673	$ 325	$ 348	207%	$ 336	$ 325	$ 11	103%	$ 113	$ 325	$ (212)	35%	$ 2,470	$ 2,600	$ (130)	95%
Gas	$ 26	$ 140	$ (114)	19%	$ 28	$ 140	$ (112)	20%	$ 35	$ 140	$ (105)	25%	$ 494	$ 1,120	$ (626)	44%
Total Utilities	**$ 699**	**$ 465**	**$ 234**	**150%**	**$ 364**	**$ 465**	**$ (101)**	**78%**	**$ 148**	**$ 465**	**$ (317)**	**32%**	**$ 2,964**	**$ 3,720**	**$ (756)**	**80%**
Workers Comp Insurance		$ 192	$ (192)	0%		$ 164	$ (164)	0%		$ 124	$ (124)	0%	$ 1,073	$ 1,515	$ (442)	71%
Total Admin Exp	**$ 3,205**	**$ 5,047**	**$ (1,842)**	**64%**	**$ 4,028**	**$ 5,089**	**$ (1,061)**	**79%**	**$ 1,457**	**$ 4,679**	**$ (3,222)**	**31%**	**$ 28,415**	**$ 45,225**	**$ (16,810)**	**63%**
F&B Operations Exp			$ -				$ -				$ -		$ -	$ -	$ -	
FB Linens			$ -				$ -				$ -		$ 76	$ -	$ 76	
FB Supplies			$ -				$ -				$ -		$ 196	$ -	$ 196	
Repairs - FB Equipment			$ -				$ -				$ -		$ 92	$ -	$ 92	
Total F&B Operations Exp	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**		**$ 363**	**$ -**	**$ 363**	
F&B Tips Paid Out	$ -		$ -		$ -		$ -		$ -		$ -		$ -	$ -	$ -	

