

**TAHOE DONNER ASSOCIATION**

**Budget - Draft**

**2021**

**DATE PREPARED:**

**September 4, 2020**

Summary Operating Fund P&L						
According to Revenue and Expense Categories	2021	2020	2020	2019	2021 vs 2019	2021 vs 2020
	Budget	Forecast	Budget	Actual		Budget
Rec Fee Income	\$ 1,400,000	\$ 1,058,007	\$ 1,270,000	\$ 1,180,445	\$ 219,555	\$ 130,000
Access Fees	\$ 4,107,034	\$ 2,737,172	\$ 3,942,150	\$ 4,445,118	\$ (338,084)	\$ 164,884
Food & Beverage	\$ 3,066,045	\$ 2,104,912	\$ 4,208,050	\$ 4,192,381	\$ (1,126,336)	\$ (1,142,005)
Retail	\$ 455,076	\$ 326,468	\$ 470,100	\$ 601,026	\$ (145,950)	\$ (15,024)
Lessons & Rentals	\$ 3,029,586	\$ 1,906,241	\$ 3,344,800	\$ 3,315,431	\$ (285,845)	\$ (315,214)
Other HOA Income	\$ 693,000	\$ 944,114	\$ 904,900	\$ 961,116	\$ (268,116)	\$ (211,900)
Gross Income	\$ 12,750,741	\$ 9,076,914	\$ 14,140,000	\$ 14,695,517	\$ (1,944,776)	\$ (1,389,259)
COGS	(\$1,143,112.33)	\$ (845,406)	\$ (1,476,000)	\$ (1,554,428)	\$ (411,316)	\$ (332,887.67)
Gross Margin	\$ 11,607,628	\$ 8,231,508	\$ 12,664,000	\$ 13,141,089	\$ (1,533,461)	\$ (1,056,372)
Payroll	\$ (12,484,108)	\$ (10,066,778)	\$ (12,905,000)	\$ (12,729,963)	\$ (245,855)	\$ (420,892.33)
Operating Expenses	\$ (5,812,211)	\$ (4,374,256)	\$ (5,846,000)	\$ (5,479,525)	\$ 332,686	\$ (33,789.07)
Net Operating Revenue	\$ (6,688,690)	\$ (6,209,526)	\$ (6,087,000)	\$ (5,068,399)	\$ (1,620,291)	\$ (601,690)
Overhead Charged to Other Funds	\$ 197,000	\$ 197,000	\$ 197,000	\$ 172,514	\$ 24,486	\$ -
Net Operating Revenue after Overhead Allocation	\$ (6,491,690)	\$ (6,012,526)	\$ (5,890,000)	\$ (4,895,885)	\$ (1,595,805)	\$ (601,690)
Operating Cost per Property	\$ (1,002.89)	\$ (928.86)	\$ (909.93)			
Increase to Operational Budget	\$ (92.95)					

Association Departments	2021	2020	2020	2019	2019 Actual v
	Budget	Forecast	Budget	Actual	2021 Budget
Net Operating Income Before Rec Fee Income and Overhead Allocation					
Association Business					
General	\$ (900,300)	\$ (807,515)	\$ (943,000)	\$ (1,072,730)	\$ 172,430
Administration	\$ (808,713)	\$ (337,718)	\$ (555,000)	\$ (865,526)	\$ 56,813
Communications	\$ (527,920)	\$ (400,094)	\$ (551,000)	\$ (411,145)	\$ (116,775)
ASO	\$ (314,907)	\$ (139,788)	\$ (323,000)	\$ (214,540)	\$ (100,367)
MIS	\$ (773,896)	\$ (600,351)	\$ (718,000)	\$ (613,197)	\$ (160,699)
Accounting	\$ (893,012)	\$ (742,370)	\$ (946,000)	\$ (834,388)	\$ (58,624)
Human Resources	\$ (459,940)	\$ (335,358)	\$ (379,000)	\$ (383,748)	\$ (76,192)
Member Services	\$ (233,358)	\$ (164,558)	\$ (252,000)	\$ (223,448)	\$ (9,910)
Forestry	\$ (1,536,272)	\$ (1,520,893)	\$ (1,545,000)	\$ (1,153,899)	\$ (382,373)
Maintenance	\$ (772,288)	\$ (625,146)	\$ (845,000)	\$ (749,667)	\$ (22,621)
Facility Administration	\$ (433,857)	\$ (376,762)	\$ (326,000)	\$ (315,414)	\$ (118,443)
<b>Total Association Business Departments</b>	<b>\$ (7,654,463)</b>	<b>\$ (6,050,552)</b>	<b>\$ (7,383,000)</b>	<b>\$ (6,837,702)</b>	<b>\$ (816,761)</b>

Amenity Departments	2021	2020	2020	2019	2019 Actual v
	Budget	Forecast	Budget	Actual	2021 Budget
Net Operating Income Before Rec Fee Income and Overhead Allocation					
Amenities					
Trails	\$ (243,600)	\$ (182,330)	\$ (209,800)	\$ (142,228)	\$ (101,372)
Marina	\$ 38,828	\$ (40,288)	\$ 108,200	\$ 76,847	\$ (38,019)
Equestrian	\$ (120,109)	\$ (122,004)	\$ (81,000)	\$ (91,591)	\$ (28,518)
Tennis	\$ (61,638)	\$ (29,792)	\$ (82,100)	\$ (64,909)	\$ 3,271
Campground	\$ 103	\$ 16,375	\$ 11,200	\$ 9,897	\$ (9,794)
Cross Country Center	\$ 415,000	\$ 316,009	\$ 235,700	\$ 417,940	\$ (2,940)
Golf Course Operations	\$ (169,931)	\$ (430,580)	\$ (524,700)	\$ (524,174)	\$ 354,243
The Lodge	\$ (363,663)	\$ (442,768)	\$ (206,500)	\$ (50,063)	\$ (313,600)
Trout Creek/Aquatics/Recreation	\$ (792,282)	\$ (854,575)	\$ (775,100)	\$ (720,778)	\$ (71,504)
Bikeworks	\$ 1,824	\$ 34,829	\$ 13,600	\$ 7,049	\$ (5,225)
Pizza on the Hill	\$ 10,346	\$ (10,208)	\$ 1,000	\$ (45,269)	\$ 55,615
Alder Creek Café	\$ (46,464)	\$ (135,538)	\$ (23,300)	\$ (68,499)	\$ 22,035
Downhill Ski Consolidated	\$ 793,527	\$ 651,535	\$ 1,464,800	\$ 1,701,507	\$ (907,980)
Snowplay	\$ 103,830	\$ 12,356	\$ 94,000	\$ 83,135	\$ 20,695
Rec Fee Income	\$ 1,400,000	\$ 1,058,007	\$ 1,270,000	\$ 1,180,445	\$ 219,555
<b>Total Amenity Departments</b>	<b>\$ 965,773</b>	<b>\$ (158,973)</b>	<b>\$ 1,296,000</b>	<b>\$ 1,769,309</b>	<b>\$ (803,536)</b>

