



City of La Quinta

CITY / SA / HA / FA MEETING DATE: May 5, 2015

AGENDA CATEGORY:

ITEM TITLE: APPROVE SILVERROCK RESORT 2015/2016 ANNUAL PLAN

BUSINESS SESSION: 2

CONSENT CALENDAR:

STUDY SESSION:

PUBLIC HEARING:

RECOMMENDED ACTION:

Approve the SilverRock Resort 2015/2016 Annual Plan as submitted by Landmark Golf Management LLC.

EXECUTIVE SUMMARY:

- Landmark Golf Management LLC manages the SilverRock Resort golf course and provides an annual plan, which is presented to City Council for review, recommendations, and approval.
- The SilverRock 2015/2016 Annual Plan ("Plan") (Attachment 1) reflects the projected number of rounds, revenues and operations costs.
- Construction of several holes is in the planning stages, due to future hotel development, and any subsequent budget changes will be presented to Council midyear.

FISCAL IMPACT:

The projected amount for operating expenses is \$3,629,676, and \$3,683,156 for revenues. Additionally, there are City expenditures for contract oversight and for property outside of the management agreement. These expenditures will be presented to City Council during the budget approval on June 2015.

The food and beverage service at SilverRock is not recognized in the Plan because it is managed under a separate Food and Beverage License Agreement between Landmark Golf Management, LLC and the City.

BACKGROUND/ANALYSIS:

The City entered into a new Golf Course Management Agreement with Landmark Golf Management, LLC in July 2012. The agreement requires submittal of an annual plan encompassing strategic management for golf course operations. The plan not only provides projected annual revenues and expenses for the fiscal year, but also provides a detailed proposal of department costs, staffing levels, and service levels.

The assumptions in the attached Plan include:

- 46,475 rounds of play;
- An average projected revenue of \$78.66 per round. This is based on the total revenue divided by the total rounds. The average green fee is \$68.84. The difference between revenue per round and average green fee is the additional revenue generated from merchandise sales, range revenue, and lesson revenue. This does not include food and beverage revenue;
- Twelve months of golf course equipment lease payments (\$72,600) instead of six months (\$36,300);
- Federal Minimum Wage increase for outside services (rangers, starters, valet) and maintenance staff (\$25,000);
- A two percent capital reserve of \$63,985 set aside for future golf course equipment and improvements (per the Management Agreement); and
- An increase of the management fee to \$99,840 (outlined in Landmark Golf Management Agreement).

The Marketing Narrative is located on pages 21 and 22 of the Plan, and the Marketing Budget is listed on page 17. Advertising for SilverRock is budgeted for \$240,177. SilverRock is being promoted as a premier golf destination in the Coachella Valley through the Internet, newspapers, magazines, directories, television, and radio.

ALTERNATIVES:

Approve the Plan with modifications.

Report prepared by: Steve Howlett, Golf, Parks, and Facility Manager
Report approved for submission by: Edie Hylton, Deputy City Manager

Attachment: 1. SilverRock Resort Annual Plan



SilverRock Resort

2015/2016 ANNUAL PLAN

Prepared For:
City of La Quinta
SilverRock Resort

Prepared By:
Landmark Golf Management

Submitted:
April 22, 2015

SILVERROCK RESORT
Annual Plan
Fiscal Year 2015-2016

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PROJECT FACT SHEET

COURSE NAME SilverRock Resort-Arnold Palmer Classic Course

ADDRESS 79-179 Ahmanson Lane, La Quinta, Ca. 92253

TELEPHONE 1-888-600-7272
1-760-777-8884

WEBSITE WWW.SILVERROCK.ORG

MANAGEMENT Randy Duncan, PGA, Director of Golf / General Manager
Willie Lopez, Golf Course Superintendent

COURSE YARDAGE

SILVER	7,578	PAR 72
GOLD	7,146	PAR 72
BLUE	6,658	PAR 72
WHITE	5,984	PAR 72
GREEN	5,320	PAR 72
RED	4,884	PAR 72

GRASS TYPES

GREENS:	TIF DWARF
FAIRWAY / TEES:	TIF SPORT
ROUGHES:	TIF SPORT

OWNER CITY OF LA QUINTA

MANAGED BY LANDMARK GOLF MANAGEMENT, LLC
74-947 HIGHWAY 111, SUITE 200
INDIAN WELLS, CA 92210
PHONE: (760) 776-6688

DATE COURSE OPENED February 14, 2005

Mission Statement

“TO BE THE BEST”
“TO HAVE THE BEST GOLF FACILITIES”
“TO HAVE THE BEST GOLF COURSE CONDITIONS”
“TO PROVIDE THE BEST SERVICE”

SilverRock Resort is dedicated to providing the finest public golf experience. All Staff Members of the facility play an important role in our Mission. Staff is supported through training and resources to ensure success. SilverRock Resort aspires to represent ownership and management with the highest standard of service in the Golf/Resort Industry and produce superior golf course conditions to meet and exceed the goals.

Goals and Objectives: *To support our Mission Statement and to achieve the projected Annual Plan; SilverRock Resort will pursue the following goals and objectives:*

- **To hire and train staff members that will provide a high standard of guest services and maintain the highest level of course conditions**
- **To maintain and pursue an aggressive Marketing Plan that benefits/acknowledges the La Quinta Residents, local residents, avid tourist golfers and golfing public**
- **To have each Department operate within their annual budget allowing SilverRock Resort to reach the net operating goals**

PHILOSOPHY STATEMENT

After ten and a half years of operations, an Annual Plan accommodated the operational start-up through and including grow-in, final construction of the Arnold Palmer Classic Course, a notable Grand Opening Celebration and four successful years as one of the home courses of the Bob Hope Classic. As the 2015-2016 Annual Plan is implemented, focus will continue to be on broadening the awareness, marketability and noteworthiness of SilverRock Resort's Arnold Palmer Classic Course, golf facilities and amenities.

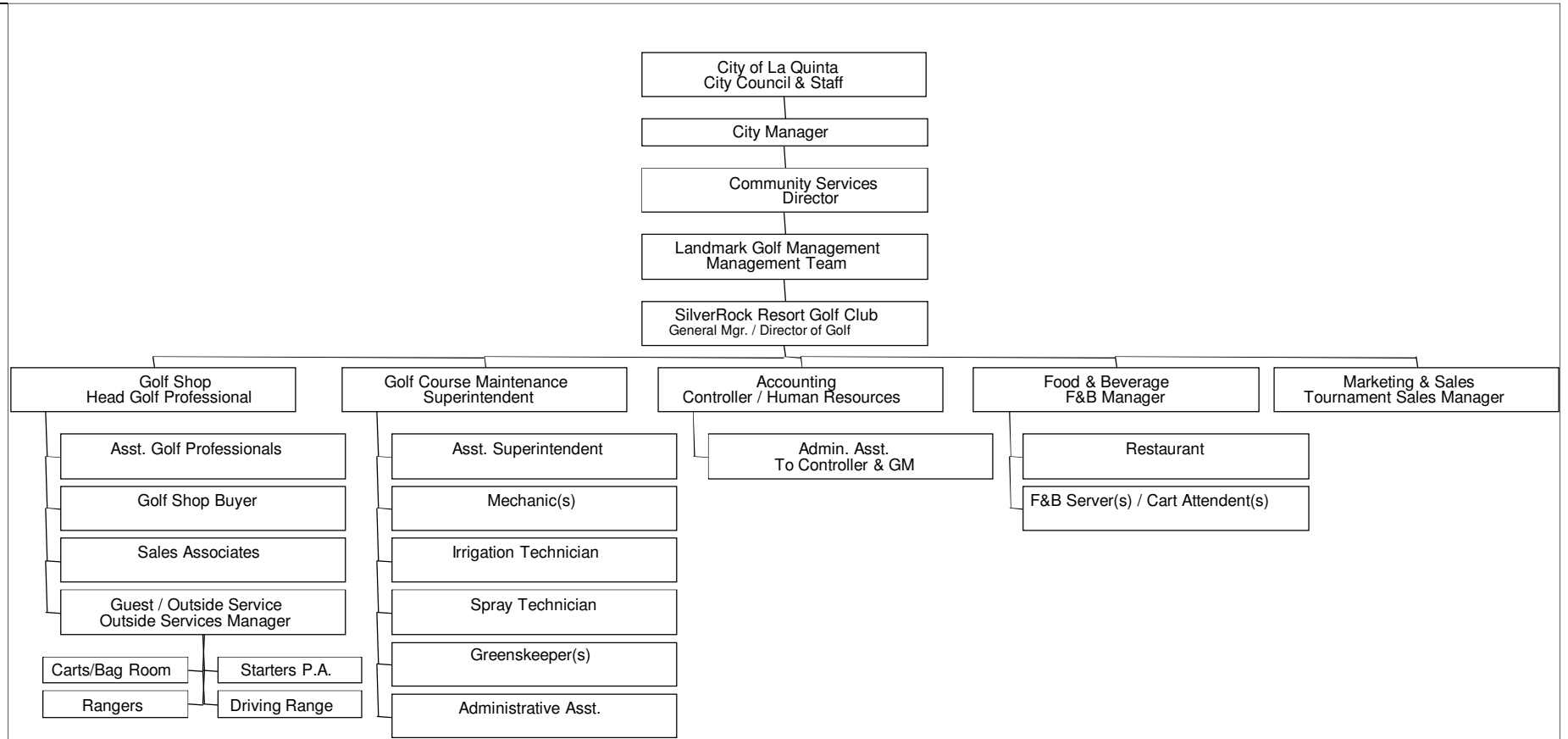
The philosophy that Landmark Golf Management perpetuates at SilverRock Resort is: an operation that allows management to utilize golf industry best-practices in accommodating market-driven demands as market shifts may occur. Each golf course facility has its own personality and characteristics; therefore, each golf operation is unique to some degree and should be managed with personality and characteristics taken into consideration. Golf operators that adjust procedures to short and long term market and industry fluctuations are better suited to maximize opportunities.