	Sep 2021				Oct 2021				Nov 2021				Total			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Diesel, Gas & Oil	$ 3,022	$ 1,783	$ 1,239	170%	$ 4,424	$ 1,733	$ 2,691	255%	$ 2,683	$ -	$ 2,683		$ 15,425	$ 12,242	$ 3,183	126%
Equipment Purchases			$ -		$ 361		$ 361				$ -		$ 524	$ -	$ 524	
Fertilizer		$ 3,362	$ (3,362)	0%		$ 160	$ (160)	0%		$ 1,143	$ (1,143)	0%	$ -	$ 8,914	$ (8,914)	0%
Grass Seed		$ 1,361	$ (1,361)	0%	$ 1,935	$ -	$ 1,935			$ -	$ -		$ 1,935	$ 1,361	$ 574	142%
Landscaping Supplies		$ -	$ -			$ -	$ -			$ -	$ -		$ -	$ 250	$ (250)	0%
Miscellaneous Course Mtc Expens			$ -				$ -				$ -		$ 32	$ -	$ 32	
Repairs - Course Mtc Equipment	$ 215	$ 500	$ (285)	43%	$ 187	$ 500	$ (313)	37%	$ 811	$ 500	$ 311	162%	$ 2,596	$ 4,000	$ (1,404)	65%
Repairs - Irrigation		$ 250	$ (250)	0%		$ 250	$ (250)	0%		$ 250	$ (250)	0%	$ 178	$ 2,000	$ (1,822)	9%
Service Contracts - Course Mtc			$ -				$ -				$ -		$ 1,000	$ -	$ 1,000	
Supplies - Course Mtc		$ 50	$ (50)	0%		$ 50	$ (50)	0%	$ 117	$ 50	$ 67	233%	$ 210	$ 450	$ (240)	47%
Top Dressing		$ 816	$ (816)	0%		$ -	$ -		$ 2,000	$ -	$ 2,000		$ 4,414	$ 1,632	$ 2,782	270%
UtiliesCM			$ -				$ -				$ -		$ -	$ -	$ -	
GasCM			$ -		$ 32		$ 32				$ -		$ 181	$ -	$ 181	
Total UtiliesCM	**$ -**	**$ -**	**$ -**		**$ 32**	**$ -**	**$ 32**		**$ -**	**$ -**	**$ -**		**$ 181**	**$ -**	**$ 181**	
Total GO - Course Maint	**$ 5,870**	**$ 12,751**	**$ (6,881)**	**46%**	**$ 7,554**	**$ 5,756**	**$ 1,798**	**131%**	**$ 11,839**	**$ 3,514**	**$ 8,325**	**337%**	**$ 43,661**	**$ 67,799**	**$ (24,138)**	**64%**
GO - Golf Shop			$ -				$ -				$ -		$ -	$ -	$ -	
Cart/Range Equipment	$ 2,931	$ -	$ 2,931			$ -	$ -		$ 210	$ -	$ 210		$ 4,457	$ 825	$ 3,632	540%
Golf Cart Lease	$ 2,270	$ 2,270	$ (0)	100%		$ 2,270	$ (2,270)	0%	$ 4,539	$ 2,270	$ 2,269	200%	$ 15,887	$ 18,160	$ (2,273)	87%
GS Contract wages		$ 250	$ (250)	0%		$ 250	$ (250)	0%		$ 250	$ (250)	0%	$ -	$ 2,000	$ (2,000)	0%
GS Uniforms		$ -	$ -			$ -	$ -			$ -	$ -		$ -	$ 1,500	$ (1,500)	0%
Payout	$ 635		$ 635		$ 380		$ 380				$ -		$ 5,185	$ -	$ 5,185	
Total GO - Golf Shop	**$ 5,836**	**$ 2,520**	**$ 3,316**	**232%**	**$ 380**	**$ 2,520**	**$ (2,140)**	**15%**	**$ 4,749**	**$ 2,520**	**$ 2,229**	**188%**	**$ 25,529**	**$ 22,485**	**$ 3,044**	**114%**
Payroll Expense			$ -				$ -				$ -		$ -	$ -	$ -	
Admin	$ 3,646	$ 4,350	$ (704)	84%	$ 3,646	$ 4,350	$ (704)	84%	$ 2,959	$ 4,350	$ (1,391)	68%	$ 36,817	$ 34,800	$ 2,017	106%
FICA/Medicare	$ 2,805	$ 1,296	$ 1,509	216%	$ 2,681	$ 1,110	$ 1,571	242%	$ 2,413	$ 840	$ 1,573	287%	$ 24,205	$ 10,237	$ 13,968	236%
Membership -Commissions			$ -				$ -				$ -		$ 50	$ -	$ 50	
Salaries F&B	$ -		$ -		$ -		$ -		$ -		$ -		$ 4,678	$ -	$ 4,678	
Salaries Golf Shop	$ 3,889	$ 3,200	$ 689	122%	$ 3,755	$ 2,750	$ 1,005	137%	$ 2,440	$ 1,500	$ 940	163%	$ 21,296	$ 26,350	$ (5,054)	81%
Salaries Grounds	$ 6,969	$ 9,500	$ (2,531)	73%	$ 6,856	$ 7,500	$ (644)	91%	$ 6,083	$ 5,200	$ 883	117%	$ 60,192	$ 73,550	$ (13,358)	82%
Taxes	$ 950	$ 273	$ 677	348%	$ 895	$ 234	$ 662	383%	$ 832	$ 177	$ 656	471%	$ 8,259	$ 2,155	$ 6,103	383%
Total Payroll Expense	**$ 18,259**	**$ 18,619**	**$ (359)**	**98%**	**$ 17,832**	**$ 15,943**	**$ 1,889**	**112%**	**$ 14,726**	**$ 12,067**	**$ 2,659**	**122%**	**$ 155,497**	**$ 147,092**	**$ 8,405**	**106%**
Travel Expense	$ 129		$ 129				$ -				$ -		$ 505	$ -	$ 505	
Total Expenses	**$ 33,299**	**$ 38,936**	**$ (5,638)**	**86%**	**$ 29,794**	**$ 29,308**	**$ 486**	**102%**	**$ 32,771**	**$ 22,780**	**$ 9,992**	**144%**	**$ 253,970**	**$ 282,601**	**$ (28,631)**	**90%**
Net Operating Income	**$ (14,659)**	**$ (13,264)**	**$ (1,395)**	**111%**	**$ (16,857)**	**$ (12,139)**	**$ (4,717)**	**139%**	**$ (6,706)**	**$ (16,440)**	**$ 9,734**	**41%**	**$ (23,003)**	**$ (67,239)**	**$ 44,237**	**34%**
Net Income	**$ (14,659)**	**$ (13,264)**	**$ (1,395)**	**111%**	**$ (16,857)**	**$ (12,139)**	**$ (4,717)**	**139%**	**$ (6,706)**	**$ (16,440)**	**$ 9,734**	**41%**	**$ (23,003)**	**$ (67,239)**	**$ 44,237**	**34%**

Exhibit C

EAGLE KNOLL

Inv #	Payee	Type	GL Code	Due Date	Amt	Notes	Approved	Date Paid
Statement	Meeks	Repairs - Building	7144	11/10/21	$ 11,079.21	DO NOT PAY YET per Bryan 12/17		
202111	Missouri Golf Association	Handicap Exp	7242	12/15/21	$ 66.00			
Acct 48461003	Boone Electric	Water MB	7288	12/24/2021	$ 112.59			
Acct 48461003	Boone Electric	Water/Sewer	7166	12/24/21	$ 317.58			
Acct 9321006130	Ameren	Electrical CM	7282	1/11/2022	$ 596.55			
Acct 0678700131	Ameren	Electrical CM	7282	1/11/22	$ 198.42			
Acct 8578700135	Ameren	Electrical CM	7282	1/11/22	$ 321.12			
Acct 1578700132	Ameren	Electrical Gas	7162&7160	1/11/22	$ 420.96	7162 $239.84 / 7160 $181.12		
Acct 1843123184	Ameren	Electrical CM	7282	1/11/22	$ 11.11			
Acct 2171026025	Ameren	Electrical CM	7282	1/11/22	$ 11.31			
				TOTAL	$ 13,134.85			
						Pay Credit Card Monthly		
						Sysco is online pay		