	2021											
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12
Net Operating Income Before Rec Fee Income and Overhead Allocation												
Association Business												
General	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,033)	\$ (75,037)
Administration	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,434)	\$ (67,434)
Communications	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (44,035)	\$ (44,035)
ASO	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (22,076)	\$ (22,076)	\$ (22,076)
MIS	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,495)
Accounting	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)
Human Resources	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (36,641)
Member Services	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)
Forestry	\$ (79,940)	\$ (79,940)	\$ (79,940)	\$ (152,078)	\$ (152,078)	\$ (157,078)	\$ (157,078)	\$ (154,578)	\$ (152,078)	\$ (152,078)	\$ (136,940)	\$ (82,466)
Maintenance	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,354)	\$ (64,394)
Facility Administration	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)
Amenities												
Trails	\$ (9,104)	\$ (9,104)	\$ (9,104)	\$ (11,271)	\$ (24,521)	\$ (34,354)	\$ (34,354)	\$ (34,104)	\$ (35,104)	\$ (24,271)	\$ (9,154)	\$ (9,154)
Marina	\$ (3,657)	\$ (3,657)	\$ (3,657)	\$ (3,657)	\$ (42,047)	\$ (3,152)	\$ 100,276	\$ 45,296	\$ (17,176)	\$ (22,423)	\$ (3,657)	\$ (3,657)
Equestrian	\$ (8,305)	\$ (7,305)	\$ (7,305)	\$ (7,305)	\$ (26,566)	\$ (13,738)	\$ 19,414	\$ (15,161)	\$ (21,540)	\$ (18,337)	\$ (7,305)	\$ (6,657)
Tennis	\$ (3,157)	\$ (3,157)	\$ (3,157)	\$ (3,657)	\$ (12,880)	\$ (2,952)	\$ (1,042)	\$ (4,212)	\$ (8,577)	\$ (12,227)	\$ (3,407)	\$ (3,207)
Campground	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (7,146)	\$ 1,592	\$ 17,144	\$ 10,764	\$ (2,449)	\$ (4,329)	\$ (2,579)	\$ (2,579)
Cross Country Center	\$ 218,769	\$ 227,891	\$ (1,295)	\$ (41,378)	\$ (15,604)	\$ (12,636)	\$ (12,636)	\$ (12,486)	\$ (20,686)	\$ (28,102)	\$ (54,755)	\$ 167,918
Golf Course Operations	\$ (38,848)	\$ (38,848)	\$ (46,598)	\$ (70,655)	\$ (109,167)	\$ (90,208)	\$ 60,915	\$ 137,171	\$ 147,206	\$ (40,193)	\$ (43,068)	\$ (37,640)
The Lodge	\$ (86,390)	\$ (86,390)	\$ (86,390)	\$ (18,550)	\$ (45,660)	\$ 8,468	\$ 52,066	\$ 27,056	\$ (31,710)	\$ (40,534)	\$ (56,495)	\$ 866
Trout Creek/Aquatics/Recreation	\$ (96,187)	\$ (100,161)	\$ (99,161)	\$ (81,491)	\$ (100,401)	\$ (70,504)	\$ 143,256	\$ (31,100)	\$ (88,179)	\$ (110,643)	\$ (82,963)	\$ (74,748)
Bikeworks	\$ (1,329)	\$ (1,329)	\$ (1,338)	\$ (1,329)	\$ (26,143)	\$ 5,911	\$ 28,154	\$ 4,901	\$ (2,939)	\$ (79)	\$ (1,329)	\$ (1,329)
Pizza on the Hill	\$ -	\$ -	\$ -	\$ -	\$ 2,069	\$ 2,069	\$ 2,069	\$ 2,069	\$ 2,069	\$ -	\$ -	\$ -
Alder Creek Café	\$ (14,911)	\$ (13,497)	\$ (14,911)	\$ (10,275)	\$ (3,983)	\$ (2,230)	\$ 6,464	\$ 3,744	\$ 2,934	\$ (6,880)	\$ (14,025)	\$ 21,106
Downhill Ski Consolidated	\$ 398,379	\$ 420,739	\$ 357,510	\$ 8,843	\$ (72,805)	\$ (64,805)	\$ (65,305)	\$ (64,805)	\$ (72,805)	\$ (75,531)	\$ (217,293)	\$ 241,406
Snowplay	\$ 23,763	\$ 50,163	\$ 35,103	\$ (5,362)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (15,987)	\$ 24,123
Rec Fee Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Income Before Overhead Allocation	\$ (209,720)	\$ (153,397)	\$ (466,795)	\$ (906,966)	\$ (1,154,484)	\$ (951,170)	\$ (358,210)	\$ (602,996)	\$ (816,336)	\$ (1,043,178)	\$ (1,153,040)	\$ (272,400)

	2021	2020	2020	2019
CALENDAR MONTH	Budget	Forecast	Budget	Actual
Net Operating Income Before Rec Fee Income and Overhead				
Association Business				
General	\$ (900,300)	\$ (807,515)	\$ (943,000)	\$ (1,072,730)
Administration	\$ (808,713)	\$ (337,718)	\$ (555,000)	\$ (865,526)
Communications	\$ (527,920)	\$ (400,094)	\$ (551,000)	\$ (411,145)
ASO	\$ (314,907)	\$ (139,788)	\$ (323,000)	\$ (214,540)
MIS	\$ (773,896)	\$ (600,351)	\$ (718,000)	\$ (613,197)
Accounting	\$ (893,012)	\$ (742,370)	\$ (946,000)	\$ (834,388)
Human Resources	\$ (459,940)	\$ (335,358)	\$ (379,000)	\$ (383,748)
Member Services	\$ (233,358)	\$ (164,558)	\$ (252,000)	\$ (223,448)
Forestry	\$ (1,536,272)	\$ (1,520,893)	\$ (1,545,000)	\$ (1,153,899)
Maintenance	\$ (772,288)	\$ (625,146)	\$ (845,000)	\$ (749,667)
Facility Administration	\$ (433,857)	\$ (376,762)	\$ (326,000)	\$ (315,414)
Amenities				
Trails	\$ (243,600)	\$ (182,330)	\$ (209,800)	\$ (142,228)
Marina	\$ 38,828	\$ (40,288)	\$ 108,200	\$ 76,847
Equestrian	\$ (120,109)	\$ (122,004)	\$ (81,000)	\$ (91,591)
Tennis	\$ (61,638)	\$ (29,792)	\$ (82,100)	\$ (64,909)
Campground	\$ 103	\$ 16,375	\$ 11,200	\$ 9,897
Cross Country Center	\$ 415,000	\$ 316,009	\$ 235,700	\$ 417,940
Golf Course Operations	\$ (169,931)	\$ (430,580)	\$ (524,700)	\$ (524,174)
The Lodge	\$ (363,663)	\$ (442,768)	\$ (206,500)	\$ (50,063)
Trout Creek/Aquatics/Recreation	\$ (792,282)	\$ (854,575)	\$ (775,100)	\$ (720,778)
Bikeworks	\$ 1,824	\$ 34,829	\$ 13,600	\$ 7,049
Pizza on the Hill	\$ 10,346	\$ (10,208)	\$ 1,000	\$ (45,269)
Alder Creek Café	\$ (46,464)	\$ (135,538)	\$ (23,300)	\$ (68,499)
Downhill Ski Consolidated	\$ 793,527	\$ 651,535	\$ 1,464,800	\$ 1,701,507
Snowplay	\$ 103,830	\$ 12,356	\$ 94,000	\$ 83,135
Rec Fee Income	\$ 1,400,000	\$ 1,058,007	\$ 1,270,000	\$ 1,180,445
Net Operating Income Before Overhead Allocation	\$ (6,688,690)	\$ (6,209,525)	\$ (6,087,000)	\$ (5,068,393)

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses																
Payroll													\$ -	\$ 107	\$ 73,500	\$ 76,070
Staff Expenses													\$ -	\$ 86,375	\$ -	\$ 6,900
Facility Expenses	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 84,000	\$ 82,397	\$ 81,890	\$ 89,691
Supplies & Maintenance	\$ 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	\$ 33,684	\$ 56,010	\$ 53,665
Administrative & Other Expenses	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 438,000	\$ 313,052	\$ 438,600	\$ 334,322
Insurance	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,200	\$ 278,300	\$ 252,000	\$ 253,000	\$ 232,200
Property Taxes													\$ -	\$ -		\$ 248,599
Income Taxes	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,337	\$ 40,000	\$ 40,000	\$ 40,000	\$ 31,283
Total Payroll & Operating Expenses	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,023	\$ 75,033	\$ 75,037	\$ 900,300	\$ 807,615	\$ 943,000	\$ 1,072,730
Net Ordinary Income	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,033)	\$ (75,037)	\$ (900,300)	\$ (807,615)	\$ (943,000)	\$ (1,072,730)
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,033)	\$ (75,037)	\$ (900,300)	\$ (807,615)	\$ (943,000)	\$ (1,072,730)
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,023)	\$ (75,033)	\$ (75,037)	\$ (900,300)	\$ (807,615)	\$ (943,000)	\$ (1,072,730)

Recruiting Fees

FISCAL YEAR CALENDAR MONTH	2021												2021 Budget	2020 Forecast	2020 Budget	2019 Actual	
	1	2	3	4	5	6	7	8	9	10	11	12					
Revenue																	
Interest	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 48,000	\$ 108,000	\$ 114,046	
Other Revenue	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 162,000	\$ 251,671	\$ 150,695	
Total Revenue	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 210,000	\$ 251,671	\$ 264,741	
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Gross Margin	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 210,000	\$ 251,671	\$ 264,741	
Expenses																	
Payroll	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 37,114	\$ 445,373	\$ 414,815	\$ 653,215	
Incentive Compensation Accrual	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 180,000	\$ 51,900	\$ 350,194	
Staff Expenses	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 30,000	\$ 15,889	\$ 25,789	
Facility Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000	\$ 12,676	\$ 15,529	
Supplies & Maintenance	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 36,000	\$ 38,529	\$ 37,747	
Administrative & Other Expenses	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 42,000	\$ 48,022	\$ 42,993	
Insurance	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 500	\$ 500	\$ 5,500	\$ 4,800	\$ 4,800	
Property Taxes	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 22,320	\$ 267,840	\$ -	\$ -	
Total Payroll & Operating Expenses	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,884	\$ 84,934	\$ 84,934	\$ 1,018,713	\$ 586,631	\$ 1,130,267	
Net Ordinary Income	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,434)	\$ (67,434)	\$ (808,713)	\$ (337,718)	\$ (865,526)	
Other Income														\$ -	\$ -	\$ -	
Other Expense														\$ -	\$ -	\$ -	
Net Income before Overhead	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,434)	\$ (67,434)	\$ (808,713)	\$ (337,718)	\$ (865,526)	
Overhead Allocation														\$ -	\$ -	\$ -	
Net Income	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,384)	\$ (67,434)	\$ (67,434)	\$ (808,713)	\$ -	\$ -	

Property taxes moved to Admin pending better allocation analysis.



FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019	
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual	
Revenue	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 210,000	\$ 209,657	\$ 210,000	\$ 227,063	
Total Revenue	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 210,000	\$ 209,657	\$ 210,000	\$ 227,063	
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Gross Margin	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 210,000	\$ 209,657	\$ 210,000	\$ 227,063	
Expenses																	
Payroll	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 45,285	\$ 543,420	\$ 450,107	\$ 563,800	\$ 451,535	
Staff Expenses	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200	\$ 131	\$ 4,720	\$ 1,348	
Facility Expenses	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 1,800	\$ 1,320	\$ 1,800	\$ 1,208	
Supplies & Maintenance	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 30,000	\$ 14,932	\$ 29,180	\$ 40,907	
Administrative & Other Expenses	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,450	\$ 13,500	\$ 13,500	\$ 161,500	\$ 143,261	\$ 161,500	\$ 143,210	
Insurance													\$ -	\$ -	\$ -	\$ -	
Property Taxes													\$ -	\$ -	\$ -	\$ -	
Total Payroll & Operating Expenses	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,485	\$ 61,535	\$ 61,535	\$ 737,920	\$ 609,751	\$ 761,000	\$ 638,208	
Net Ordinary Income	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (44,035)	\$ (44,035)	\$ (527,920)	\$ (400,094)	\$ (551,000)	\$ (411,145)
Other Income													\$ -	\$ -	\$ -	\$ -	
Other Expense													\$ -	\$ -	\$ -	\$ -	
Net Income before Overhead	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (44,035)	\$ (44,035)	\$ (527,920)	\$ (400,094)	\$ (551,000)	\$ (411,145)
Overhead Allocation													\$ -				
Net Income	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (43,985)	\$ (44,035)	\$ (44,035)	\$ (527,920)			

FISCAL YEAR CALENDAR MONTH	2021												2021 Budget	2020 Forecast	2020 Budget	2019 Actual		
	1	2	3	4	5	6	7	8	9	10	11	12						
Revenue	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 180,000	\$ 201,959	\$ 175,000	\$ 174,660
Total Revenue	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 180,000	\$ 201,959	\$ 175,000	\$ 174,660
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 180,000	\$ 201,959	\$ 175,000	\$ 174,660
Expenses																		
Payroll	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 33,651	\$ 403,807	\$ 289,497	\$ 405,300	\$ 360,149
Staff Expenses	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 4,200	\$ 2,122	\$ 4,650	\$ 2,978
Facility Expenses	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,600	\$ 2,400	\$ 3,500	\$ 2,796
Supplies & Maintenance	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 68,000	\$ 5,279	\$ 71,850	\$ 11,420
Administrative & Other Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000	\$ 40,699	\$ 9,700	\$ 10,657
Insurance	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275	\$ 3,300	\$ 1,750	\$ 3,000	\$ 1,200
Property Taxes															\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 47,076	\$ 494,907	\$ 341,747	\$ 498,000	\$ 389,200
Net Ordinary Income	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (314,907)	\$ (139,788)	\$ (323,000)	\$ (214,540)
Other Income															\$ -	\$ -	\$ -	\$ -
Other Expense															\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (314,907)	\$ (139,788)	\$ (323,000)	\$ (214,540)
Overhead Allocation															\$ -	\$ -	\$ -	\$ -
Net Income	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (22,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (32,076)	\$ (314,907)	\$ (314,907)	\$ (314,907)	\$ (314,907)

FISCAL YEAR	2021												2021	2020	2020	2019	
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual	
Revenue													\$ -	\$ -	\$ -	\$ -	
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenses																	
Payroll	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 43,208	\$ 518,496	\$ 449,748	\$ 532,400	\$ 469,030
Staff Expenses	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 4,800	\$ 1,187	\$ 4,410	\$ 7,107
Facility Expenses	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 6,300	\$ 75,600	\$ 79,839	\$ 80,800	\$ 75,703
Supplies & Maintenance	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,333	\$ 13,337	\$ 13,337	\$ 160,000	\$ 57,057	\$ 60,330	\$ 47,741
Administrative & Other Expenses	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000	\$ 12,520	\$ 40,060	\$ 13,616
Insurance														\$ -	\$ -	\$ -	\$ -
Property Taxes														\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,491	\$ 64,495	\$ 64,495	\$ 773,896	\$ 600,351	\$ 718,000	\$ 613,197
Net Ordinary Income	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (773,896)	\$ (600,351)	\$ (718,000)	\$ (613,197)
Other Income														\$ -	\$ -	\$ -	\$ -
Other Expense														\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (773,896)	\$ (600,351)	\$ (718,000)	\$ (613,197)
Overhead Allocation														\$ -	\$ -	\$ -	\$ -
Net Income	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (64,491)	\$ (773,896)	\$ (600,351)	\$ (718,000)	\$ (613,197)

Additional \$100,000 consulting fees to assist in upcoming projects, especially replacement of F&A software.

FISCAL YEAR CALENDAR MONTH	2021												2021 Budget	2020 Forecast	2020 Budget	2019 Actual	
	1	2	3	4	5	6	7	8	9	10	11	12					
Revenue	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 1,320	\$ 6,000	\$ 4,802
Total Revenue	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 1,320	\$ 6,000	\$ 4,802
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 1,320	\$ 6,000	\$ 4,802
Expenses																	
Payroll	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 67,118	\$ 805,412	\$ 652,045	\$ 863,500	\$ 737,527
Staff Expenses	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 6,600	\$ 1,231	\$ 7,000	\$ 3,571
Facility Expenses	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000	\$ 2,705	\$ 3,500	\$ 2,567
Supplies & Maintenance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000	\$ 25,700	\$ 27,340	\$ 23,035
Administrative & Other Expenses	\$ 5,000	\$ 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	\$ 62,009	\$ 50,660	\$ 72,490
Insurance														\$ -	\$ -	\$ -	\$ -
Property Taxes														\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 74,918	\$ 899,012	\$ 743,690	\$ 952,000	\$ 839,190
Net Ordinary Income	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (893,012)	\$ (742,370)	\$ (946,000)	\$ (834,388)
Other Income														\$ -	\$ -	\$ -	\$ -
Other Expense														\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (893,012)	\$ (742,370)	\$ (946,000)	\$ (834,388)
Overhead Allocation														\$ -	\$ -	\$ -	\$ -
Net Income	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (74,418)	\$ (893,012)	\$ (742,370)	\$ (946,000)	\$ (834,388)

FISCAL YEAR CALENDAR MONTH	2021												2021 Budget	2020 Forecast	2020 Budget	2019 Actual	
	1	2	3	4	5	6	7	8	9	10	11	12					
Revenue														\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses																	
Payroll	\$ 27,081	\$ 27,081	\$ 24,831	\$ 27,081	\$ 27,081	\$ 27,081	\$ 27,081	\$ 27,081	\$ 27,081	\$ 24,831	\$ 27,081	\$ 24,831	\$ 27,081	\$ 318,220	\$ 213,224	\$ 233,400	\$ 265,675
Staff Expenses	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 120,000	\$ 104,026	\$ 126,100	\$ 97,557
Facility Expenses	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,320	\$ 1,210	\$ 1,080	\$ 1,060
Supplies & Maintenance	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400	\$ 9,285	\$ 12,420	\$ 12,391
Administrative & Other Expenses	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 7,613	\$ 6,000	\$ 7,065
Insurance														\$ -	\$ -	\$ -	\$ -
Property Taxes														\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 38,891	\$ 38,891	\$ 36,641	\$ 38,891	\$ 38,891	\$ 38,891	\$ 38,891	\$ 38,891	\$ 38,891	\$ 36,641	\$ 38,891	\$ 36,641	\$ 38,891	\$ 459,940	\$ 335,358	\$ 379,000	\$ 383,748
Net Ordinary Income	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (459,940)	\$ (335,358)	\$ (379,000)	\$ (383,748)
Other Income														\$ -	\$ -	\$ -	\$ -
Other Expense														\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (459,940)	\$ (335,358)	\$ (379,000)	\$ (383,748)
Overhead Allocation														\$ -			
Net Income	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (36,641)	\$ (38,891)	\$ (459,940)			