In this upcoming eleventh complete twelve months of operations, Landmark Golf Management will put forth every effort to best position SilverRock Resort as a place to frequent in the eyes and minds of the influential decision makers in the world of golf.

BRAND PROMISE

Discover the mystique of SilverRock Resort, the crown jewel of La Quinta and its golf legacy. Rich in both history and legend, the majestic Santa Rosa Mountains frame an unwavering commitment to an exceptional experience at SilverRock Resort.

Our Promise: Exceptional in All, For All, Always.



Key Employee Staffing

RUN DATE: 01-Apr-15

PREPARED BY: Landmark Golf Management

2015-2016 ANNUAL PLAN

DEPARTMENT SUMMARY	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>GOLF OPERATION OUTSIDE SERVICES</u>												
OUTSIDE SERVICES MANAGER (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
OUTSIDE SERVICES SUPERVISORS (FULL-TIME)	1	1	1	1	1	1	1	1	1	1	1	1
DRIVING RANGE (PART-TIME)	1	1	1	1	1	1	2	2	2	2	1	1
CART/BAG/VALET/BAG DROP (FULL-TIME)	4	4	4	4	4	4	4	4	4	4	4	4
CART/BAG/VALET/BAG DROP (PART-TIME)	0	0	0	2	2	2	2	2	2	2	1	1
SHUTTLE DRIVER (PART-TIME)	0	0	0	0	2	2	2	2	2	2	0	0
	7	7	7	9	11	11	12	12	12	12	8	8
<u>GOLF SHOP</u>												
HEAD GOLF PROFESSIONAL (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
1ST ASSISTANT PROFESSIONAL (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
MERCHANDISER (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT PROFESSIONAL (FULL TIME)	2	2	2	2	2	2	2	2	2	2	2	2
SALES CLERKS (FULL TIME)	1	1	1	2	2	2	2	2	2	2	2	2
SALES CLERKS (PART TIME)	0	0	0	1	1	1	1	1	1	1	1	0
	6	6	6	8	8	8	8	8	8	8	8	7
<u>COURSE SERVICES</u>												
STARTERS (PART TIME)	3	3	3	3	3	3	3	3	3	3	3	3
RANGER/MARSHALS (PART TIME)	0	0	0	0	2	4	4	4	4	4	0	0
	3	3	3	3	5	7	7	7	7	7	3	3
<u>GOLF COURSE MAINTENANCE</u>												
SUPERINTENDENT (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
ASST SUPERINTENDENT (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
FOREMAN/SPRAY TECHNICIAN (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
HEAD MECHANIC / FACILITY MANAGER (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
ASST MECHANIC (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
HEAD IRRIGATOR (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
ASST IRRIGATOR (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
GREENKEEPERS (FULL TIME)	17	17	17	17	17	17	17	17	17	17	17	17
ADMINISTRATIVE ASSISTANT (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
TOTAL TURF & ADMIN STAFF	25	25	25	25	25	25	25	25	25	25	25	25
<u>LANDSCAPE MAINTENANCE</u>												
FOREMAN (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
IRRIGATOR (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
LANDSCAPERS (FULL TIME)	6	6	6	6	6	6	6	6	6	6	6	6
TOTAL LANDSCAPE CREW	8	8	8	8	8	8	8	8	8	8	8	8
TOTAL COURSE MAINTENANCE STAFF	33	33	33	33	33	33	33	33	33	33	33	33
<u>FOOD & BEVERAGE</u>												
F & B MANAGER / SUPERVISOR (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
CHEF (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
COOK (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
PREP COOK (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
LEAD SERVER (FULL-TIME)	1	1	1	1	1	1	1	1	1	1	1	1
F & B WAIT/BEVERAGE CART/HALF(FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
F & B WAIT/BEVERAGE CART/HALF(PART TIME)	2	2	2	3	3	3	3	3	3	3	3	2
BUSER / DISHWASHER (PART TIME)	1	1	1	1	1	1	1	1	1	1	1	1
	9	9	9	10	10	10	10	10	10	10	10	9
<u>G & A</u>												
DIRECTOR OF GOLF/GM (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
CLUB CONTROLLER (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE ASSISTANT (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
	3	3	3	3	3	3	3	3	3	3	3	3
<u>MARKETING/TOURNAMENT</u>												
TOURNAMENT SALES / GROUP COORDINATOR (FULL TIME)	1	1	1	1	1	1	1	1	1	1	1	1
TOTAL EMPLOYEES	62	62	62	67	71	73	74	74	74	74	66	64

SILVERROCK RESORT
2015-2016 ANNUAL PLAN

2015-2016 Assumptions

Revenue

Green Fees:

A green fee includes golf cart and warm-up range balls. A combination of the various green fee rates and green fee mix of Regular, Twilight, and Resident play is anticipated to yield an average rate of \$68.84 per round on an annualized basis. The green fee rates for the 2015-2016 fiscal year are projected to remain consistent with last year. Green fees will continue to be based on dynamic pricing and course utilization levels will dictate green fee rates.

It is assumed in this Annual Plan that Resident's Guests will continue to be offered a discount as accompanied guests of La Quinta Resident card holders. The Resident Guest rate represents a 30% discount on the prevailing posted rates and follows similar booking procedures as extended to a La Quinta Resident card holder; booking three (3) days in advance.

It is also assumed the overseeding dates will be October 5 through November 2, 2015. Annually overseeding reduces revenues during these dates which is taken into consideration in these projections with the course being closed these dates. It is also projected that aerification will occur in August 2015 and June of 2016 which reduces revenue for 3-5 days with each of these two (2) aerification cycles.

Greens Fee Mix: Through proper marketing, yield management, and limited advanced Resident bookings the projected mix of green fees is: 30% Resident, 25% Public, 10% Public Twilight, & 35% Other (tournaments, wholesalers, juniors, resident guests, replays and discounts).

Miscellaneous and Other Revenue: Based on \$3.83 per round. This consists of golf club rentals, golf club repairs, handicap fees, driving range fees, rider fees, 15 % of golf lessons and Independent Contractor's Fees (Teaching Professionals).

Golf Shop Merchandise: Based on retail sales of \$5.99 per round.

Resident Card Fees: Annual Revenues of \$171,200 are based on selling 570 La Quinta Resident Cards for the 2015-2016 Fiscal Year. This is consistent with prior year fees.

Cost of Goods Sold

Merchandise	55 %
Food & Beverage	33 %

SILVERROCK RESORT
2015-2016 ANNUAL PLAN

Expenses

Golf Carts, Bag Room, and Driving Range: Includes outside service, valet, bag room, and driving range staff plus supplies and operating expense for this department. The second mandated Federal minimum wage increase becomes effective January 1, 2016 and will have an impact on labor expenses for this department. As a result of minimum wage increasing from \$9.00 to \$10.00 per hour, most of the staff members in this department will be impacted by this Federal mandated minimum wage increase which will increase labor costs by approximately \$4,000 for the 2015-2016 fiscal year.

Golf Shop: Includes golf professionals, merchandising sales staff, receiving staff and golf shop operational expenses. There are no projected employee compensation increases for this department in the 2015-2016 Annual Plan. Employee reimbursement to eligible golf staff members (Director of Golf, Head Golf Professional and Assistant Golf Professionals) has been budgeted and use not to exceed an annual total of \$3,690 for PGA of America training, education and travel expenses as approved by the Director of Golf / General Manager throughout the 2015-2016 fiscal year.

Course Services: Includes course service staff consisting of course rangers/starters and related department supplies and materials. As a result of the minimum wage increase to \$10.00 effective January 1, 2016, staff in this department will be impacted by this Federal mandated minimum wage increase which will result in increasing labor costs by approximately \$3,000 for the year.

Golf Course Maintenance: Includes grounds maintenance staff, supplies, and materials. Overseeding dates are projected to be October 5 through November 3, 2015, which results in projected higher labor cost and supply costs during the annual overseeding process. There are areas on the golf course that will not to be over-seeded in an attempt to reduce costs and conserve water. Golf Course Superintendent Education, training and travel expense are included in the 2015-2016 Annual Plan. In addition, Front Entry Landscape Maintenance will continue to be accounted for in this department's operating budget. As a result of minimum wage increases to \$10.00, the increase in labor costs in this department is expected to be an increase of \$18,000 for the 2015-2016 fiscal year.

Golf Course Maintenance Equipment: There are no plans to replace any maintenance equipment for this year; however, last year's new golf course maintenance equipment lease of \$6,050 per month will be factored in for 12 months in the 2015-2016 Annual Plan.

