

El Conquistador Country Club
Estimated costs for on-course improvements
In excess of normal yearly capital funding

Work Scope	Dec '14 - Jun '15	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19	Jul '19 - Jun '20
Drainage improvements (both courses)	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Driving range tees*	\$ -	\$ 30,000	\$ 30,000	\$ 25,000	\$ -	\$ -
Canada lake repair	\$ -	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ -
Conquistador pump station replacement	\$ -	\$ 72,500	\$ 72,500	\$ -	\$ -	\$ -
Conquistador irrigation system replacement	\$ -	\$ 775,000	\$ 775,000	\$ -	\$ -	\$ -
Conquistador green renovation	\$ -	\$ 190,000	\$ 190,000	\$ -	\$ -	\$ -
Cart path repair and replacement (both courses)	\$ -	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Maintenance facility improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
Tee leveling (both courses)	\$ -	\$ 48,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Fitness Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse Interior Refresh**	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Yearly total	\$ 50,000	\$ 1,265,500	\$ 1,237,500	\$ 130,000	\$ 105,000	\$ 105,000

* Includes renovating tee surfaces at both ends of the range and does not include relocating the range tee

Assumptions - El Conquistador CC

Summary

- Financial projections for the following departments assumes engagement of Troon prior to 2015 as well as significant capital expenditure to address overdue deferred maintenance.
- The projected staffing levels and wages for FY '15 - '16 and beyond are assumed based both on comparable Troon managed facilities and salaried staff information provided.
- The capital schedule included assumes only improvements for golf course, f/b clubhouse areas and maintenance facility.
- It is assumed that immediate improvements to the Clubhouse will be made in the current fiscal year for the City of Oro Valley (Dec '14 - Jun '15).
- Major golf course renovations as outlined in the attached will begin in late Spring / Summer of 2016 with completion by November 2016.
- It is assumed that the facility will be operated at a "resort level" experience upon engagement by Troon.

Golf

- Resident rates are assumed to be introduced for City of Oro Valley residents which will be accompanied by a preferred rate.
- Membership rounds are assumed to remain relatively flat with increases in outside, resort, and tournament rounds.
- Rounds for Pusch Ridge are estimated at 13,000 based on posted rates and golf revenue reflected in 2013 Forecast.
- Merchandise Sales is assumed at \$7.00 per round.
- Cost of Sales - Merchandise is assumed at 62% through implementing Troon inventory controls and margin enhancing vendor programs.
- Employee Benefits include workers compensation, medical/dental insurance, and 401k costs.
- Other operating expenses include handicap fees, golf operating supplies, merchandise supplies, freight, tournament expenses, credit card fees, printing, and miscellaneous golf expenses.

F&B

- Increase in food revenues reflects refreshed clubhouse and increased utilization by City and residents given shift to Community Center.
- It is assumed that the F&B outlets are primarily utilized for breakfast and lunch.
- Cost of Sales are assumed based on Troon standards and purchasing power.
- Employee Benefits include workers compensation, medical/dental insurance, and 401k costs.
- Repair & Maintenance Expenses include equipment repair.
- Other operating expenses include equipment rental, printing, safety supplies, china, glass, utensils, laundry, linens, operating supplies, cleaning supplies, etc.

Maintenance

- Expenses for golf course maintenance assume maintaining all 45 holes of golf.
- Payroll expense is assumed based on comparable Troon properties in the region and similar seasonality and includes staff for Pusch Ridge.
- Employee Benefits include workers compensation, medical/dental insurance, and 401k costs.
- Repair and Maintenance expense is assumed based on historical financials and comparable Troon properties and is assumed to include equipment maintenance, irrigation maintenance, drainage maintenance, sod, seed, sand and gravel, landscaping, gas, oil, diesel fuel, small tools, and other golf course related maintenance expenses.
- Fertilizer and Chemical expense is based on similar Troon managed facilities in the region.
- Other operating expenses include safety supplies, course supplies, operating supplies, laundry, and equipment rental.
- Water costs are assumed to drop 10% in the third full fiscal year based upon the assumed improvement in irrigation and pumping equipment on the Conquistador golf course.