New HR Director

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 30,000	\$ 30,510	\$ 32,000	\$ 29,865
Total Revenue	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 30,000	\$ 30,510	\$ 32,000	\$ 29,865
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ (15)
Gross Margin	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 30,000	\$ 30,410	\$ 32,000	\$ 29,880
Expenses																
Payroll	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 18,667	\$ 223,998	\$ 167,440	\$ 244,200	\$ 225,221
Staff Expenses	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000	\$ 248	\$ 3,780	\$ 2,588
Facility Expenses	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 360	\$ 210	\$ 360	\$ 360
Supplies & Maintenance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000	\$ 4,241	\$ 24,720	\$ 13,785
Administrative & Other Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000	\$ 22,829	\$ 10,940	\$ 11,374
Insurance													\$ -	\$ -		
Property Taxes													\$ -	\$ -		
Total Payroll & Operating Expenses	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 21,947	\$ 263,358	\$ 194,968	\$ 284,000	\$ 253,328
Net Ordinary Income	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (233,358)	\$ (164,558)	\$ (252,000)	\$ (223,448)
Other Income													\$ -			
Other Expense													\$ -			
Net Income before Overhead	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (233,358)	\$ (164,558)	\$ (252,000)	\$ (223,448)
Overhead Allocation													\$ -			
Net Income	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (19,447)	\$ (233,358)			

FISCAL YEAR CALENDAR MONTH	2021 1	2	3	4	5	6	7	8	9	10	11	12	2021 Budget	2020 Forecast	2020 Budget	2019 Actual	
Revenue	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 54,000	\$ 74,635	\$ 56,000	\$ 94,975	
Total Revenue	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 54,000	\$ 74,635	\$ 56,000	\$ 94,975	
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Gross Margin	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 54,000	\$ 74,635	\$ 56,000	\$ 94,975	
Expenses																	
Payroll	\$ 33,690	\$ 33,690	\$ 33,690	\$ 105,828	\$ 105,828	\$ 105,828	\$ 105,828	\$ 105,828	\$ 105,828	\$ 105,828	\$ 105,828	\$ 90,690	\$ 36,216	\$ 968,772	\$ 876,085	\$ 911,000	\$ 679,228
Staff Expenses	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,600	\$ 700	\$ 3,600	\$ 2,797
Facility Expenses	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 36,000	\$ 15,168	\$ 35,780	\$ 36,214
Supplies & Maintenance	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 47,500	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 552,500	\$ 563,717	\$ 552,320	\$ 464,488
Administrative & Other Expenses	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 9,600	\$ 54,546	\$ 9,300	\$ 49,347
Insurance	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 19,800	\$ 18,000	\$ 18,000	\$ 16,800
Property Taxes													\$ -	\$ 67,312	\$ 71,000	\$ -	
Total Payroll & Operating Expenses	\$ 84,440	\$ 84,440	\$ 84,440	\$ 156,578	\$ 156,578	\$ 161,578	\$ 161,578	\$ 159,078	\$ 156,578	\$ 156,578	\$ 156,578	\$ 141,440	\$ 86,966	\$ 1,590,272	\$ 1,595,528	\$ 1,601,000	\$ 1,248,874
Net Ordinary Income	\$ (79,940)	\$ (79,940)	\$ (79,940)	\$ (152,078)	\$ (152,078)	\$ (157,078)	\$ (157,078)	\$ (154,578)	\$ (152,078)	\$ (152,078)	\$ (152,078)	\$ (136,940)	\$ (82,466)	\$ (1,536,272)	\$ (1,520,893)	\$ (1,545,000)	\$ (1,153,899)
Other Income													\$ -	\$ -	\$ -	\$ -	
Other Expense													\$ -	\$ -	\$ -	\$ -	
Net Income before Overhead	\$ (79,940)	\$ (79,940)	\$ (79,940)	\$ (152,078)	\$ (152,078)	\$ (157,078)	\$ (157,078)	\$ (154,578)	\$ (152,078)	\$ (152,078)	\$ (152,078)	\$ (136,940)	\$ (82,466)	\$ (1,536,272)	\$ (1,520,893)	\$ (1,545,000)	\$ (1,153,899)
Overhead Allocation													\$ -	\$ -	\$ -	\$ -	
Net Income	\$ (79,940)	\$ (79,940)	\$ (79,940)	\$ (152,078)	\$ (152,078)	\$ (157,078)	\$ (157,078)	\$ (154,578)	\$ (152,078)	\$ (152,078)	\$ (152,078)	\$ (136,940)	\$ (82,466)	\$ (1,536,272)	\$ (1,520,893)	\$ (1,545,000)	\$ (1,153,899)

Increased payroll to manage increased workload  
Includes \$41,000 charitable contribution

FISCAL YEAR CALENDAR MONTH	2021												2021 Budget	2020 Forecast	2020 Budget	2019 Actual
	1	2	3	4	5	6	7	8	9	10	11	12				
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 930	\$ 2,000	\$ 2,832
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 930	\$ 2,000	\$ 2,832
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 930	\$ 2,000	\$ 2,832
Expenses																
Payroll	\$ 7,154	\$ 7,154	\$ 7,154	\$ 9,321	\$ 22,321	\$ 33,154	\$ 33,154	\$ 33,154	\$ 33,154	\$ 22,321	\$ 7,154	\$ 7,154	\$ 222,350	\$ 128,423	\$ 160,800	\$ 121,614
Staff Expenses	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 2,970	\$ 880	\$ 863
Facility Expenses	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400	\$ 803	\$ 2,550	\$ 2,515
Supplies & Maintenance	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 9,600	\$ 5,343	\$ 5,110	\$ 9,495
Administrative & Other Expenses	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 4,621	\$ (540)	\$ 5,773
Insurance	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 500	\$ 5,500	\$ 5,040	\$ 5,000	\$ 4,800
Property Taxes													\$ -	\$ 36,060	\$ 38,000	\$ -
Total Payroll & Operating Expenses	\$ 9,104	\$ 9,104	\$ 9,104	\$ 11,271	\$ 24,521	\$ 35,354	\$ 35,354	\$ 35,104	\$ 35,104	\$ 24,271	\$ 9,154	\$ 9,154	\$ 246,600	\$ 183,260	\$ 211,800	\$ 145,060
Net Ordinary Income	\$ (9,104)	\$ (9,104)	\$ (9,104)	\$ (11,271)	\$ (24,521)	\$ (34,354)	\$ (34,354)	\$ (34,104)	\$ (35,104)	\$ (24,271)	\$ (9,154)	\$ (9,154)	\$ (243,600)	\$ (182,330)	\$ (209,800)	\$ (142,228)
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (9,104)	\$ (9,104)	\$ (9,104)	\$ (11,271)	\$ (24,521)	\$ (34,354)	\$ (34,354)	\$ (34,104)	\$ (35,104)	\$ (24,271)	\$ (9,154)	\$ (9,154)	\$ (243,600)	\$ (182,330)	\$ (209,800)	\$ (142,228)
Overhead Allocation													\$ -			
Net Income	\$ (9,104)	\$ (9,104)	\$ (9,104)	\$ (11,271)	\$ (24,521)	\$ (34,354)	\$ (34,354)	\$ (34,104)	\$ (35,104)	\$ (24,271)	\$ (9,154)	\$ (9,154)	\$ (243,600)			