Water & Electrical: The 2015-2016 Annual Plan includes water and electrical costs to irrigate the golf course and properly maintain the lake system. This is accounted for in the Golf Course Maintenance budget. **Annual Electric costs of \$225,129 covers 100 percent of the electric costs including; front entry water falls, golf course pump station, north village lake water falls &**

SILVERROCK RESORT
2015-2016 ANNUAL PLAN

circulation pumps, cart storage area and clubhouse. These expenses will continue to be budgeted in the 2015-2016 Annual Plan as water and electrical costs.

Food & Beverage: Includes food & beverage staff and expenses for the temporary clubhouse. There is a separate Agreement for the Food & Beverage Department including the Liquor License arrangement between the City and Landmark Golf Management. There are no projected employee compensation increases for this department in the 2015-2016 Annual Plan.

Marketing: Includes marketing, public relations, advertising, web page, collateral and tournament sales, etc. Refer to pages 21 & 22, for the marketing plan narrative.

Clubhouse: Includes clubhouse expenses, maintenance/cleaning staff, landscape maintenance, parking lot and entry drive clean up. Roving patrol expenses used to secure the entire property of SilverRock remains included in this department's operating budget.

Management Fee: The monthly Management Fee of \$8,320 per the Golf Course Management Agreement is budgeted for the 2015-2016 fiscal year. This is a 4% increase over the prior year's budget.

Insurance: Per requirements of the Golf Course Management Agreement in the Annual Plan is the cost for comprehensive golf club insurance policy, general liability, property, equipment and business interruption etc.

G&A: Expenses include GM, Controller & Administrative Assistant Salaries, Professional Fees, Payroll Processing Fees, Equipment Expenses, Equipment Rental and Resident Card Expenses.

Personal Property Lease Tax: Exempt, except personal property taxes on equipment purchases or leases which are included in this Annual Plan.

Golf Carts Lease: Golf carts are being leased for the Golf Club. The budgeted amount of \$10,500 per month is not expected to increase from the prior year.

GPS Lease: Monthly golf cart GPS rental/lease expense of \$4,700 per month will remain unchanged from the prior year.

SilverRock Resort
CONSOLIDATED INCOME STATEMENT
FOR FISCAL YEAR - JULY 2015 - JUNE 2016

RUN DATE: 18-Apr-15 01:52 PM
 PREPARED BY: Landmark Golf Management

DEPARTMENT	2015-2016 BUDGET	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>ROUNDS</u>													
ROUNDS	46,475	2,625	2,200	3,100	500	4,650	4,100	5,000	5,500	6,000	5,400	4,950	2,450
TOTAL ROUNDS	46,475	2,625	2,200	3,100	500	4,650	4,100	5,000	5,500	6,000	5,400	4,950	2,450
<u>REVENUE</u>													
GREEN FEES	3,199,237	82,392	69,053	131,828	18,500	334,335	288,794	388,875	496,306	554,175	408,915	285,924	140,140
MISC. REV/RANGE/CARTS/RENTALS	178,059	4,644	3,510	5,060	1,900	19,915	18,825	26,950	30,275	29,000	18,440	14,395	5,145
GOLF SHOP MERCHANDISE	278,585	8,925	7,150	14,260	2,500	30,225	25,625	31,250	38,500	42,000	33,750	29,700	14,700
RESIDENT CARD FEES	171,200	1,100	3,000	3,300	7,500	25,000	22,800	22,000	24,000	15,625	15,625	15,625	15,625
FOOD & BEVERAGE CONCESSIONS	12,000	500	500	500	1,500	1,500	1,500	1,500	1,500	1,500	500	500	500
TOTAL REVENUE	3,839,080	97,561	83,213	154,948	31,900	410,975	357,544	470,575	590,581	642,300	477,230	346,144	176,110
<u>COST OF SALES</u>													
PRO SHOP	155,924	4,995	4,002	7,981	1,399	16,917	14,342	17,491	21,548	23,507	18,890	16,623	8,228
TOTAL COST OF SALES	155,924	4,995	4,002	7,981	1,399	16,917	14,342	17,491	21,548	23,507	18,890	16,623	8,228
GROSS PROFIT	3,683,156	92,566	79,211	146,966	30,501	394,058	343,201	453,084	569,033	618,793	458,340	329,521	167,882
<u>OPERATING EXPENSES</u>													
GOLF CARTS/BAGS/RANGE	237,433	11,752	13,869	12,736	13,429	28,101	22,267	23,826	30,776	23,451	22,951	18,276	16,001
GOLF SHOP	204,827	13,913	13,913	13,513	12,376	18,595	18,595	20,035	18,520	18,520	17,813	21,499	17,536
COURSE SERVICES	72,397	3,283	3,283	3,968	2,802	6,369	8,981	9,754	9,704	9,704	8,145	3,203	3,203
GOLF COURSE MAINTENANCE	1,712,795	119,535	128,985	143,400	280,814	166,737	131,800	136,653	126,027	118,873	123,123	117,123	119,725
WATER & ELECTRIC COST	225,129	20,265	20,020	19,975	16,350	13,905	11,415	16,876	16,489	16,555	20,967	24,272	28,040
GENERAL & ADMINISTRATIVE	327,511	24,641	25,498	25,091	25,723	30,436	30,411	27,411	27,811	27,361	27,361	28,111	27,661
MARKETING	240,177	8,539	8,539	21,191	21,466	31,999	27,049	25,901	24,581	24,549	22,799	13,031	10,531
CLUBHOUSE	136,332	10,636	10,636	10,636	11,736	12,936	10,636	12,736	10,636	13,436	10,636	10,636	11,036
MANAGEMENT FEE	99,840	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320
CAPITAL RESERVES	63,985	1,648	1,381	2,637	370	6,687	5,776	7,778	9,926	11,084	8,178	5,718	2,803
INSURANCE	26,400	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
PERSONAL PROPERTY LEASE TAXES	11,800	5,200	0	4,000	2,600	0	0	0	0	0	0	0	0
LEASES	271,050	22,550	22,550	22,550	23,000	22,550	22,550	22,550	22,550	22,550	22,550	22,550	22,550
TOTAL OPERATING EXPENSES	3,629,676	252,481	259,193	290,217	421,186	348,834	299,999	314,039	307,539	296,602	295,043	274,939	269,605
NET INCOME	53,481	(159,916)	(179,982)	(143,251)	(390,685)	45,224	43,203	139,045	261,494	322,191	163,297	54,583	(101,723)
NET INCOME %	1.4%	-163.9%	-216.3%	-92.5%	-1224.7%	11.0%	12.1%	29.5%	44.3%	50.2%	34.2%	15.8%	-57.8%
Average Green Fee	\$68.84	\$31.39	\$31.39	\$42.53	\$37.00	\$71.90	\$70.44	\$77.78	\$90.24	\$92.36	\$75.73	\$57.76	\$57.20
Average \$ Misc. Income per Rd	\$3.83	\$1.77	\$1.60	\$1.63	\$3.80	\$4.28	\$4.59	\$5.39	\$5.50	\$4.83	\$3.41	\$2.91	\$2.10
Average \$ Merchandise per Rd	\$5.99	\$3.40	\$3.25	\$4.60	\$5.00	\$6.50	\$6.25	\$6.25	\$7.00	\$7.00	\$6.25	\$6.00	\$6.00
Total Average Revenue per Round	\$78.66	\$37.17	\$37.82	\$49.98	\$63.80	\$88.38	\$87.21	\$94.12	\$107.38	\$107.05	\$88.38	\$69.93	\$71.88