G&A

- The General Manager is assumed to have a salary of \$90,000 and be golf centric. A Property Accountant is also assumed with a \$50,000 annual salary. That position will be assisted by a Regional Controller (\$14,343 allocation).
- Employee Benefits include payroll taxes, workers compensation, medical/dental insurance, and 401k costs.
- Employee Related Expense includes HR administration and HR compliance costs.
- Advertising and Marketing expense includes \$18,500 Marketing Co-Op allocation to participate in local and regional marketing programs.
- Insurance expense is estimated based on similar facilities. Once engaged, Troon will evaluate leveraging Troon's insurance program, which typically offers rates 10-15% below market.
- Property taxes have been removed.
- Troon base management fee is reflected as 2.5% of total revenues.
- Other operating expense includes centralized services expenses (payroll administration, technology oversight, and controls and audit), as well as dues, subscriptions, surveys, computer related expenses, office supplies, postage, freight and bank fees.

Membership

- It is assumed that only the current membership program and categories focused on golf will stay in place going forward.
- Membership dues are assumed to remain flat in FY '15 - '16 and assumes 1% increase annually.
- The payroll allocated to "Membership" is a Group Sales Manager who will handle processing new members along with selling group events for the golf course and banquet space.

Golf Course Operations - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Rounds				
Rounds: Membership	24,710	25,760	26,810	27,860
Rounds: Residents	3,000	4,000	4,400	4,840
Rounds: Resort	1,600	2,400	3,000	3,300
Rounds: Outside	21,000	24,000	26,400	29,040
Rounds: Tournament	3,800	5,000	5,500	6,050
Rounds: Pusch Ridge	13,000	13,650	14,333	15,049
Total Rounds	67,110	74,810	80,443	86,139
Avg Fees Per Rd - Membership	18.00	18.90	19.85	20.84
Avg Fees Per Rd - Resident	30.00	31.50	33.08	34.73
Avg Fees Per Rd - Resort	40.00	42.00	44.10	46.31
Avg Fees Per Rd - Outside	45.00	47.25	49.61	52.09
Avg Fees Per Rd - Tournament	42.00	44.10	46.31	48.62
Avg Fees Per Rd - Pusch Ridge	15.00	15.75	16.54	17.36
Avg Fees Per Rd - TOTAL	28.29	30.52	32.46	34.48
Merchandise Sales Per Rd	7.00	8.00	8.40	8.82
Golf Fees				
Membership Rds	444,780	486,864	532,044	580,526
Guest Rds	90,000	126,000	145,530	168,087
Resort Rds	64,000	100,800	132,300	152,807
Outside Rds	945,000	1,134,000	1,309,770	1,512,784
Tournament Rds	159,600	220,500	254,678	294,153
Pusch Ridge	195,000	214,988	237,024	261,319
Golf Fees Total	1,898,380	2,283,152	2,611,346	2,969,675
Golf Fees	1,898,380	2,283,152	2,611,346	2,969,675
Range, Rental & Other	75,000	78,750	82,688	86,822
Golf Lessons	-	-	-	-
Merchandise	418,770	529,280	595,324	667,014
Total Revenues	2,392,150	2,891,182	3,289,357	3,723,511