Increased payroll to manage increased workload



FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Rec Fee Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Daily Access Fees	\$0	\$0	\$0	\$0	\$500	\$20,000	\$86,000	\$56,000	\$10,000	\$0	\$0	\$0	\$172,500	\$110,016	\$187,150	\$172,462
Food & Beverage	\$0	\$0	\$0	\$0	\$200	\$22,000	\$75,000	\$48,000	\$8,000	\$0	\$0	\$0	\$153,200	\$39,316	\$177,350	\$153,432
Retail	\$0	\$0	\$0	\$0	\$0	\$2,500	\$7,500	\$5,000	\$1,000	\$0	\$0	\$0	\$16,000	\$48,162	\$18,400	\$15,688
Lessons & Storage Fees	\$0	\$0	\$0	\$0	\$2,000	\$24,000	\$64,000	\$45,000	\$15,000	\$0	\$0	\$0	\$150,000	\$0	\$186,100	\$151,381
Total Revenue	\$0	\$0	\$0	\$0	\$2,700	\$68,500	\$232,500	\$154,000	\$34,000	\$0	\$0	\$0	\$491,700	\$197,494	\$569,000	\$492,963
Cost of Goods Sold																
Food & Beverage (60% GM)	\$0	\$0	\$0	\$0	\$80	\$8,800	\$30,000	\$19,200	\$3,200	\$0	\$0	\$0	\$61,280	\$16,619	\$49,800	\$51,486
Retail COGS	\$0	\$0	\$0	\$0	\$0	\$1,250	\$3,750	\$2,500	\$500	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0
Total Cost of Goods Sold	\$0	\$0	\$0	\$0	\$80	\$10,050	\$33,750	\$21,700	\$3,700	\$0	\$0	\$0	\$69,280	\$16,619	\$49,800	\$51,486
Total COGS	\$0	\$0	\$0	\$0	\$80	\$10,050	\$33,750	\$21,700	\$3,700	\$0	\$0	\$0	\$69,280	\$16,619	\$49,800	\$51,486
Gross Profit	\$0	\$0	\$0	\$0	\$2,620	\$58,450	\$198,750	\$132,300	\$30,300	\$0	\$0	\$0	\$422,420	\$180,875	\$519,200	\$441,477
Expenses																
Payroll	\$2,657	\$2,657	\$2,657	\$2,657	\$32,873	\$49,492	\$83,084	\$73,184	\$36,056	\$20,423	\$2,657	\$2,657	\$311,058	\$183,233	\$321,200	\$291,926
Staff Expense	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$3,650	\$2,796
Facility Expenses	\$1,000	\$1,000	\$1,000	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$1,000	\$1,000	\$18,000	\$8,477	\$22,435	\$22,189
Supplies and Maintenance	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0	\$25,000	\$7,987	\$28,495	\$28,956
Administrative & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,258	\$2,110	\$12,764
Credit Card Expense	\$0	\$0	\$0	\$0	\$54	\$1,370	\$4,650	\$3,080	\$680	\$0	\$0	\$0	\$9,834	\$0	\$11,110	\$0
Insurance	\$0	\$0	\$0	\$0	\$3,740	\$3,740	\$3,740	\$3,740	\$3,740	\$0	\$0	\$0	\$18,700	\$8,400	\$17,000	\$6,000
Property Taxes													\$0	\$2,808	\$5,000	\$0
Total Payroll & Operating Expenses	\$3,657	\$3,657	\$3,657	\$3,657	\$44,667	\$61,602	\$98,474	\$87,004	\$47,476	\$22,423	\$3,657	\$3,657	\$383,592	\$221,163	\$411,000	\$364,631
Net Ordinary Income	(\$3,657)	(\$3,657)	(\$3,657)	(\$3,657)	(\$42,047)	(\$3,152)	\$100,276	\$45,296	(\$17,176)	(\$22,423)	(\$3,657)	(\$3,657)	\$38,828	(\$40,288)	\$108,200	\$76,846
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$3,657)	(\$3,657)	(\$3,657)	(\$3,657)	(\$42,047)	(\$3,152)	\$100,276	\$45,296	(\$17,176)	(\$22,423)	(\$3,657)	(\$3,657)	\$38,828	(\$40,288)	\$108,200	\$76,846
Overhead Allocation													\$0	\$0	\$0	\$0
Net Income	(\$3,657)	(\$3,657)	(\$3,657)	(\$3,657)	(\$42,047)	(\$3,152)	\$100,276	\$45,296	(\$17,176)	(\$22,423)	(\$3,657)	(\$3,657)	\$38,828	\$0	\$108,200	\$76,846

Back to normal operations in Summer 2021 - Tracking 2019

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue																
Access Fees													\$0		\$129,000	\$106,413
Retail						\$3,000	\$3,000	\$3,000	\$3,000				\$12,000		\$14,500	\$14,909
Lessons & Rental						\$15,000	\$43,000	\$17,000	\$0				\$75,000		\$110,500	\$114,713
Boarding	\$0	\$0	\$0	\$0	\$0	\$7,000	\$14,000	\$7,000	\$4,000	\$0	\$0	\$0	\$32,000	\$32,354		\$0
Horse Leases	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$0	\$0	\$0	\$12,000	\$13,709		\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,415		\$2,600
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$28,000	\$63,000	\$30,000	\$10,000	\$0	\$0	\$0	\$131,000	\$50,478	\$254,000	\$238,635
													\$0			
Cost of Goods Sold	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$0	\$0	\$0	\$6,000	\$0	\$6,500	\$7,731
													\$0			
Gross Margin	\$0	\$0	\$0	\$0	\$0	\$26,500	\$61,500	\$28,500	\$8,500	\$0	\$0	\$0	\$125,000	\$50,478	\$247,500	\$230,904
Expenses																
Payroll	\$3,305	\$3,305	\$3,305	\$3,305	\$17,206	\$19,118	\$20,266	\$19,501	\$17,780	\$14,337	\$3,305	\$2,657	\$127,389	\$98,632	\$222,500	\$214,170
Staff Expenses	\$0	\$0	\$0	\$0	\$0	\$200	\$200	\$200	\$200	\$0	\$0	\$0	\$800	\$0	\$1,250	\$1,205
Facility Expenses	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$2,500	\$2,500	\$3,500	\$3,500	\$1,000	\$1,000	\$1,000	\$20,000	\$15,286	\$20,580	\$20,514
Supplies & Maintenance	\$4,000	\$3,000	\$3,000	\$3,000	\$4,500	\$14,000	\$14,000	\$14,000	\$2,500	\$3,000	\$3,000	\$3,000	\$71,000	\$39,243	\$61,700	\$67,666
Administrative & Other Expenses	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	\$3,000	\$3,000	\$0	\$0	\$0	\$9,000	\$8,321	\$3,400	\$12,340
Credit Card Expense	\$0	\$0	\$0	\$0	\$0	\$560	\$1,260	\$600	\$200	\$0	\$0	\$0				\$6,070
Insurance	\$0	\$0	\$0	\$0	\$2,860	\$2,860	\$2,860	\$2,860	\$2,860	\$0	\$0	\$0	\$14,300	\$11,000	\$13,000	\$6,600
Property Taxes	\$0	\$0	\$0	\$0						\$0	\$0	\$0	\$0	\$0		\$0
Total Payroll & Operating Expenses	\$8,305	\$7,305	\$7,305	\$7,305	\$26,566	\$40,238	\$42,086	\$43,661	\$30,040	\$18,337	\$7,305	\$6,657	\$245,109	\$172,482	\$328,500	\$322,495
Net Ordinary Income	(\$8,305)	(\$7,305)	(\$7,305)	(\$7,305)	(\$26,566)	(\$13,738)	\$19,414	(\$15,161)	(\$21,540)	(\$18,337)	(\$7,305)	(\$6,657)	(\$120,109)	(\$122,004)	(\$81,000)	(\$91,591)
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$8,305)	(\$7,305)	(\$7,305)	(\$7,305)	(\$26,566)	(\$13,738)	\$19,414	(\$15,161)	(\$21,540)	(\$18,337)	(\$7,305)	(\$6,657)	(\$120,109)	(\$122,004)	(\$81,000)	(\$91,591)
Overhead Allocation													\$0			
Net Income	(\$8,305)	(\$7,305)	(\$7,305)	(\$7,305)	(\$26,566)	(\$13,738)	\$19,414	(\$15,161)	(\$21,540)	(\$18,337)	(\$7,305)	(\$6,657)	(\$120,109)			