SilverRock Resort
Projections - July 2015 to June 2016

Golf Rounds	Total	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY
Resident Rnds (Weekday)	6,274	354	297	419	68	628	554	675	743	810	729	668
Resident Rnds (Weekend)	7,668	433	363	512	83	767	677	825	908	990	891	817
Sub-Total Resident Rnds	13,943	788	660	930	150	1395	1230	1500	1650	1800	1620	1485
% of Total	0.30											
Public Rnds (Weekday)	5,228	295	248	349	56	523	461	563	619	675	608	557
Public Rnds (Weekend)	6,390	361	303	426	69	639	564	688	756	825	743	681
Sub-Total Public Rnds	11,619	656	550	775	125	1163	1025	1250	1375	1500	1350	1238
% of Total	0.25											
Public Twi (Weekday)	2,091	118	99	140	23	209	185	225	248	270	243	223
Public Twi (Weekend)	2,556	144	121	171	28	256	226	275	303	330	297	272
Sub-Total Twilight Rnds	4,648	263	220	310	50	465	410	500	550	600	540	495
% of Total	0.10											
Other (Weekday)	7,320	413	347	488	79	732	646	788	866	945	851	780
Other (Weekend)	8,946	505	424	597	96	895	789	963	1059	1155	1040	953
<i>Tournaments</i>	3,253	184	154	217	35	326	287	350	385	420	378	347
<i>Wholesales</i>	3,253	184	154	217	35	326	287	350	385	420	378	347
<i>Resident Guest</i>	1,627	92	77	109	18	163	144	175	193	210	189	173
<i>Stand By Golf</i>	1,627	92	77	109	18	163	144	175	193	210	189	173
<i>Discounts</i>	4,067	230	193	271	44	407	359	438	481	525	473	433
<i>PGA</i>	813	46	39	54	9	81	72	88	96	105	95	87
<i>Junior</i>	813	46	39	54	9	81	72	88	96	105	95	87
<i>Replay</i>	813	46	39	54	9	81	72	88	96	105	95	87
Sub-Total Other	16,266	919	770	1085	175	1628	1435	1750	1925	2100	1890	1733
% of Total	0.35											
Total Rounds	46,475	2625	2200	3100	500	4650	4100	5000	5500	6000	5400	4950
Green Fees												
Resident Rnds (Weekday)	\$ 25.00	\$ 25.00	\$ 30.00	\$ 30.00	\$ 45.00	\$ 45.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 45.00
Resident Rnds (Weekend)	\$ 25.00	\$ 25.00	\$ 35.00	\$ 35.00	\$ 45.00	\$ 45.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 45.00
Public Rnds (Weekday)	\$ 30.00	\$ 30.00	\$ 50.00	\$ 40.00	\$ 85.00	\$ 90.00	\$ 100.00	\$ 130.00	\$ 130.00	\$ 135.00	\$ 100.00	\$ 65.00
Public Rnds (Weekend)	\$ 35.00	\$ 35.00	\$ 55.00	\$ 40.00	\$ 95.00	\$ 90.00	\$ 100.00	\$ 130.00	\$ 145.00	\$ 145.00	\$ 120.00	\$ 65.00
Public Twi (Weekday)	\$ 30.00	\$ 30.00	\$ 40.00	\$ 40.00	\$ 75.00	\$ 75.00	\$ 80.00	\$ 85.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 55.00
Public Twi (Weekend)	\$ 35.00	\$ 35.00	\$ 50.00	\$ 40.00	\$ 80.00	\$ 70.00	\$ 85.00	\$ 90.00	\$ 85.00	\$ 85.00	\$ 90.00	\$ 65.00
Other (Weekday)	\$ 30.00	\$ 30.00	\$ 40.00	\$ 40.00	\$ 80.00	\$ 75.00	\$ 80.00	\$ 90.00	\$ 90.00	\$ 90.00	\$ 60.00	\$ 60.00
Other (Weekend)	\$ 40.00	\$ 40.00	\$ 45.00	\$ 40.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 70.00	\$ 65.00
Golf Revenue												
Resident Rnds (Weekday)	291,583	\$ 8,859	\$ 7,425	\$ 12,555	\$ 2,025	\$ 28,249	\$ 24,908	\$ 37,125	\$ 40,838	\$ 44,550	\$ 40,095	\$ 30,071
Resident Rnds (Weekend)	358,937	\$ 10,828	\$ 9,075	\$ 17,903	\$ 2,475	\$ 34,526	\$ 30,443	\$ 45,375	\$ 49,913	\$ 54,450	\$ 49,005	\$ 36,754
Public Rnds (Weekday)	463,247	\$ 8,859	\$ 7,425	\$ 17,438	\$ 2,250	\$ 44,466	\$ 41,513	\$ 56,250	\$ 80,438	\$ 91,125	\$ 60,750	\$ 36,197
Public Rnds (Weekend)	602,817	\$ 12,633	\$ 10,588	\$ 23,444	\$ 2,750	\$ 60,741	\$ 50,738	\$ 68,750	\$ 98,313	\$ 119,625	\$ 89,100	\$ 44,241
Public Twi (Weekday)	140,918	\$ 3,544	\$ 2,970	\$ 5,580	\$ 900	\$ 15,694	\$ 13,838	\$ 18,000	\$ 21,038	\$ 21,600	\$ 19,440	\$ 12,251
Public Twi (Weekend)	186,993	\$ 5,053	\$ 4,235	\$ 8,525	\$ 1,100	\$ 20,460	\$ 15,785	\$ 23,375	\$ 27,225	\$ 28,050	\$ 26,730	\$ 17,696
Other (Weekday)	499,472	\$ 12,403	\$ 10,395	\$ 19,530	\$ 3,150	\$ 58,590	\$ 48,431	\$ 63,000	\$ 77,963	\$ 85,050	\$ 51,030	\$ 46,778
Other (Weekend)	655,270	\$ 20,213	\$ 16,940	\$ 26,854	\$ 3,850	\$ 71,610	\$ 63,140	\$ 77,000	\$ 100,581	\$ 109,725	\$ 72,765	\$ 61,937
Total Revenue	3,199,237	\$ 82,392	\$ 69,053	\$ 131,828	\$ 18,500	\$ 334,335	\$ 288,794	\$ 388,875	\$ 496,306	\$ 554,175	\$ 408,915	\$ 285,924
Avg. Rate	\$ 68.84	\$ 31.39	\$ 31.39	\$ 42.53	\$ 37.00	\$ 71.90	\$ 70.44	\$ 77.78	\$ 90.24	\$ 92.36	\$ 75.73	\$ 57.76
Misc Revenue												
Club Rental	23,238	\$ 1,313	\$ 1,100	\$ 1,550	\$ 250	\$ 2,325	\$ 2,050	\$ 2,500	\$ 2,750	\$ 3,000	\$ 2,700	\$ 2,475
Driving Range Balls	100,984	\$ 1,969	\$ 2,090	\$ 3,100	\$ 500	\$ 11,625	\$ 10,250	\$ 15,000	\$ 19,250	\$ 18,000	\$ 8,100	\$ 7,425
Rider Fees	7,738	\$ 263	\$ 220	\$ 310	\$ 50	\$ 465	\$ 1,025	\$ 1,250	\$ 1,375	\$ 1,500	\$ 540	\$ 495
Handicap Fees	2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700	\$ 400	\$ 400	\$ -	\$ -
Independent Instructor Fees	37,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 4,000
Ball Retrieval	4,000	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ -
GPS Advertising Income	2,600	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500	\$ 500	\$ 500	\$ 500	\$ 100	\$ 100	\$ -
Total	178,059	\$ 4,644	\$ 3,510	\$ 5,060	\$ 1,900	\$ 19,915	\$ 18,825	\$ 26,950	\$ 30,275	\$ 29,000	\$ 18,440	\$ 14,395

SilverRock Resort
Projections - July 2015 to June 2016

GOLF SHOP - 61	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>GOLF SHOP MERCHANDISE SALES</u>													
TOTAL # OF ROUNDS	46,675	2,625	2,200	3,100	500	4,650	4,100	5,000	5,500	6,200	5,400	4,950	2,450
AVERAGE REVENUE / ROUND	\$6.00	\$3.40	\$3.25	\$4.60	\$5.00	\$6.50	\$6.25	\$6.25	\$7.00	\$7.00	\$6.25	\$6.00	\$6.00
TOTAL MERCHANDISE SALES	\$279,985	8,925	7,150	14,260	2,500	30,225	25,625	31,250	38,500	43,400	33,750	29,700	14,700
<u>MERCHANDISE REVENUE</u>													
Soft Goods Sales	181,990	5,801	4,648	9,269	1,625	19,646	16,656	20,313	25,025	28,210	21,938	19,305	9,555
Hard Goods Sales	97,995	3,124	2,503	4,991	875	10,579	8,969	10,938	13,475	15,190	11,813	10,395	5,145
TOTAL MERCHANDISE REVENUE	279,985	8,925	7,150	14,260	2,500	30,225	25,625	31,250	38,500	43,400	33,750	29,700	14,700
<u>COST OF SALES</u>													
COS - Merchandise (58%)	162,391	5,177	4,147	8,271	1,450	17,531	14,863	18,125	22,330	25,172	19,575	17,226	8,526
Purchase Disc Taken - (5%)	(8,120)	(259)	(207)	(414)	(73)	(877)	(743)	(906)	(1,117)	(1,259)	(979)	(861)	(426)
Freight - Merchandise	2,436	78	62	124	22	263	223	272	335	378	294	258	128
TOTAL COST OF SALES	156,708	4,995	4,002	7,981	1,399	16,917	14,342	17,491	21,548	24,291	18,890	16,623	8,228
GROSS PROFIT	123,277	3,930	3,148	6,279	1,101	13,308	11,283	13,759	16,952	19,109	14,860	13,077	6,472
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	134,463	9,135	9,135	8,796	7,222	12,758	12,758	12,758	12,758	12,758	12,158	12,303	11,923
Payroll Taxes	18,825	1,279	1,279	1,231	1,011	1,786	1,786	1,786	1,786	1,786	1,702	1,722	1,669
Workers' Compensation	5,042	343	343	330	271	478	478	478	478	478	456	461	447
Health Insurance/Benefits	27,621	2,046	2,046	2,046	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387
TOTAL SALARIES AND BENEFITS	185,952	12,803	12,803	12,403	10,891	17,410	17,410	17,410	17,410	17,410	16,703	16,874	16,426
<u>SUPPLIES AND MATERIALS</u>													
<u>OTHER EXPENSES</u>													
Office Supplies	3,000	250	250	250	250	250	250	250	250	250	250	250	250
Dues and Subscriptions	2,300	0	0	0	0	0	0	0	0	0	0	2,300	0
Freight / Delivery	75	0	0	0	25	25	25	0	0	0	0	0	0
Travel	90	0	0	0	0	0	0	15	15	15	15	15	15
Uniforms	2,400	100	100	100	100	300	200	500	200	200	200	200	200
Telephone	1,320	110	110	110	110	110	110	110	110	110	110	110	110
Seminars / Training	3,690	150	150	150	500	0	100	1,250	35	35	35	1,250	35
Miscellaneous	6,000	500	500	500	500	500	500	500	500	500	500	500	500
TOTAL OTHER EXPENSES	18,875	1,110	1,110	1,110	1,485	1,185	1,185	2,625	1,110	1,110	1,110	4,625	1,110
TOTAL EXPENSES	204,827	13,913	13,913	13,513	12,376	18,595	18,595	20,035	18,520	18,520	17,813	21,499	17,536
TOTAL GOLF SHOP MERCHANDISE INCOME (LOSS)	(81,549)	(9,983)	(10,764)	(7,235)	(11,276)	(5,287)	(7,312)	(6,275)	(1,568)	589	(2,953)	(8,422)	(11,064)

Seminars/Training - Reimbursement for eligible golf shop employees (Director of Golf, Head Professional & 3 Assistant Golf Professionals) for PGA Training, Education and Travel Expenses.