Golf Course Operations - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Cost of Sales Analysis				
Merchandise	62%	62%	62%	62%
Cost of Sales - Merchandise	<u>259,637</u>	<u>328,154</u>	<u>369,101</u>	<u>413,549</u>
Total Cost of Sales	259,637	328,154	369,101	413,549
Gross Profit	2,132,513	2,563,028	2,920,256	3,309,962
Payroll	450,413	463,926	477,844	492,179
Employee Benefits	103,595	106,703	109,904	113,201
Employee Related Expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Employee Expenses	554,008	570,629	587,748	605,380
Advertising & Marketing	-	-	-	-
Repair & Maintenance - Carts	8,500	8,755	9,018	9,288
Other Operating Expenses	<u>200,407</u>	<u>206,420</u>	<u>212,612</u>	<u>218,991</u>
Total Other Operating Expenses	208,907	215,175	221,630	228,279
Total Operating Expenses	762,916	785,803	809,377	833,659
Golf Dept. - Operating Profit	1,369,597	1,777,225	2,110,879	2,476,303
Fixed Operating Expenses				
Cart Leases - Operating	105,000	105,000	114,736	114,736
Golf Dept. - Gross Operating Profit	1,264,597	1,672,225	1,996,143	2,361,567
Net Operating Income (Loss)	1,264,597	1,672,225	1,996,143	2,361,567
Net Income (Loss)	1,264,597	1,672,225	1,996,143	2,361,567
% Employee Benefits to Payroll	23%	23%	23%	23%
% Employee Related Expenses to Payroll	0%	0%	0%	0%

Food & Beverage Operations - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Cost of Sales Analysis				
COS Food & Beverage La Vista	34.0%	34.0%	34.0%	34.0%
COS Food & Beverage - Garden Café	28.0%	28.0%	28.0%	28.0%
COS Food - Banquet	25.0%	25.0%	25.0%	25.0%
Total Rounds	67,110	74,810	80,443	86,139
Revenues				
Food & Beverage - La Vista	513,816	565,197	621,717	683,888
Food & Beverage - Garden Café	157,468	188,962	207,858	228,644
Food & Beverage - Banquet	<u>100,000</u>	<u>400,000</u>	<u>440,000</u>	<u>457,600</u>
Total Food & Beverage Revenues	771,284	1,154,159	1,269,575	1,370,132
Cost Of Sales				
Food & Beverage - La Vista	174,697	192,167	211,384	232,522
Food & Beverage - Garden Café	44,091	52,909	58,200	64,020
Food & Beverage - Banquet	<u>25,000</u>	<u>100,000</u>	<u>110,000</u>	<u>114,400</u>
Total Cost Of Sales	243,788	345,076	379,584	410,942
Gross Profit	527,495	809,083	889,991	959,190
Employee Expenses				
Payroll	423,793	466,173	480,158	494,563
Employee Benefits	67,807	74,588	76,825	79,130
Employee Related Expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Employee Expenses	491,600	540,760	556,983	573,693
Advertising & Marketing	40,000	41,200	42,436	43,709
Repair & Maintenance	20,000	20,600	35,000	36,050
Other Operating Expenses	<u>69,416</u>	<u>103,874</u>	<u>114,262</u>	<u>123,312</u>
Total Other Operating Expenses	129,416	165,674	191,698	203,071
Total Operating Expenses	621,016	706,435	748,681	776,764
Operating Profit	(93,520)	102,648	141,310	182,426
Equipment Lease	-	-	-	-
Total Fixed Operating Expenses	-	-	-	-
Gross Operating Profit	(93,520)	102,648	141,310	182,426
Fees, Permits, Licenses	-	-	-	-
Net Operating Income (Loss)	(93,520)	102,648	141,310	182,426
Net Income (Loss)	(93,520)	102,648	141,310	182,426
% Employee Expenses to Revenues	64%	47%	44%	42%
% Employee Benefits to Payroll	16%	16%	16%	16%
% Other Operating Expenses to Revenues	9%	9%	9%	9%