HH-To Pay | HH Paid | SB-To Pay | SB Paid | GH-To Pay | GH Paid | EK-To Pay | EK Paid | FL-To Pay | FL Paid

EAGLE KNOLL-PAID

Inv #	Payee	Type	GL Code	Due Date	Amt	Notes	Approved	Date Paid
911972353	Acushnet	COGS-Apparel	5261	11/8/21	$ 312.58			11/1/2021
912064814	Acushnet	COGS-Balls	5262	11/26/21	$ 122.98			11/22/2021
911598297	Acushnet	COGS-Balls	5262	10/5/21	$ 237.50		yes	8/23/2021
911590938	Acushnet	COGS-Balls	5262	10/4/21	$ 467.92		yes	8/23/2021
911350194	Acushnet			7/11/21	$ 2,998.74	previoius Accountants	Yes	8/18/2021
24075	All Star Pro Golf	Marketing Promotion	7138	8/21/21	$ 173.42		Yes	8/18/2021
24184	All Star Pro Golf	Marketing Promotion	7138	8/26/21	$ 2,361.46		Yes	8/18/2021
24371	All Star Pro Golf	Marketing Promotion	7138	9/2/21	$ 4,100.85		yes	8/23/2021
Acct 1578700132	Ameren	Electrical	7160	10/7/21	$ 86.54			10/4/2021
	Ameren	Electrical	7160	9/8/21	$ 92.22		Yes	9/7/2021
Acct 8578700135	Ameren	Gas	7162	10/7/21	$ 34.71			10/4/2021
Acct 1578700132	Ameren	Electrical	7162	11/5/21	$ 88.54			10/28/2021
Acct 8578700135	Ameren	Gas	7162	12/8/21	$ 208.21			12/8/2021
Acct 1578700132	Ameren	Gas	7162	12/8/21	$ 272.24			12/8/2021
Acct 2171026025	Ameren	Electrical CM	7282	12/8/21	$ 11.11			12/8/2021
Acct 1843123184	Ameren	Electrical CM	7282	12/9/21	$ 11.11			12/8/2021
	Ameren	Electrical CM	7282	9/8/21	$ 25.78		Yes	9/7/2021
	Ameren	Electrical CM	7282	9/8/21	$ 34.20		Yes	9/7/2021
Acct 2171026025	Ameren	Electrical CM	7282	11/5/21	$ 49.49			10/28/2021
Acct 1843123184	Ameren	Electrical CM	7282	11/5/21	$ 50.74			10/28/2021
Acct 2171026025	Ameren	Electrical CM	7282	10/7/21	$ 106.03			10/4/2021
	Ameren	Electrical CM	7282	9/10/21	$ 108.41		Yes	9/7/2021
Acct 1843123184	Ameren	Electrical CM	7282	10/7/21	$ 116.85			10/4/2021
Acct 0678700131	Ameren	Electrical CM	7282	12/8/21	$ 190.95			12/8/2021
Acct 0678700131	Ameren	Electrical CM	7282	11/5/21	$ 622.65			10/28/2021
Acct 9321006130	Ameren	Electrical CM	7282	12/8/21	$ 746.62			12/8/2021

Exhibit D

GreatLIFE JOURNEY

Live. Play. Better.

Make the most of your GreatLIFE membership by taking advantage of the GreatLIFE JOURNEY. Premier GreatLIFE locations like Osage National, Tallgrass, and Premier Kansas City locations await your arrival.

Here are some suggested GreatLIFE Journey packages for GreatLIFE members and their Guests.

***Pricing based upon 3-Day packages with double occupancy hotel stays.** Included suggested

The "Missouri Triangle"

GL Hail Ridge Day 1

Farmer's Pick @ Isle of Capri

Isle of Capri Casino

GL Eagle Knoll Day 2

Eagle's Nest @ Eagle Knoll

GL Eagle Knoll Day 2

Woody's Bar & Grille

Wingate by Wyndham

GL Heritage Hills Day 3

Heritage Grille

$245—$260 Member Price

$370—$360 Patron Price

For information or reservation assistance contact GreatLIFE's Journey Concierge:

Kyna Smith (785) 760-0909 | kyna.smith@greatlifegolf.com | www.greatlifemidmo.com