Office Supplies are made up of: Golf Cart Rental Agreements, Golf Club Rental Agreements, Gift Certificates & Merchandise Bags

Uniforms- Each Full-Time Emp receives (1) shirt per month

SilverRock Resort Projections - July 2015 to June 2016

RUN DATE: 01-Apr-15 12:33 PM

PREPARED BY: Landmark Golf Management

CARTS, BAGROOM & RANGE - 641	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	139,434	6,885	5,738	8,033	6,069	10,980	15,030	16,350	16,350	16,350	16,350	10,950	10,350
Payroll Taxes	17,360	857	714	1,000	756	1,367	1,871	2,036	2,036	2,036	2,036	1,363	1,289
Workers' Compensation	5,229	258	215	301	228	412	564	613	613	613	613	411	388
Health Insurance/Benefits	8,184	682	682	682	682	682	682	682	682	682	682	682	682
TOTAL SALARIES AND BENEFITS	170,206	8,682	7,349	10,016	7,734	13,441	18,147	19,681	19,681	19,681	19,681	13,406	12,709
<u>SUPPLIES AND MATERIALS</u>													
Range Expendable Supplies	6,750	600	600	150	150	1,800	150	1,000	1,000	150	150	500	500
Towel Replacement	2,182	120	120	120	120	185	195	250	250	250	250	250	72
Bottled Water	11,000	50	3,500	50	50	50	50	50	7,000	50	50	50	50
Cart Supplies	1,850	0	0	0	500	500	500	75	75	50	50	50	50
Range Balls	9,000	0	0	0	0	9,000	0	0	0	0	0	0	0
TOTAL SUPPLIES AND MATERIALS	30,782	770	4,220	320	820	11,535	895	1,375	8,325	500	500	850	672
<u>REPAIRS AND MAINTENANCE</u>													
Equipment Repair - Golf	3,600	300	300	300	300	300	300	300	300	300	300	300	300
TOTAL REPAIRS AND MAINTENANCE	3,600	300	300	300	300	300	300	300	300	300	300	300	300
<u>OTHER EXPENSES</u>													
Expendable Supplies	525	25	25	25	50	50	50	50	50	50	50	50	50
Printing / Stationary	420	0	0	0	0	0	0	70	70	70	70	70	70
Cart Maintenance & Repairs	6,450	500	500	500	950	500	500	500	500	500	500	500	500
Freight / Delivery	450	75	75	75	75	75	75	0	0	0	0	0	0
Uniforms	5,200	0	0	0	2,000	500	500	0	0	500	0	1,500	200
Fuel (Shuttles & Range Picker)	3,000	0	0	100	100	300	400	450	450	450	450	200	100
Laundry and Linen	9,600	800	800	800	800	800	800	800	800	800	800	800	800
Miscellaneous	7,200	600	600	600	600	600	600	600	600	600	600	600	600
TOTAL OTHER EXPENSES	32,845	2,000	2,000	2,100	4,575	2,825	2,925	2,470	2,470	2,970	2,470	3,720	2,320
TOTAL EXPENSES	237,433	11,752	13,869	12,736	13,429	28,101	22,267	23,826	30,776	23,451	22,951	18,276	16,001

Expendable Supplies are made up of: - Scorecards, Tees, Pencils, Trash Bags, Cups & First Aid Supplies.

Uniforms- Each employee receives 4 shirts, 1 hat per season

COURSE SERVICES - 643	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	58,108	2,639	2,639	3,179	1,530	5,175	7,245	8,050	8,050	8,050	6,450	2,550	2,550
Payroll Taxes	8,135	369	369	445	214	725	1,014	1,127	1,127	1,127	903	357	357
Workers' Compensation	2,179	99	99	119	57	194	272	302	302	302	242	96	96
TOTAL SALARIES AND BENEFITS	68,422	3,108	3,108	3,743	1,802	6,094	8,531	9,479	9,479	9,479	7,595	3,003	3,003
<u>SUPPLIES AND MATERIALS</u>													
Expendable Supplies	1,050	50	50	100	100	100	100	100	100	100	100	75	75
TOTAL SUPPLIES AND MATERIALS	1,050	50	50	100	100	100	100	100	100	100	100	75	75
<u>OTHER EXPENSES</u>													
Uniforms	2,125	75	75	75	800	75	250	75	75	75	400	75	75
Safety Equipment	600	50	50	50	50	50	50	50	50	50	50	50	50
Miscellaneous	200	0	0	0	50	50	50	50	0	0	0	0	0
TOTAL OTHER EXPENSES	2,926	125	125	125	900	175	350	176	125	125	450	125	125
TOTAL COURSE SERVICES EXPENSES	72,397	3,283	3,283	3,968	2,802	6,369	8,981	9,754	9,704	9,704	8,145	3,203	3,203

Expendable Supplies are made up of: Clipboards, Paper (starter sheets, ranger sheets), Towels, Trash Bags

Uniforms- Each employee receives 4 shirts, 1 hat per season

SilverRock Resort
Projections - July 2015 to June 2016

MAINTENANCE DEPARTMENT - 63	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	650,499	48,672	48,672	48,672	55,056	55,056	58,167	60,903	55,056	55,061	55,061	55,061	55,061
Overtime Hourly Wages	15,945	0	0	0	10,526	0	0	2,550	0	0	0	0	2,869
Payroll Taxes	93,302	6,814	6,814	6,814	9,181	7,708	8,143	8,883	7,708	7,709	7,709	7,709	8,110
Workers' Compensation	24,794	1,825	1,825	1,825	2,328	2,065	2,181	2,348	2,065	2,065	2,065	2,065	2,137
Health Insurance/Benefits	107,880	8,990	8,990	8,990	8,990	8,990	8,990	8,990	8,990	8,990	8,990	8,990	8,990
TOTAL SALARIES AND BENEFITS	892,420	66,301	66,301	66,301	86,081	73,819	77,481	83,674	73,819	73,825	73,825	73,825	77,167
<u>SUPPLIES AND MATERIALS</u>													
Fertilizer	112,500	9,000	16,000	11,000	17,500	7,500	9,000	9,000	12,500	6,000	5,000	5,000	5,000
Flowers/Plants	3,050	0	0	1,000	250	0	750	750	100	100	100	100	100
Gas & Oils	55,020	5,200	5,200	5,100	8,000	5,500	4,200	3,850	3,820	3,850	4,100	3,100	3,100
Golf Course Accessories	13,000	200	200	500	10,000	200	1,200	200	100	100	100	100	100
Chemicals & Pesticides	34,600	3,000	2,500	3,500	4,600	6,900	2,200	2,500	3,000	1,500	2,000	900	2,000
Herbicide	17,000	0	0	7,000	0	5,000	5,000	0	0	0	0	0	0
POA Control	7,000	0	0	0	0	3,500	0	3,500	0	0	0	0	0
Sand/Mulch/Bunker	13,460	390	390	5,000	2,000	4,000	800	380	100	100	100	100	100
Seed	125,900	350	350	250	102,000	20,500	350	350	350	350	350	350	350
Small Tools	5,000	100	100	2,000	2,000	100	100	100	100	100	100	100	100
Sod	10,450	1,000	2,500	2,000	250	3,250	250	500	0	0	0	500	200
Topdressing	10,600	0	2,500	0	2,500	3,000	0	0	0	0	0	1,300	1,300
TOTAL SUPPLIES AND MATERIALS	407,580	19,240	29,740	37,350	149,100	59,450	23,850	21,130	20,070	12,100	11,850	11,450	12,250
<u>REPAIRS AND MAINTENANCE</u>													
Buildings & Bridges	5,550	1,250	750	550	500	500	500	250	250	250	250	250	250
Equipment	40,000	2,000	2,500	2,000	11,000	4,000	3,000	3,500	3,000	2,000	2,500	2,500	2,000
Irrigation System	19,050	4,400	3,500	1,500	2,000	900	550	1,200	1,000	1,000	1,000	1,000	1,000
Pumps	10,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	500	0
Lake Maint Contract	31,200	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Trees	12,050	0	0	5,500	550	0	0	0	0	2,000	4,000	0	0
TOTAL REPAIRS AND MAINTENANCE	118,350	11,250	10,350	13,150	17,650	9,000	7,650	8,550	7,850	8,850	11,350	6,850	5,850