Maintenance Operations - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Employee Expenses				
Payroll	742,200	764,466	787,400	811,022
Employee Benefits	155,862	160,538	165,354	170,315
Employee Related Expense	-	-	-	-
Total Employee Expenses	898,062	925,004	952,754	981,337
Professional Fees	<u>1,500</u>	1,545	1,591	1,639
Total Professional Fees	1,500	1,545	1,591	1,639
Repair and Maintenance	<u>325,000</u>	334,750	344,793	355,136
Fertilizer & Chemicals	<u>180,000</u>	185,400	190,962	196,691
Total Repair & Maintenance	505,000	520,150	535,755	551,827
Other Operating Expenses	<u>45,000</u>	46,350	47,741	49,173
Operating Expenses	550,000	566,500	583,495	601,000
Total Operating Expenses	1,449,562	1,493,049	1,537,840	1,583,976
Operating Profit	(1,449,562)	(1,493,049)	(1,537,840)	(1,583,976)
Equipment Leases	<u>175,000</u>	175,000	<u>191,227</u>	191,227
Utilities	<u>97,000</u>	99,910	102,907	105,995
Water	<u>1,030,000</u>	1,060,900	954,810	983,454
Total Fixed Operating Expenses	1,302,000	1,335,810	1,248,945	1,280,676
Gross Operating Profit	(2,751,562)	(2,828,859)	(2,786,785)	(2,864,652)
Fees, Permits, Licenses	-	-	-	-
Net Operating Income (Loss)	(2,751,562)	(2,828,859)	(2,786,785)	(2,864,652)
Net Income	(2,751,562)	(2,828,859)	(2,786,785)	(2,864,652)
% Employee Benefits to Payroll	21%	21%	21%	21%

Building Maintenance - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Other Income	-	-	-	-
Total Revenues	-	-	-	-
Gross Profit	-	-	-	-
Employee Expenses				
Payroll	-	-	-	-
Employee Benefits	-	-	-	-
Employee Related Expense	-	-	-	-
Total Employee Expenses	-	-	-	-
Repair and Maintenance	36,000	37,080	38,192	39,338
Other Operating Expenses	20,000	20,600	21,218	21,855
Operating Expenses	56,000	57,680	59,410	61,193
Total Operating Expenses	56,000	57,680	59,410	61,193
Operating Profit	(56,000)	(57,680)	(59,410)	(61,193)
Equipment Leases	-	-	-	-
Utilities	125,000	128,750	132,613	136,591
Total Fixed Operating Expenses	125,000	128,750	132,613	136,591
Gross Operating Profit	(181,000)	(186,430)	(192,023)	(197,784)
Net Operating Income	(181,000)	(186,430)	(192,023)	(197,784)
Net Income (Loss)	(181,000)	(186,430)	(192,023)	(197,784)
% Employee Benefits to Payroll	18%	18%	18%	18%

General & Administrative - El Conquistador CC

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Employee Expenses				
Payroll	64,343	66,273	68,261	70,309
Employee Benefits	14,799	15,243	15,700	16,171
Employee Related Expense	<u>20,733</u>	<u>21,355</u>	<u>21,995</u>	<u>22,655</u>
Total Employee Expenses	99,874	102,871	105,957	109,136
Professional Fees	-	-	-	-
Advertising & Marketing	68,500	118,500	88,875	91,541
Repair & Maintenance	25,000	25,750	26,523	27,318
Other Operating Expenses	<u>126,414</u>	<u>130,206</u>	<u>134,112</u>	<u>138,136</u>
Operating Expenses	219,914	274,456	249,510	256,995
Total Operating Expenses	319,788	377,327	355,467	366,131
Operating Profit	(319,788)	(377,327)	(355,467)	(366,131)
Office Equipment Leases	12,000	12,360	12,731	13,113
Utilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fixed Operating Expenses	12,000	12,360	12,731	13,113
Gross Operating Profit	(331,788)	(389,687)	(368,197)	(379,243)
Insurance - Fraud	1,000	1,030	1,061	1,093
Insurance	<u>85,000</u>	<u>87,550</u>	<u>90,177</u>	<u>92,882</u>
<i>Total Insurance</i>	86,000	88,580	91,237	93,975
Property Taxes	-	-	-	-
Fees, Permits, Licenses	5,000	5,150	5,305	5,464
Base Management Fee	144,000	144,000	148,518	163,807
Bad Debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Expenses	235,000	237,730	245,060	263,245
Net Operating Income	(566,788)	(627,417)	(613,257)	(642,488)
Management Incentive Fees	-	-	-	-
Net Income (Loss)	(566,788)	(627,417)	(613,257)	(642,488)
% Employee Benefits to Payroll	23%	23%	23%	23%
% Employee Related Expenses to Payroll	32%	32%	32%	32%