Revamping Equestrian operations - still under review

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Rec Fee Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Daily Access Fees	\$ -	\$ -	\$ -	\$ -	\$ 3,700	\$ 11,000	\$ 8,500	\$ 11,500	\$ 6,000	\$ 500	\$ -	\$ -	\$ 41,200	\$ 30,303	\$ 40,900	\$ 38,370
Retail	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 12,000	\$ 14,000	\$ 14,000	\$ 7,500	\$ 1,500	\$ -	\$ -	\$ 52,000	\$ 25,490	\$ 48,600	\$ 53,890
Lessons	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 25,000	\$ 40,000	\$ 15,000	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ 101,000	\$ 112,538	\$ 57,500	\$ 78,529
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 12,700	\$ 48,000	\$ 62,500	\$ 40,500	\$ 23,500	\$ 7,000	\$ -	\$ -	\$ 194,200	\$ 168,331	\$ 147,000	\$ 170,789
Cost of Goods Sold																
Retail (75% GM)	\$ -	\$ -	\$ -	\$ -	\$ 2,250	\$ 9,000	\$ 10,500	\$ 10,500	\$ 5,625	\$ 1,125	\$ -	\$ -	\$ 39,000	\$ 16,844	\$ 34,000	\$ 35,643
Total Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ 2,250	\$ 9,000	\$ 10,500	\$ 10,500	\$ 5,625	\$ 1,125	\$ -	\$ -	\$ 39,000	\$ 16,844	\$ 34,000	\$ 35,643
Total COGS	\$ -	\$ -	\$ -	\$ -	\$ 2,250	\$ 9,000	\$ 10,500	\$ 10,500	\$ 5,625	\$ 1,125	\$ -	\$ -	\$ 39,000	\$ 151,487	\$ 113,000	\$ 135,146
Gross Profit	\$ -	\$ -	\$ -	\$ -	\$ 10,450	\$ 39,000	\$ 52,000	\$ 30,000	\$ 17,875	\$ 5,875	\$ -	\$ -	\$ 155,200	\$ 151,487	\$ 113,000	\$ 135,146
Expenses																
Payroll	\$ 2,657	\$ 2,657	\$ 2,657	\$ 2,657	\$ 9,542	\$ 9,542	\$ 9,542	\$ 9,542	\$ 9,542	\$ 9,542	\$ 2,657	\$ 2,657	\$ 73,200	\$ 109,401	\$ 122,700	\$ 95,957
Lesson Commissions	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ 20,000	\$ 32,000	\$ 12,000	\$ 8,000	\$ 4,000	\$ -	\$ -	\$ 80,800	\$ 49,363	\$ 23,000	\$ 53,966
Employer Taxes on Commissions	\$ -	\$ -	\$ -	\$ -	\$ 384	\$ 1,600	\$ -	\$ 960	\$ 640	\$ 320	\$ -	\$ -	\$ 3,904	\$ 3,305	\$ -	\$ -
Total Payroll Expenses	\$ 2,657	\$ 2,657	\$ 2,657	\$ 2,657	\$ 14,726	\$ 31,142	\$ 41,542	\$ 22,502	\$ 18,182	\$ 13,862	\$ 2,657	\$ 2,657	\$ 157,904	\$ 162,069	\$ 145,700	\$ 149,923
Staff Expense						\$ 300							\$ 300	\$ 32	\$ 500	\$ 413
Facility Expenses	\$ 500	\$ 500	\$ 500	\$ 500	\$ 1,750	\$ 1,600	\$ 1,950	\$ 1,850	\$ 2,450	\$ 2,250	\$ 750	\$ 550	\$ 15,150	\$ 6,091	\$ 14,950	\$ 14,865
Supplies and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 5,200	\$ 6,150	\$ 2,750	\$ 4,550	\$ 3,500	\$ 850	\$ -	\$ 23,500	\$ 7,236	\$ 23,470	\$ 25,369
Administrative & Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 800	\$ 4,550	\$ 3,500	\$ 850	\$ -	\$ -	\$ -	\$ 10,100	\$ 3,451	\$ 930	\$ 6,485
Credit Card Expense	\$ -	\$ -	\$ -	\$ -	\$ 254	\$ 960	\$ 1,250	\$ 810	\$ 470	\$ 140	\$ -	\$ -	\$ 3,884	\$ -	\$ 4,550	\$ -
Insurance					\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000			\$ 6,000	\$ 2,400	\$ 5,000	\$ 3,000
Property Taxes													\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 3,157	\$ 3,157	\$ 3,157	\$ 3,657	\$ 23,330	\$ 41,952	\$ 53,042	\$ 34,212	\$ 26,452	\$ 18,102	\$ 3,407	\$ 3,207	\$ 216,838	\$ 181,279	\$ 195,100	\$ 200,055
Net Ordinary Income	\$ (3,157)	\$ (3,157)	\$ (3,157)	\$ (3,657)	\$ (12,880)	\$ (2,952)	\$ (1,042)	\$ (4,212)	\$ (8,577)	\$ (12,227)	\$ (3,407)	\$ (3,207)	\$ (61,638)	\$ (29,792)	\$ (82,100)	\$ (64,909)
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (3,157)	\$ (3,157)	\$ (3,157)	\$ (3,657)	\$ (12,880)	\$ (2,952)	\$ (1,042)	\$ (4,212)	\$ (8,577)	\$ (12,227)	\$ (3,407)	\$ (3,207)	\$ (61,638)	\$ (29,792)	\$ (82,100)	\$ (64,909)
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	\$ (3,157)	\$ (3,157)	\$ (3,157)	\$ (3,657)	\$ (12,880)	\$ (2,952)	\$ (1,042)	\$ (4,212)	\$ (8,577)	\$ (12,227)	\$ (3,407)	\$ (3,207)	\$ (61,638)	\$ (29,792)	\$ (82,100)	\$ (64,909)

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue					\$ 1,500	\$ 18,600	\$ 36,000	\$ 30,000	\$ 10,000				\$ 96,100	\$ 95,893	\$ 96,000	\$ 95,813
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 18,600	\$ 36,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 96,100	\$ 95,893	\$ 96,000	\$ 95,813
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 18,600	\$ 36,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 96,100	\$ 95,893	\$ 96,000	\$ 95,813
Expenses																
Payroll	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 6,216	\$ 11,486	\$ 11,486	\$ 11,486	\$ 6,599	\$ 1,329	\$ 1,329	\$ 1,329	\$ 56,575	\$ 41,943	\$ 47,900	\$ 48,067
Staff Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 155
Facility Expenses	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 3,000	\$ 4,500	\$ 5,000	\$ 4,500	\$ 3,000	\$ 1,250	\$ 1,250	\$ 28,750	\$ 27,862	\$ 29,240	\$ 29,135
Supplies & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 500	\$ -	\$ -	\$ -	\$ 5,500	\$ 4,655	\$ 4,050	\$ 7,418
Administrative & Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,058	\$ 410	\$ 541
Credit Card Expense	\$ -	\$ -	\$ -	\$ -	\$ 30	\$ 372	\$ 720	\$ 600	\$ 200	\$ -	\$ -	\$ -	\$ 1,922			
Insurance	\$ -	\$ -	\$ -	\$ -	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ -	\$ -	\$ -	\$ 3,250	\$ 3,000	\$ 3,000	\$ 600
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 2,579	\$ 2,579	\$ 2,579	\$ 2,579	\$ 8,646	\$ 17,008	\$ 18,856	\$ 19,236	\$ 12,449	\$ 4,329	\$ 2,579	\$ 2,579	\$ 95,997	\$ 79,518	\$ 84,800	\$ 85,916
Net Ordinary Income	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (7,146)	\$ 1,592	\$ 17,144	\$ 10,764	\$ (2,449)	\$ (4,329)	\$ (2,579)	\$ (2,579)	\$ 103	\$ 16,375	\$ 11,200	\$ 9,897
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (7,146)	\$ 1,592	\$ 17,144	\$ 10,764	\$ (2,449)	\$ (4,329)	\$ (2,579)	\$ (2,579)	\$ 103	\$ 16,375	\$ 11,200	\$ 9,897
Overhead Allocation													\$ -			
Net Income	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (2,579)	\$ (7,146)	\$ 1,592	\$ 17,144	\$ 10,764	\$ (2,449)	\$ (4,329)	\$ (2,579)	\$ (2,579)	\$ 103			