SilverRock Resort
Projections - July 2015 to June 2016

MAINTENANCE DEPARTMENT - 63	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
OTHER EXPENSES													
Contract Services Soil/Tissue Tests	4,000	0	0	2,000	0	0	0	0	0	0	0	2,000	0
Dues and Subscriptions	540	0	0	0	0	0	0	0	240	0	200	0	100
Employee Education	1,550	50	50	50	50	50	50	50	1,000	50	50	50	50
Equipment Rental	3,400	200	150	150	1,000	600	200	200	200	200	200	200	100
Auto Expense	6,000	500	500	500	500	500	500	500	500	500	500	500	500
Licenses and Permits	4,180	100	100	80	0	0	0	0	0	1,000	2,900	0	0
Miscellaneous	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Supplies	4,350	750	750	750	500	500	500	100	100	100	100	100	100
Propane/Natural Gas	180	15	15	15	15	15	15	15	15	15	15	15	15
Safety Equipment & Training	3,850	200	100	750	800	500	400	400	200	200	100	100	100
Telephone/DSL	10,200	850	850	850	850	850	850	850	850	850	850	850	850
Waste/Trash Removal	6,288	524	524	524	524	524	524	524	524	524	524	524	524
Uniforms & Linen/Towels	11,040	920	920	920	920	920	920	920	920	920	920	920	920
TOTAL OTHER EXPENSES	56,778	4,209	4,059	6,689	5,259	4,559	4,059	3,659	4,649	4,459	6,459	5,359	3,359
TOTAL MAINTENANCE EXP. (EXCL Landscaping)	1,475,128	101,000	110,450	123,490	258,090	146,828	113,040	117,013	106,388	99,234	103,484	97,484	98,626
4,500													
LANDSCAPE													
Wages	160,320	12,880	12,880	12,880	12,880	12,880	12,880	13,840	13,840	13,840	13,840	13,840	13,840
Overtime Hourly Wages	6,351	0	0	966	3,381	966	0	0	0	0	0	0	1,038
Payroll Taxes	23,334	1,803	1,803	1,938	2,277	1,938	1,803	1,938	1,938	1,938	1,938	1,938	2,083
Workers' Compensation	6,171	483	483	507	568	507	483	519	519	519	519	519	545
Health Insurance/Benefits	32,736	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728
Landscape Wages & Benefits	228,912	17,894	17,894	19,019	21,834	19,019	17,894	19,025	19,025	19,025	19,025	19,025	20,234
Small Tools	1,025	100	100	100	100	100	75	75	75	75	75	75	75
Repairs & Maintenance - Drip Irrigation	4,250	250	250	500	500	500	500	250	250	250	250	250	500
Uniforms	3,480	290	290	290	290	290	290	290	290	290	290	290	290
TOTAL LANDSCAPE MAINTENANCE	237,667	18,534	18,534	19,909	22,724	19,909	18,759	19,640	19,640	19,640	19,640	19,640	21,099
COURSE & LANDSCAPE MAINTENANCE TOTAL (EXCL UTILITIES)	1,712,795	119,535	128,985	143,400	280,814	166,737	131,800	136,653	126,027	118,873	123,123	117,123	119,725
WATER & ELECTRICITY COSTS													
Water Cost	45,338	7,000	6,200	6,160	4,200	3,255	2,325	1,860	1,473	1,550	1,550	3,255	6,510
Maint. Shop / So Village Lakes	35,600	3,200	2,300	2,300	2,300	2,500	2,000	5,000	3,000	3,000	4,000	3,000	3,000
Main Meter (FE, PH, CB, CH, NV Lakes)	143,100	10,000	11,500	11,500	9,200	8,000	7,000	10,000	12,000	12,000	15,400	18,000	18,500
Well	1,091	65	20	15	650	150	90	16	16	5	17	17	30
TOTAL WATER AND ELECTRIC COST	225,129	20,265	20,020	19,975	16,350	13,905	11,415	16,876	16,489	16,555	20,967	24,272	28,040
TOTAL COURSE MAINTENANCE EXPENSES	1,937,923	139,800	149,005	163,375	297,164	180,642	143,215	153,529	142,516	135,428	144,090	141,395	147,765

SilverRock Resort
Projections - July 2015 to June 2016

G & A DEPARTMENT - 67	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	205,796	15,850	16,450	15,850	16,450	17,650	17,650	17,650	17,650	17,650	17,650	17,650	17,650
Payroll Taxes	28,812	2,219	2,303	2,219	2,303	2,471	2,471	2,471	2,471	2,471	2,471	2,471	2,471
Workers' Compensation	7,717	594	617	594	617	662	662	662	662	662	662	662	662
Health Insurance/Benefits	17,856	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488
TOTAL SALARIES AND BENEFITS	260,181	20,151	20,858	20,151	20,858	22,271	22,271	22,271	22,271	22,271	22,271	22,271	22,271
<u>REPAIRS AND MAINTENANCE</u>													
Equipment Repair	1,900	0	100	100	100	900	100	100	100	100	100	100	100
TOTAL REPAIRS AND MAINTENANCE	1,900	0	100	100	100	900	100	100	100	100	100	100	100
<u>OTHER EXPENSES</u>													
Office Supplies	1,800	150	150	150	150	150	150	150	150	150	150	150	150
Printing / Stationary	3,300	100	100	100	100	100	400	400	400	400	400	400	400
Postage	900	75	75	75	75	75	75	75	75	75	75	75	75
Recruiting / Relocation	1,400	0	0	200	200	200	200	200	200	200	0	0	0
Dues and Subscriptions	1,700	50	0	200	50	50	200	100	400	50	50	500	50
Freight / Delivery	600	50	50	50	50	50	50	50	50	50	50	50	50
Travel	1,100	0	100	0	0	0	0	0	100	0	200	500	200
Promotion	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Auto Expense	4,800	400	400	400	400	400	400	400	400	400	400	400	400
Equipment Rental (Copier/Storage)	6,600	550	550	550	550	550	550	550	550	550	550	550	550
Uniforms	1,050	75	75	75	150	150	75	75	75	75	75	75	75
Professional Fees (I.T. & Safety Fees)	10,200	850	850	850	850	850	850	850	850	850	850	850	850
Seminars / Training	2,400	200	200	200	200	200	200	200	200	200	200	200	200
Payroll Processing	14,400	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Computer Supplies (POS Support Fees)	6,300	500	500	500	500	500	500	500	500	500	500	500	800
Bank & ADP Fees	1,080	90	90	90	90	90	90	90	90	90	90	90	90
Miscellaneous	6,600	100	100	100	100	2,600	3,000	100	100	100	100	100	100
TOTAL OTHER EXPENSES	65,430	4,490	4,540	4,840	4,765	7,265	8,040	5,040	5,440	4,990	4,990	5,740	5,290
TOTAL G & A EXPENSES	327,511	24,641	25,498	25,091	25,723	30,436	30,411	27,411	27,811	27,361	27,361	28,111	27,661

Uniforms- Benefit to be shared between GM & Controller

Entertainment & Promotion - GM promoting property for potential clients

MARKETING DEPARTMENT - 66	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	30,096	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508
Payroll Taxes	4,213	351	351	351	351	351	351	351	351	351	351	351	351
Workers' Compensation	1,129	94	94	94	94	94	94	94	94	94	94	94	94
Health Insurance/Benefits	4,092	341	341	341	341	341	341	341	341	341	341	341	341
TOTAL SALARIES AND BENEFITS	39,530	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294
<u>OTHER EXPENSES</u>													
Office Supplies	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Printing / Stationary	4,425	0	0	200	3,000	200	200	200	125	125	125	125	125
Postage	600	50	50	50	50	50	50	50	50	50	50	50	50
Contract Services Web Page	1,800	150	150	150	150	150	150	150	150	150	150	150	150
Dues and Subscriptions	735	0	0	0	0	0	0	35	400	300	0	0	0
Uniforms	600	0	0	0	300	50	50	50	50	50	50	0	0
Telephone	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Civic, Community and Trade Show	2,250	75	75	75	75	750	750	75	75	75	75	75	75
Public Relations	2,000	0	0	0	0	500	500	500	500	0	0	0	0
Promotions / Meals	300	25	25	25	25	25	25	25	25	25	25	25	25
Promotion - (Media, Vendor Days, etc)	700	0	0	0	50	50	50	300	50	50	50	50	50
Advertising (Ad Purchases)	178,987	4,745	4,745	17,197	13,822	25,680	21,730	20,472	19,112	19,680	18,230	8,012	5,562
Collateral Material - (Yrd Bks, Rack Cds, Statn, Brochures)	5,500	0	0	0	500	1,000	0	500	500	500	500	1,000	1,000
Miscellaneous	350	0	0	0	0	50	50	50	50	50	50	50	50
TOTAL OTHER EXPENSES	200,647	5,245	5,245	17,897	18,172	28,705	23,755	22,607	21,287	21,255	19,505	9,737	7,237
TOTAL MARKETING EXPENSES	240,177	8,539	8,539	21,191	21,466	31,999	27,049	25,901	24,581	24,549	22,799	13,031	10,531