Membership - El Conquistador CC

Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
-------------------	-------------------	-------------------	-------------------

Net New Memberships

Full Member El Conquistador Only	6	6	6	6
Afternoon Golf El Conquistador Only	6	6	6	6
Junior Golf El Conquistador Only	3	3	3	3
Sports & Fitness Single	-	-	-	-
Sports & Fitness Family	-	-	-	-
Joint Single (El Conquistador & Aquatic Center)	-	-	-	-
Joint Family (El Conquistador & Aquatic Center)	-	-	-	-
Total Net New Memberships	15	15	15	15

Cumulative Memberships

Full Member El Conquistador Only	175	181	187	193
Afternoon Golf El Conquistador Only	98	104	110	116
Junior Golf El Conquistador Only	10	13	16	19
Sports & Fitness Single	-	-	-	-
Sports & Fitness Family	-	-	-	-
Joint Single (El Conquistador & Aquatic Center)	-	-	-	-
Joint Family (El Conquistador & Aquatic Center)	-	-	-	-
Total Cumulative	283	298	313	328

Annual Average Memberships

Full Member El Conquistador Only	172	178	184	190
Afternoon Golf El Conquistador Only	95	101	107	113
Junior Golf El Conquistador Only	9	12	15	18
Sports & Fitness Single	-	-	-	-
Sports & Fitness Family	-	-	-	-
Joint Single (El Conquistador & Aquatic Center)	-	-	-	-
Joint Family (El Conquistador & Aquatic Center)	-	-	-	-

Annual Dues Per Membership

Full Member El Conquistador Only	5,220	5,272	5,325	5,378
Afternoon Golf El Conquistador Only	3,180	3,212	3,244	3,276
Junior Golf El Conquistador Only	3,588	3,624	3,660	3,697
Sports & Fitness Single	-	-	-	-
Sports & Fitness Family	-	-	-	-
Joint Single (El Conquistador & Aquatic Center)	-	-	-	-
Joint Family (El Conquistador & Aquatic Center)	-	-	-	-

Total Annual Dues

Full Member El Conquistador Only	897,840	938,452	979,786	1,021,853
Afternoon Golf El Conquistador Only	302,100	324,392	347,099	370,228
Junior Golf El Conquistador Only	32,292	43,487	54,902	66,541
Sports & Fitness Single	-	-	-	-
Sports & Fitness Family	-	-	-	-
Joint Single (El Conquistador & Aquatic Center)	-	-	-	-
Joint Family (El Conquistador & Aquatic Center)	-	-	-	-
Total Annual Dues	1,232,232	1,306,330	1,381,787	1,458,622

	Jul '15 - Jun '16	Jul '16 - Jun '17	Jul '17 - Jun '18	Jul '18 - Jun '19
Membership Dues	1,232,232	1,306,330	1,381,787	1,458,622
Other Member Income	-	-	-	-
Total Revenues	1,232,232	1,306,330	1,381,787	1,458,622
Gross Profit	1,232,232	1,306,330	1,381,787	1,458,622
Employee Expenses				
Payroll	60,000	61,800	63,654	65,564
Employee Benefits	13,800	14,214	14,640	15,080
Employee Related Expense	-	-	-	-
Total Employee Expenses	73,800	76,014	78,294	80,643
Advertising & Marketing	-	-	-	-
Other Operating Expenses	-	-	-	-
Operating Expenses	-	-	-	-
Total Operating Expenses	73,800	76,014	78,294	80,643
Gross Operating Profit	1,158,432	1,230,316	1,303,492	1,377,979
Net Operating Income	1,158,432	1,230,316	1,303,492	1,377,979
Net Income (Loss)	1,158,432	1,230,316	1,303,492	1,377,979
Membership Sales / Deposits	-	-	-	-
% Employee Benefits to Payroll	23%	23%	23%	23%