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Daily Access Fees	\$ 250,000	\$ 250,000	\$ 100,000	\$ 25,000							\$ 12,500	\$ 200,000	\$ 837,500	\$ 712,343	\$ 779,000	\$ 809,380
Retail	\$ 40,000	\$ 40,000	\$ 20,000	\$ -							\$ 10,000	\$ 40,000	\$ 150,000	\$ 103,717	\$ 113,000	\$ 152,470
Lessons & Rentals	\$ 120,000	\$ 120,000	\$ 35,000	\$ -							\$ 1,000	\$ 100,000	\$ 376,000	\$ 316,306	\$ 341,000	\$ 404,163
Other Revenue	\$ 5,000	\$ 4,000	\$ 2,000	\$ -							\$ 200	\$ 2,000	\$ 13,200	\$ 14,133	\$ 9,000	\$ 15,103
Total Revenue	\$ 415,000	\$ 414,000	\$ 157,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,700	\$ 342,000	\$ 1,376,700	\$ 1,146,499	\$ 1,242,000	\$ 1,381,116
Cost of Goods Sold																
Retail	\$ 20,000	\$ 20,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 20,000	\$ 75,000	\$ 57,044	\$ 68,500	\$ 85,840
													\$ -	\$ -		
Total Cost of Goods Sold	\$ 20,000	\$ 20,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 20,000	\$ 75,000	\$ 57,044	\$ 68,500	\$ 85,840
Total COGS	\$ 20,000	\$ 20,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 20,000	\$ 75,000	\$ 57,044	\$ 68,500	\$ 85,840
Gross Profit	\$ 395,000	\$ 394,000	\$ 147,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,700	\$ 322,000	\$ 1,301,700	\$ 1,089,455	\$ 1,173,500	\$ 1,295,276
Expense																
Payroll	\$ 101,181	\$ 92,079	\$ 90,405	\$ 43,128	\$ 14,954	\$ 12,486	\$ 12,486	\$ 12,486	\$ 12,486	\$ 19,902	\$ 45,231	\$ 95,492	\$ 552,316	\$ 467,663	\$ 552,200	\$ 568,126
Staff Expense	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -						\$ 1,500	\$ 1,500	\$ 7,500	\$ 1,251	\$ 10,250	\$ 7,809
Facility Expenses	\$ 20,000	\$ 20,000	\$ 15,000	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 200	\$ 8,000	\$ 10,000	\$ 75,900	\$ 64,739	\$ 68,340	\$ 72,761
Supplies and Maintenance	\$ 20,000	\$ 20,000	\$ 20,000	\$ 8,000	\$ 500	\$ -	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 20,000	\$ 112,500	\$ 78,751	\$ 121,260	\$ 110,588
Administrative & Other Expenses	\$ 15,000	\$ 14,000	\$ 8,000	\$ 2,000	\$ 150	\$ 150	\$ 150					\$ 10,000	\$ 49,450	\$ 41,440	\$ 29,200	\$ 77,252
Credit Card Expense	\$ 8,300	\$ 8,280	\$ 3,140	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 474	\$ 6,840	\$ 27,534	\$ 56,000	\$ 36,550	
Insurance	\$ 10,250	\$ 10,250	\$ 10,250	\$ 10,250							\$ 10,250	\$ 10,250	\$ 61,500	\$ 63,602	\$ 56,000	\$ 40,800
Property Taxes													\$ -	\$ -	\$ 64,000	\$ -
Total Payroll & Operating Expenses	\$ 176,231	\$ 166,109	\$ 148,295	\$ 66,378	\$ 15,604	\$ 12,636	\$ 12,636	\$ 12,486	\$ 20,686	\$ 28,102	\$ 73,455	\$ 154,082	\$ 886,700	\$ 773,446	\$ 937,800	\$ 877,336
Net Ordinary Income	\$ 218,769	\$ 227,891	\$ (1,295)	\$ (41,378)	\$ (15,604)	\$ (12,636)	\$ (12,636)	\$ (12,486)	\$ (20,686)	\$ (28,102)	\$ (54,755)	\$ 167,918	\$ 415,000	\$ 316,009	\$ 235,700	\$ 417,940
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ 218,769	\$ 227,891	\$ (1,295)	\$ (41,378)	\$ (15,604)	\$ (12,636)	\$ (12,636)	\$ (12,486)	\$ (20,686)	\$ (28,102)	\$ (54,755)	\$ 167,918	\$ 415,000	\$ 316,009	\$ 235,700	\$ 417,940
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	\$ 218,769	\$ 227,891	\$ (1,295)	\$ (41,378)	\$ (15,604)	\$ (12,636)	\$ (12,636)	\$ (12,486)	\$ (20,686)	\$ (28,102)	\$ (54,755)	\$ 167,918	\$ 415,000	\$ 316,009	\$ 235,700	\$ 417,940

Assumes little Covid affect  
New snowmaking could improve results

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Daily Access Fees	\$0	\$0	\$0	\$0	\$15,000	\$45,000	\$180,000	\$250,000	\$230,000	\$50,000	\$0	\$0	\$770,000	\$0	\$30,000	\$706,521
Ball Fees	\$0	\$0	\$0	\$0	\$2,500	\$9,000	\$20,000	\$10,000	\$6,500	\$3,500	\$0	\$0	\$51,500	\$46,276		
Retail	\$0	\$0	\$0	\$0	\$2,500	\$4,500	\$23,000	\$25,000	\$17,000	\$14,000	\$0	\$0	\$86,000			
Lessons/Rentals	\$0	\$0	\$0	\$0	\$3,750	\$11,250	\$45,000	\$62,500	\$57,500	\$12,500	\$0	\$0	\$192,500			
Total Revenue	\$0	\$0	\$0	\$0	\$23,750	\$69,750	\$268,000	\$347,500	\$311,000	\$80,000	\$0	\$0	\$1,100,000	\$46,276	\$30,000	\$706,521
Cost of Goods Sold	\$0	\$0	\$0	\$0	\$1,250	\$2,250	\$11,500	\$12,500	\$8,500	\$7,000	\$0	\$0	\$43,000	\$302	\$0	\$49,814
Total Cost of Goods Sold	\$0	\$0	\$0	\$0	\$1,250	\$2,250	\$11,500	\$12,500	\$8,500	\$7,000	\$0	\$0	\$43,000	\$302	\$0	\$49,814
Total COGS	\$0	\$0	\$0	\$0	\$1,250	\$2,250	\$11,500	\$12,500	\$8,500	\$7,000	\$0	\$0	\$43,000	\$302	\$0	\$49,814
Gross Profit	\$0	\$0	\$0	\$0	\$22,500	\$67,500	\$256,500	\$335,000	\$302,500	\$73,000	\$0	\$0	\$1,057,000	\$45,974	\$30,000	\$656,707
Expenses																
Payroll	\$26,315	\$26,315	\$32,565	\$50,622	\$98,659	\$127,780	\$143,192	\$142,846	\$117,541	\$87,560	\$27,035	\$24,603	\$905,031	\$343,995	\$360,800	\$848,265
Staff Expense	\$0	\$0	\$0	\$0	\$1,500	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$1,421	\$3,800	\$9,346
Facility Expenses	\$7,000	\$7,000	\$7,000	\$9,000	\$8,000	\$8,000	\$32,000	\$32,000	\$25,000	\$16,000	\$7,000	\$7,000	\$165,000	\$71,345	\$85,780	\$166,047
Supplies and Maintenance	\$1,500	\$1,500	\$3,000	\$7,000	\$18,000	\$14,000	\$10,000	\$11,000	\$1,500	\$3,000	\$5,000	\$2,000	\$77,500	\$14,493	\$23,780	\$77,581
Administrative & Other Expenses	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	\$6,000	\$2,850	\$4,540	\$24,442
Credit Card Expense	\$0	\$0	\$0	\$0	\$475	\$1,395	\$5,360	\$6,950	\$6,220	\$1,600	\$0	\$0	\$22,000			
Insurance	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,033	\$4,037	\$48,400	\$24,900	\$44,000	\$55,200
Property Taxes													\$0	\$17,550	\$32,000	\$0
Total Payroll & Operating Expenses	\$38,848	\$38,848	\$46,598	\$70,655	\$131,667	\$157,708	\$195,585	\$197,829	\$155,294	\$113,193	\$43,068	\$37,640	\$1,226,931	\$476,554	\$554,700	\$1,180,881
Net Ordinary Income	(\$38,848)	(\$38,848)	(\$46,598)	(\$70,655)	(\$109,167)	(\$90,208)	\$60,915	\$137,171	\$147,206	(\$40,193)	(\$43,068)	(\$37,640)	(\$169,931)	(\$430,580)	(\$524,700)	(\$524,174)
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$38,848)	(\$38,848)	(\$46,598)	(\$70,655)	(\$109,167)	(\$90,208)	\$60,915	\$137,171	\$147,206	(\$40,193)	(\$43,068)	(\$37,640)	(\$169,931)	(\$430,580)	(\$524,700)	(\$524,174)
Overhead Allocation													\$0			
Net Income	(\$38,848)	(\$38,848)	(\$46,598)	(\$70,655)	(\$109,167)	(\$90,208)	\$60,915	\$137,171	\$147,206	(\$40,193)	(\$43,068)	(\$37,640)	(\$169,931)			