Promotion/Meals - Off property events (Chamber Mixers, Rotaries and entertaining potential clients)

Promotion/Media/Vendor Days - Radio/TV Onsite Broadcasting.
 Vendor Days - Show casing property in exchange for positive publicity

2015-2016 ANNUAL PLAN

SilverRock Resort
Projections - July 2015 to June 2016

MARKETING 01-Apr-15 12:33 PM

PREPARED BY: Landmark Golf Management

TEMPORARY CLUBHOUSE - 800	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>SUPPLIES AND MATERIALS</u>													
Expendable Supplies	2,400	200	200	200	200	200	200	200	200	200	200	200	200
Laundry Supplies	2,400	200	200	200	200	200	200	200	200	200	200	200	200
TOTAL SUPPLIES AND MATERIALS	4,800	400	400	400	400	400	400	400	400	400	400	400	400
<u>REPAIRS AND MAINTENANCE</u>													
Building Structures	3,600	300	300	300	300	300	300	300	300	300	300	300	300
Restaurant Repairs	4,800	400	400	400	400	400	400	400	400	400	400	400	400
Equipment Repair	4,800	400	400	400	400	400	400	400	400	400	400	400	400
TOTAL REPAIRS AND MAINTENANCE	13,200	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
<u>OTHER EXPENSES</u>													
Contract Services Cleaning	22,500	1,825	1,825	1,825	2,425	1,825	1,825	1,825	1,825	1,825	1,825	1,825	1,825
Telephone	13,800	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Cable-Roadrunner	4,080	340	340	340	340	340	340	340	340	340	340	340	340
Water	3,852	321	321	321	321	321	321	321	321	321	321	321	321
Safety Equipment	1,200	100	100	100	100	100	100	100	100	100	100	100	100
Natural Gas	3,600	300	300	300	300	300	300	300	300	300	300	300	300
Flowers and Decorations	1,900	0	0	0	500	0	0	500	0	500	0	0	400
Building Security (Roving Patrol)	60,400	4,900	4,900	4,900	4,900	4,900	4,900	6,500	4,900	4,900	4,900	4,900	4,900
Miscellaneous	7,000	200	200	200	200	2,500	200	200	200	2,500	200	200	200
TOTAL OTHER EXPENSES	118,332	9,136	9,136	9,136	10,236	11,436	9,136	11,236	9,136	11,936	9,136	9,136	9,536
TOTAL CLUBHOUSE EXPENSES	136,332	10,636	10,636	10,636	11,736	12,936	10,636	12,736	10,636	13,436	10,636	10,636	11,036

Expendable Supplies made up of: Locksmith, Trashbags, Lightbulbs, Mats, Items related to Maintenance of Clubhouse

2015-2016 ANNUAL PLAN

SilverRock Resort
Projections - July 2015 to June 2016

RUN DATE: 01-Apr-15 12:33 PM

PREPARED BY: Landmark Golf Management

MISC. DEPARTMENT - 980 & 990	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>MISC OTHER EXPENSES</u>													
Management Fee - Fixed	99,840	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320
FF&E Reserve (2.0%)	64,504	1,648	1,381	2,637	370	6,687	5,776	7,778	9,926	11,453	8,328	5,718	2,803
General Liability Insurance	26,400	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Personal Property Taxes	11,800	5,200	0	4,000	2,600	0	0	0	0	0	0	0	0
	202,544	17,368	11,901	17,157	13,490	17,207	16,296	18,298	20,446	21,973	18,848	16,238	13,323
<u>LEASE EXPENSES</u>													
Golf Cart Leases	121,050	10,050	10,050	10,050	10,500	10,050	10,050	10,050	10,050	10,050	10,050	10,050	10,050
Trailer Leases	7,200	600	600	600	600	600	600	600	600	600	600	600	600
Golf Course Maintenance Lease	72,600	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050
GPS Lease (Up-Link)	56,400	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700
Equipment Rental Other	13,800	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
	271,050	22,550	22,550	22,550	23,000	22,550	22,550	22,550	22,550	22,550	22,550	22,550	22,550

FOOD & BEVERAGE DEPT - 62	TOTAL	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.
<u>FOOD REVENUE</u>													
Snack Shop/Terrace Food	182,274	7,000	5,063	11,813	1,125	19,869	17,456	24,438	23,517	30,500	19,144	15,000	7,350
Beverage Cart Food	48,450	2,500	2,250	3,375	675	7,013	3,675	3,594	6,189	7,625	5,105	4,000	2,450
Other Food Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Taxable Tournament Site Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Special Events	10,000	0	0	0	2,500	2,500	0	0	0	0	2,500	2,500	0
TOTAL FOOD REVENUE	240,724	9,500	7,313	15,188	4,300	29,381	21,131	28,031	29,706	38,125	26,749	21,500	9,800
<u>BEVERAGE REVENUE</u>													
Snack Shop/Terrace Beer & Wine	63,306	2,400	2,025	4,050	450	6,311	4,961	8,194	9,654	10,065	8,423	4,200	2,573
Snack Shop/Terrace Sodas	42,204	1,600	1,350	2,700	300	4,208	3,308	5,463	6,436	6,710	5,616	2,800	1,715
Beverage Cart Beer & Wine	66,442	2,000	2,250	3,375	300	9,350	6,891	4,672	7,427	9,150	8,934	7,500	4,594
Beverage Cart Sodas	66,442	2,000	2,250	3,375	300	9,350	6,891	4,672	7,427	9,150	8,934	7,500	4,594
TOTAL BEVERAGE REVENUE	238,394	8,000	7,875	13,500	1,350	29,219	22,050	23,000	30,944	35,075	31,906	22,000	13,475
TOTAL FOOD & BEVERAGE REVENUE	479,117	17,500	15,188	28,688	5,650	58,600	43,181	51,031	60,650	73,200	58,655	43,500	23,275
<u>LESS COST OF SALES</u>													
COS - Food (37%)	85,368	3,515	2,706	5,619	666	9,946	7,819	10,372	10,991	14,106	8,972	7,030	3,626
COS - Beer & Wine (25%)	32,437	1,100	1,069	1,856	188	3,915	2,963	3,216	4,270	4,804	4,339	2,925	1,792
COS - Sodas (27%)	29,334	972	972	1,640	162	3,661	2,753	2,736	3,743	4,282	3,928	2,781	1,703
COS- Employee Meals	22,800	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
TOTAL COST OF SALES	169,939	7,487	6,646	11,016	2,916	19,422	15,435	18,224	20,904	25,092	19,140	14,636	9,021
GROSS PROFIT	309,178	10,013	8,541	17,672	2,735	39,178	27,746	32,807	39,745	48,108	39,515	28,864	14,254
<u>SALARIES AND BENEFITS</u>													
Salaries and Wages	190,505	15,139	15,139	16,372	8,475	16,099	16,289	18,001	16,873	18,001	17,012	16,570	16,534
Payroll Taxes	21,813	1,733	1,733	1,875	970	1,843	1,865	2,061	1,932	2,061	1,948	1,897	1,893
Workers' Compensation	7,849	624	624	675	349	663	671	742	695	742	701	683	681
Health Insurance	38,396	2,979	2,979	2,979	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	2,979
TOTAL SALARIES AND BENEFITS	258,563	20,475	20,475	21,900	13,105	21,916	22,135	24,114	22,810	24,114	22,971	22,459	22,088
<u>SUPPLIES AND MATERIALS</u>													
Expendable Supplies	4,000	300	300	300	300	200	400	400	400	400	400	300	300
Bar Utensils	1,250	150	100	100	100	100	100	100	100	100	100	100	100
Menus, Napkins and Placemats	3,825	175	175	175	500	250	250	550	350	350	350	350	350
TOTAL SUPPLIES AND MATERIALS	9,075	625	575	575	900	550	750	1,050	850	850	850	750	750
<u>REPAIRS AND MAINTENANCE</u>													
Equipment Repair	3,000	250	250	250	250	250	250	250	250	250	250	250	250
TOTAL REPAIRS AND MAINTENANCE	3,000	250	250	250	250	250	250	250	250	250	250	250	250
<u>OTHER EXPENSES</u>													
Office Supplies	1,500	100	100	100	250	250	100	100	100	100	100	100	100
Phone	840	70	70	70	70	70	70	70	70	70	70	70	70
Equipment Rental	1,294	109	109	109	95	109	109	109	109	109	109	109	109
Non-Capital Equipment	600	50	50	50	50	50	50	50	50	50	50	50	50
Uniforms	3,400	150	150	150	1,000	150	500	150	150	150	550	150	150
Laundry and Linen	5,975	525	525	525	200	525	525	525	525	525	525	525	525
Lease Payment	12,000	500	500	500	1,500	1,500	1,500	1,500	1,500	1,500	500	500	500
Bank Fees	6,060	505	505	505	505	505	505	505	505	505	505	505	505
Seminars / Training	275	25	25	25	25	0	25	25	25	25	25	25	25
Cleaning Supplies	3,596	250	250	250	250	250	250	346	350	350	350	350	350
Licenses and Permits	1,800	0	900	0	0	0	0	900	0	0	0	0	0
Miscellaneous	1,200	100	100	100	100	100	100	100	100	100	100	100	100
TOTAL OTHER EXPENSES	38,540	2,384	3,284	2,384	4,045	3,509	3,734	4,380	3,484	3,484	2,884	2,484	2,484
TOTAL EXPENSES	309,178	23,734	24,584	25,109	18,300	26,225	26,869	29,794	27,394	28,698	26,955	25,943	25,572
TOTAL FOOD & BEVERAGE PROFIT (Loss)	0	(13,721)	(16,043)	(7,438)	(15,565)	12,953	877	3,013	12,352	19,410	12,560	2,921	(11,318)

Supplies Expendable is made up of: Smallwares, Papergoods, First-aid

Uniforms- Each employee receives 4 shirts, 1 hat per season

SilverRock Resort

2015-2016 Marketing Plan Narrative

OBJECTIVE: *Continue to expand brand awareness for SilverRock Resort, promote the Arnold Palmer Classic Course as a premier golf course in the Coachella Valley and increase golf and golf-related revenues.*

The 2015-2016 Marketing Plan is built around an annual Marketing Budget of \$240,177. The Marketing Plan includes: print advertising, TV & radio, digital marketing, social media, collateral materials, civic and community networking, public relations, golf/consumer trade shows, internet websites and e-mail marketing.