El Conquistador CC
STAFF MODEL

General & Administrative	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
General Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Manager Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Activities Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Controller (Allocation)	14,343	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	14,343
Property Accountant	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Concierge	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	64,343	5,362	64,343											

AVG

Staffing Guide	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
General Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
General Manager Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-
Activities Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Controller (Allocation)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Property Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Concierge	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	2.0												

Membership	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
Group Sales Manager	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Sales Manager Commission	10,000	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Membership Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	60,000	5,000	60,000											

AVG

Staffing Guide	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Group Sales Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sales Manager Commission	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Membership Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2.0												

Golf Operations	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
Head Professional/DOG	90,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
HP-Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Area Retail Manager	5,000	417	417	417	417	417	417	417	417	417	417	417	417	5,000
Assistant Golf Professional	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Assistant Golf Professional	23,400	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	46,800
Director of Instruction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Services Attendant	16,640	15,253	15,253	15,253	15,253	12,480	12,480	12,480	12,480	12,480	15,253	15,253	15,253	169,173
Assistant Merchandiser	24,960	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	24,960
Tournament Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Locker Room Attendant	24,960	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	12,480
Golf Shop Attendant	20,800	5,200	5,200	5,200	5,200	3,467	3,467	3,467	3,467	3,467	3,467	5,200	5,200	52,000
TOTAL	255,760	39,557	39,557	39,557	39,557	35,050	35,050	35,050	35,050	35,050	37,823	39,557	39,557	450,413

														AVG
Staffing Guide														
Head Professional/DOG	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
HP-Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Area Retail Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Golf Professional	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Golf Professional	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Director of Instruction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Services Attendant	11.0	11.0	11.0	11.0	9.0	9.0	9.0	9.0	9.0	11.0	11.0	11.0	11.0	10.2
Guest Services Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Merchandiser	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tournament Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Locker Room Attendant	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Golf Shop Attendant	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	2.5
TOTAL	20.5	20.5	20.5	20.5	17.5	17.5	17.5	17.5	17.5	19.5	20.5	20.5	20.5	19.2

Maintenance	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
GC Superintendent	100,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
Superintendent Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Superintendent	42,500	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	42,500
Head Mechanic (N)	52,530	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378	52,530
Assistant Mechanic	26,000	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000
Irrigation Technician	28,080	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	2,340	4,680	4,680	4,680	53,820
Foreman	39,000	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	58,500
Environmental Technician	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant (N)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Operator	19,240	32,067	32,067	35,273	33,670	35,273	32,067	28,860	28,860	41,687	44,893	32,067	32,067	408,850
Greenskeeper	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	307,350	60,041	60,041	63,248	61,644	63,248	60,041	56,834	56,834	67,321	72,868	60,041	60,041	742,200

														AVG
Staffing Guide														
GC Superintendent	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Superintendent	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Head Mechanic (N)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Irrigation Technician	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	2.0	2.0	2.0	1.9
Foreman	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Environmental Technician	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant (N)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Operator	20.0	20.0	22.0	21.0	22.0	20.0	18.0	18.0	26.0	28.0	20.0	20.0	20.0	21.3
Greenskeeper	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	27.5	27.5	29.5	28.5	29.5	27.5	25.5	25.5	32.5	35.5	27.5	27.5	27.5	28.7