PRINT ADVERTISING

Print advertising is targeted for Coachella Valley Residents and tourist/resort golfers in local, regional and Southern California golf and travel publications. Print advertising consists of local newspaper, golf and travel magazines and regional directories. All print advertising now includes a digital component that is included in each buy.

Newspaper advertising is placed in The Desert Sun with primary emphasis on the sports enthusiasts with weekly "ear ads" appearing on the front page of the Sports Section; ear ads are visible to all readers of the paper. Special promotions are designed, as needed by season, and placed in various print advertisements.

Magazines consist of local and regional magazines such as Palm Springs Life, Golf News Magazine, Desert Golf & Tennis, Southland Golf Magazine, Alaska Airlines, Golfing Palm Springs, and Desert Golfing Digest. These ads vary from full page to quarter page ads and are full color.

TV & RADIO

Television commercials (30 seconds) are placed on all three (3) local network affiliates (CBS2, KESQ3-ABC, KMIR6-NBC) and Time Warner cable stations. Local radio is used for 30-second spots and specific promotions.

This coming fiscal year, the SilverRock 30 second commercial will be updated with fresh video and content. New commercial will air in the fall of 2015.

Also, SilverRock will continue to partner with Destination Connection, the premier "in-room travel channel" that plays the 30 second SilverRock commercial in hotel rooms throughout the Coachella Valley.

DIGITAL MARKETING

SilverRock will continue to partner with JNS Media and Madden Media with digital marketing. The marketing plan includes website display banners through the geo target channels like ESPN LA, GolfChannel.com, PGA.com, SCGA.com, and anyone searching keywords such as Golf, Best Golf Courses, Tee Times in Greater Palm Springs/La Quinta producing 10 million impressions. Included in the 2015-2016

Marketing Plan is an ongoing partnership to continue a strong presence in the digital marketing sector.

SOCIAL MEDIA, APPS, & MOBILE WEBSITES

Social media has proven to be a very successful, powerful and cost effective method of promoting SilverRock. There will be a continued effort and focus on social media including enhancing SilverRock's Facebook "fan base" which has already generated 20,000 likes and has been very effective way of communicating SilverRock's news and information. Increased presence will continue this year on Yelp, Greenskeeper.org, YouTube. These methods of advertising and promotion are truly cost effective as they have minimal costs or no cost at all associated for these marketing avenues.

On Average, 60% of all tee times are now booked online; a continued emphasis on the mobile website booking interface that allows visitors to navigate SilverRock's website more efficiently and effectively will again be a priority for 2015-2016. This past year, SilverRock's website was redesigned to a responsive website which allows any user with a PC, tablet or mobile phone to navigate the SilverRock website.

SilverRock's free App available on both Droid and iPhones will continue to be promoted and updated.

COLLATERAL MATERIALS

Rack cards, scorecards, and information packets presenting SilverRock Resort are used as marketing tools for SilverRock Resort. Printed material will be produced, as needed, to promote SilverRock Resort as a former Home Course of the Bob Hope Classic 2008-2011.

CIVIC AND COMMUNITY NETWORKING AND TRADESHOWS

SilverRock Resort is positioned as a community-friendly golf facility and is committed to developing strong relationships with community organizations such as the La Quinta Chamber of Commerce and various local service organizations.

At various venues locally and around Southern California, trade shows and expos are held that provide an opportunity to promote SilverRock Resort. These trade shows and expos are focused on tourism, golf and golf equipment/apparel, recreation, weddings and other related industries and businesses. SilverRock will continue to participate in these trade shows.

TOURNAMENTS & GROUP OUTINGS

A continued concentrated effort to attract corporate and group outings will be positioned through various networking opportunities. Tournament business represents a large portion of outside play and is an important component of SilverRock's success.

JUNIOR GOLF

SilverRock will continue to support local Junior Golf by offering various Summer Junior Camps, Junior Rates and being a host course for the La Quinta High School Boys and Girls Golf Teams. SilverRock will also participate in SCGA's Youth on Course program which will provide juniors in Southern California another avenue to get access to golf courses at affordable green fees.

SilverRock Resort-Arnold Palmer Classic Course

GOLF RATES 2014-2015

Overseeding October 5-November 4, 2014

Reservation Type	Back 9 Closed / 9 Holes Only		Back 9 Closed / 9 Holes Only		2013		2014		2014		2014	
	2013	2013	2013	2013	2013	2013	2014	2014	2014	2014	2014	2014
	July 1-Sept. 15	July 1-Sept. 15	Sept. 16-Oct. 6	Sept. 16-Oct. 6	Nov. 5-Dec. 25	Nov. 5-Dec. 25	Dec. 26-Apr. 30	Dec. 26-Apr. 30	May 1-June 30	May 1-June 30	May 1-June 30	May 1-June 30
(Book 90 Days)	Mon-Thurs	Fri-Sun	Mon-Thurs	Fri-Sun	Mon-Thurs	Fri-Sun	Mon-Thurs	Fri-Sun	Mon-Thurs	Fri-Sun	Mon-Thurs	Fri-Sun
Public	\$ 55.00	\$ 55.00	\$ 70.00	\$ 70.00	\$ 130.00	\$ 130.00	\$ 170.00	\$ 170.00	\$ 90.00	\$ 110.00	\$ 90.00	\$ 110.00
9-Holes	\$ 40.00	\$ 40.00	TBD	TBD	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Public Twi	\$ 40.00	\$ 40.00	\$ 50.00	\$ 50.00	\$ 85.00	\$ 85.00	\$ 100.00	\$ 100.00	\$ 70.00	\$ 80.00	\$ 70.00	\$ 80.00
Replay (Booked After Rnd)	\$ 25.00	\$ 25.00	\$ 35.00	\$ 35.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
(Book 3 Days)												
La Quinta Resident	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 45.00	\$ 45.00	\$ 55.00	\$ 55.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00
La Quinta Resident 9-Hole	\$ 20.00	\$ 20.00	TBD	TBD	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
La Quinta Resident Guest (30% off posted rate)	\$ 30.00	\$ 30.00	\$ 49.00	\$ 49.00	\$ 91.00	\$ 91.00	\$ 119.00	\$ 119.00	\$ 63.00	\$ 77.00	\$ 63.00	\$ 77.00
(Book 90 Days)												
Wholesale	\$ 40.00	\$ 40.00	\$ 50.00	\$ 50.00	\$ 105.00	\$ 105.00	\$ 140.00	\$ 140.00	\$ 65.00	\$ 75.00	\$ 65.00	\$ 75.00
Wholesale Twilight	\$ 25.00	\$ 25.00	\$ 40.00	\$ 40.00	\$ 70.00	\$ 70.00	\$ 80.00	\$ 80.00	\$ 45.00	\$ 55.00	\$ 45.00	\$ 55.00
(Book 1 Day)												
PGA PAID	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Junior Rate (Before 2:00 p.m.)	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Junior Rate (After 2:00 p.m.)	\$ 10.00	\$ 10.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00

(Book 1 Day) Stand By Golf Rates to vary based upon actual bookings Rates to vary based upon actual bookings Rates to vary based upon actual bookings Rates to vary based upon actual bookings Rates to vary based upon actual bookings Rates to vary based upon actual bookings

(Book Up to 1 Year)

Groups (13+) Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates Negotiated Rates

- * Juniors are 17 and under
- * All rates to include green fee, golf cart, limited amount of range balls prior to round, except golf cart for Juniors
- * Non golfers-ride alongs-must abide by dress code, riders permitted based upon availability at a rate of \$25 per rider.
- * City Employees-Prevailing Resident Rates

OTHER FEES	
Range Not Playing	Rate/Fee
1 Hour	\$ 10.00
All Day Range Fee	\$ 25.00
Rental Clubs	\$ 45.00
Handicap Membership	\$ 45.00
Golf Lessons	
1 Hour	\$ 75.00
1/2 Hour	\$ 50.00