Food & Beverage Operations	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
Admin														
F&B Manager	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
F&B Mgr Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Admin	60,000	5,000	60,000											
Back of House														
Exec Chef	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Executive Sous Chef	33,000	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	33,000
Banquet Chef	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Baker	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Kitchen Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Steward	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pantry Cook	27,040	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	27,040
Cook	31,200	3,900	3,900	3,900	3,900	3,900	3,900	2,600	2,600	2,600	2,600	3,900	3,900	3,900	40,300
Director of Catering	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Catering Manager	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Banquet Captain	29,120	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	14,560
Banquet Bartender	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Banquet Server	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Snack Bar-Bev Cart Supervisor	16,640	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	16,640
Snack Bar Attendant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Snack Bar Attendant	14,560	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	21,840
Snack Bar-Bev Cart Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Cart Attendant	10,400	2,167	2,167	2,167	2,167	2,167	1,300	1,300	1,300	1,300	1,300	2,167	2,167	2,167	21,667
Beverage Cart Attendant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Back of House	261,960	23,823	23,823	23,823	23,823	23,823	21,657	21,657	21,657	21,657	21,657	23,823	23,823	23,823	275,047
Front of House															
Food and Beverage Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bar Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bartender	16,640	3,467	3,467	3,467	3,467	3,467	2,080	2,080	2,080	2,080	2,080	3,467	3,467	3,467	34,667
Busser	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cashier	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Greeter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lead Server	17,680	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	17,680
Server	14,560	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	36,400
Total Front of House	48,880	7,973	7,973	7,973	7,973	7,973	6,587	6,587	6,587	6,587	6,587	7,973	7,973	7,973	88,747
TOTAL	370,840	36,797	36,797	36,797	36,797	36,797	33,243	33,243	33,243	33,243	33,243	36,797	36,797	36,797	423,793

AVG

Staffing Guide															
Admin															
F&B Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
F&B Mgr Bonus Payout	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Admin	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Back of House															
Exec Chef	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Sous Chef	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Banquet Chef	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Baker	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Steward	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pantry Cook	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cook	1.5	1.5	1.5	1.5	1.5	1.5	1.0	1.0	1.0	1.0	1.0	1.5	1.5	1.5	1.3
Director of Catering	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Catering Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Banquet Captain	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Banquet Bartender	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Banquet Server	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Snack Bar-Bev Cart Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Snack Bar Attendant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Snack Bar Attendant	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Snack Bar-Bev Cart Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Cart Attendant	2.5	2.5	2.5	2.5	2.5	2.5	1.5	1.5	1.5	1.5	1.5	2.5	2.5	2.5	2.1
Beverage Cart Attendant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Back of House	11.0	11.0	11.0	11.0	11.0	11.0	9.5	9.5	9.5	9.5	9.5	11.0	11.0	11.0	10.4

Front of House													
Food and Beverage Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-
Bar Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
Bartender	2.5	2.5	2.5	2.5	2.5	1.5	1.5	1.5	1.5	1.5	2.5	2.5	2.1
Busser	-	-	-	-	-	-	-	-	-	-	-	-	-
Cashier	-	-	-	-	-	-	-	-	-	-	-	-	-
Greeter	-	-	-	-	-	-	-	-	-	-	-	-	-
Lead Server	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Server	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total Front of House	6.0	6.0	6.0	6.0	6.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0	5.6
TOTAL	18.0	18.0	18.0	18.0	18.0	15.5	15.5	15.5	15.5	15.5	18.0	18.0	17.0

Building Maintenance	Salary	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Staff														
Building Maintenance Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AVG														
Staffing Guide														
Building Maintenance Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total # of Employees		70.0	70.0	72.0	71.0	69.0	64.5	62.5	62.5	69.5	74.5	70.0	70.0	68.8

CENTRALIZED SERVICES AND SHARED EMPLOYEE COSTS

CENTRALIZED SERVICES	Cost per Unit	# Employees	# Holes	# Allocations	Annual Cost	Line Category
Payroll Administration - (per employee / pay period)	\$ 8.21	68.8			\$ 14,684.27	G&A Other Operating Expense
HR Administration - (per employee / pay period)	\$ 9.36	68.8			\$ 16,741.14	G&A Employee Related Expense
HR Compliance - (per 18 holes / month)	\$ 332.62		18		\$ 3,991.44	G&A Employee Related Expense
Technology Oversight - (per 18 holes / month)	\$ 340.00		18		\$ 4,080.00	G&A Other Operating Expense
Controls and Audit - (per 18 holes / month)	\$ 220.79		18		\$ 2,649.48	G&A Other Operating Expense
Fraud Insurance - (per 18 holes / month)	\$ 83.19		18		\$ 998.28	Taxes, Fees & Insurance Expense
				Total	\$ 43,144.61	
Regional Controller Allocation	\$ 14,343			1.0	\$ 14,343	G&A Payroll Expense
Area Retail Manager Allocation	\$ 5,000			1.0	\$ 5,000	Golf Payroll Expense
Marketing Co-Op Allocation (Public Only)*	\$ 18,500			1.0	\$ 18,500	Advertising & Marketing Expense

* Marketing allocation is assumed to be absorbed in the advertising and marketing budget.

<p>Payroll Administration</p> <p>Services included in this component relate to the payroll administration and processing of bi-weekly payroll information, check printing and distribution, remittance of state and federal taxes, set-up and remittance of garnishments, issuance of W-2's, COBRA notification and remittance of related payments, and other activities to help ensure compliance with state and federal laws. This component also includes the maintenance and reconciliation of the payroll bank account, new employee set-up and maintenance of employee payroll records and information. This cost is apportioned based on the number of employees (part-time or full-time) at the facility during each pay period.</p>
<p>HR Administration</p> <p>Services included in this component relate to the administration of employee benefits, which includes insurance programs and the Company's 401(k) plan, medical and flexible spending programs, coordination of employee background checks and drug testing, EEOC reporting, employment eligibility verification under the Immigration and Naturalization Act (Form I-9 collection and monitoring), oversight of worker's compensation claims, Spanish translation, and other employee-related issues. This cost is apportioned based on the number of employees (part-time or full-time) at the facility during each pay period.</p>
<p>HR Compliance</p> <p>Services included in this component relate to the production and presentation of compliance materials for all manners of associate compliance with law, including but not limited to, OSHA, NLRB, Fair Labor Standards etc., as well as guest service training materials, safety programs, harassment prevention, CPR and first aid guidelines, employee retention and other compliance driven requirements. This allocation also includes ongoing education programs for facility supervisory personnel, the administration of the facility's comprehensive employee rewards and recognition program and assistance with employee recruitment, including posting of job openings at all facilities. This cost is apportioned as a fixed charge for each 18 holes and is generally billed on a monthly basis.</p>
<p>Technology Oversight</p> <p>Services included in this component relate to access to a computer application "help desk", access controls aimed at reducing facility liability, user ID administration, systems design/engineering, systems management processes, management of enterprise applications and connectivity, as well as assistance from a regional technology manager to coordinate the implementation of new and upgraded technologies, oversight of hardware/software procurement, establishment of technology goals, and monitoring service satisfaction. This cost is apportioned as a fixed charge for each 18 holes and is generally billed on a monthly basis.</p>
<p>Controls and Audit</p> <p>Services included in this component are performed by our centralized internal audit function. Internal audit personnel from the Company's centralized accounting group perform both periodic regularly scheduled and surprise, audits of each facility. Based upon the results of the audit, the facility will receive recommendations of new standard policies or improved internal control enhancements related to operational and accounting processes. This cost is apportioned as a fixed charge for each 18 holes and is generally billed on a monthly basis. Out-of-pocket expenses for the audit are billed separately to the facility under audit as the expenses are incurred.</p>
<p>Fraud Insurance</p> <p>This covers the insurance premiums for Employee Theft and Fraud Insurance, which provides coverage against employee fraud and theft with a nominal deductible. This cost is apportioned as a fixed charge for each 18 holes and is generally billed on a monthly basis with respect to Employee Theft and Fraud Insurance and based on the number of employees (part-time or full-time) at the facility during each pay period as it relates to EPL Insurance.</p>