Golf reopens - fee study to begin  
Revenue equal to 2018

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Food				\$96,000	\$75,000	\$150,000	\$230,000	\$197,000	\$116,000	\$92,000	\$85,000	\$157,000	\$1,198,000		\$1,686,700	\$1,753,357
Beverage				\$41,000	\$37,000	\$72,000	\$100,000	\$88,000	\$58,000	\$43,000	\$36,000	\$64,000	\$539,000		\$736,850	\$787,517
Other													\$0		\$72,450	\$201,355
Carryout Dining	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,204		
Dinner-Inside	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$585,000		
Dinner-Outside	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$443,145		
Bar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total Revenue	\$40,000	\$40,000	\$40,000	\$137,000	\$112,000	\$222,000	\$330,000	\$285,000	\$174,000	\$135,000	\$121,000	\$221,000	\$1,857,000	\$1,487,513	\$2,496,000	\$2,742,229
Cost of Goods Sold	\$10,400	\$10,400	\$10,400	\$35,620	\$29,120	\$57,720	\$85,800	\$74,100	\$45,240	\$35,100	\$31,460	\$57,460	\$482,820	\$509,335	\$722,200	\$784,377
Gross Margin	\$29,600	\$29,600	\$29,600	\$101,380	\$82,880	\$164,280	\$244,200	\$210,900	\$128,760	\$99,900	\$89,540	\$163,540	\$1,374,180	\$978,178	\$1,773,800	\$1,957,852
Expenses																
Payroll	\$93,170	\$93,170	\$93,170	\$93,170	\$102,280	\$127,352	\$161,514	\$154,124	\$132,970	\$113,714	\$119,595	\$134,234	\$1,418,463	\$1,150,023	\$1,484,400	\$1,508,178
Staff Expense	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000	\$22,515	\$50,125
Facility Expenses	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$96,000	\$87,472	\$93,000	\$96,032
Supplies and Maintenance	\$4,000	\$4,000	\$4,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$66,000	\$87,930	\$170,775	\$177,657
Administrative & Other Expenses	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000	\$45,486	\$83,960	\$77,248
Credit Card Expense	\$800	\$800	\$800	\$2,740	\$2,240	\$4,440	\$6,600	\$5,700	\$3,480	\$2,700	\$2,420	\$4,420	\$37,140	\$21,510	\$70,040	\$85,330
Insurance	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$2,020	\$24,240	\$21,510	\$22,000	\$18,600
Property Taxes													\$0	\$6,010	\$6,000	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Payroll & Operating Expenses	\$115,990	\$115,990	\$115,990	\$119,930	\$128,540	\$155,812	\$192,134	\$183,844	\$160,470	\$140,434	\$146,035	\$162,674	\$1,737,843	\$1,420,946	\$1,980,300	\$2,007,914
Net Ordinary Income	(\$86,390)	(\$86,390)	(\$86,390)	(\$18,550)	(\$45,660)	\$8,468	\$52,066	\$27,056	(\$31,710)	(\$40,534)	(\$56,495)	\$866	(\$363,663)	(\$442,768)	(\$206,500)	(\$50,062)
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$86,390)	(\$86,390)	(\$86,390)	(\$18,550)	(\$45,660)	\$8,468	\$52,066	\$27,056	(\$31,710)	(\$40,534)	(\$56,495)	\$866	(\$363,663)	(\$442,768)	(\$206,500)	(\$50,062)
Net Income	(\$86,390)	(\$86,390)	(\$86,390)	(\$18,550)	(\$45,660)	\$8,468	\$52,066	\$27,056	(\$31,710)	(\$40,534)	(\$56,495)	\$866	(\$363,663)			

New F&B Director to review operations

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Rec Fee Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Daily Access Fees	\$ 9,000	\$ 9,000	\$ 9,000	\$ 17,000	\$ 10,000	\$ 31,000	\$ 90,000	\$ 60,000	\$ 15,000	\$ 6,000	\$ 9,000	\$ 24,000	\$ 289,000	\$ 141,234	\$ 483,200	\$ 497,629
Retail	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,000	\$ 9,000	\$ 7,000	\$ 2,000	\$ 3,000	\$ 600	\$ 600	\$ 29,200	\$ 2,339	\$ 43,200	\$ 30,615
Lessons	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 62,000	\$ 190,000	\$ 70,000	\$ 7,000	\$ 4,500	\$ 6,500	\$ 6,000	\$ 355,000	\$ 10,096	\$ 530,600	\$ 387,801
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142,000	\$ (27,942)	\$ 9,000	\$ 16,910
Total Revenue	\$ 9,600	\$ 9,600	\$ 9,600	\$ 17,600	\$ 19,600	\$ 97,000	\$ 431,000	\$ 137,000	\$ 24,000	\$ 13,500	\$ 16,100	\$ 30,600	\$ 815,200	\$ 125,727	\$ 1,066,000	\$ 932,955
Cost of Goods Sold																
Retail (75% GM)	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,600	\$ 3,600	\$ 2,800	\$ 800	\$ 1,200	\$ 240	\$ 240	\$ 11,680	\$ 1,362	\$ 27,000	\$ 21,486
Total Cost of Goods Sold	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,600	\$ 3,600	\$ 2,800	\$ 800	\$ 1,200	\$ 240	\$ 240	\$ 11,680	\$ 1,362	\$ 27,000	\$ 21,486
Total COGS	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,600	\$ 3,600	\$ 2,800	\$ 800	\$ 1,200	\$ 240	\$ 240	\$ 11,680	\$ 1,362	\$ 27,000	\$ 21,486
Gross Profit	\$ 9,360	\$ 9,360	\$ 9,360	\$ 17,360	\$ 19,360	\$ 95,400	\$ 427,400	\$ 134,200	\$ 23,200	\$ 12,300	\$ 15,860	\$ 30,360	\$ 803,520	\$ 124,365	\$ 1,039,000	\$ 911,469
Expense																
Payroll	\$ 55,679	\$ 55,679	\$ 55,679	\$ 58,849	\$ 74,219	\$ 100,314	\$ 141,374	\$ 103,910	\$ 71,249	\$ 75,023	\$ 57,851	\$ 54,846	\$ 904,672	\$ 549,949	\$ 1,100,800	\$ 1,003,219
Staff Expense	\$ 26	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,000	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,026	\$ 2,822	\$ 13,150	\$ 9,223
Facility Expenses	\$ 24,000	\$ 24,000	\$ 24,000	\$ 20,000	\$ 15,000	\$ 18,000	\$ 18,000	\$ 17,000	\$ 14,000	\$ 16,000	\$ 17,000	\$ 19,000	\$ 226,000	\$ 179,304	\$ 216,945	\$ 224,412
Supplies and Maintenance	\$ 17,000	\$ 21,000	\$ 20,000	\$ 11,000	\$ 20,000	\$ 36,000	\$ 106,000	\$ 33,000	\$ 17,000	\$ 23,000	\$ 15,000	\$ 22,000	\$ 341,000	\$ 143,310	\$ 350,615	\$ 340,152
Administrative & Other Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000	\$ 5,630	\$ 11,330	\$ 31,241
Credit Card Expense	\$ 192	\$ 192	\$ 192	\$ 352	\$ 392	\$ 1,940	\$ 8,620	\$ 2,740	\$ 480	\$ 270	\$ 322	\$ 612	\$ 16,304	\$ -	\$ 23,260	\$ -
Insurance	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 7,650	\$ 91,800	\$ 83,000	\$ 83,000	\$ 24,000
Property Taxes													\$ -	\$ 14,924	\$ 15,000	\$ -
Other Expenses													\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 105,547	\$ 109,521	\$ 108,521	\$ 98,851	\$ 119,761	\$ 165,904	\$ 284,144	\$ 165,300	\$ 111,379	\$ 122,943	\$ 98,823	\$ 105,108	\$ 1,595,802	\$ 978,939	\$ 1,814,100	\$ 1,632,247
Net Ordinary Income	\$ (96,187)	\$ (100,161)	\$ (99,161)	\$ (81,491)	\$ (100,401)	\$ (70,504)	\$ 143,256	\$ (31,100)	\$ (88,179)	\$ (110,643)	\$ (82,963)	\$ (74,748)	\$ (792,282)	\$ (854,574)	\$ (775,100)	\$ (720,778)
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	(96,187)	(100,161)	(99,161)	(81,491)	(100,401)	(70,504)	143,256	(31,100)	(88,179)	(110,643)	(82,963)	(74,748)	(792,282)	(854,574)	(775,100)	(720,778)
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	(96,187)	(100,161)	(99,161)	(81,491)	(100,401)	(70,504)	143,256	(31,100)	(88,179)	(110,643)	(82,963)	(74,748)	(792,282)			

Assumes Covid restrictions until Summer 2021



FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Rec Fee Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bike Rentals	\$0	\$0	\$0	\$0	\$4,000	\$13,000	\$32,500	\$9,000	\$5,000	\$2,500	\$0	\$0	\$66,000	\$69,676	\$43,200	\$43,698
Retail	\$0	\$0	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$4,000	\$0	\$0	\$0	\$36,000	\$53,818	\$70,400	\$66,813
Repairs	\$0	\$0	\$0	\$0	\$1,500	\$4,000	\$6,000	\$0	\$0	\$0	\$0	\$0	\$11,500	\$0	\$0	\$0
Camps	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,516	\$25,400	\$24,128
Total Revenue	\$0	\$0	\$0	\$0	\$13,500	\$25,000	\$46,500	\$17,000	\$9,000	\$2,500	\$0	\$0	\$113,500	\$137,010	\$139,000	\$134,639
Cost of Goods Sold																
Retail (50% GM)	\$0	\$0	\$9	\$0	\$35,764	\$6,430	\$5,657	\$0	\$0	\$0	\$0	\$0	\$47,860	\$47,860	\$50,000	\$55,263
Total Cost of Goods Sold	\$0	\$0	\$9	\$0	\$35,764	\$6,430	\$5,657	\$0	\$0	\$0	\$0	\$0	\$47,860	\$47,860	\$50,000	\$55,263
Total COGS	\$0	\$0	\$9	\$0	\$35,764	\$6,430	\$5,657	\$0	\$0	\$0	\$0	\$0	\$47,860	\$47,860	\$50,000	\$55,263
Gross Profit	\$0	\$0	(\$9)	\$0	(\$22,264)	\$18,570	\$40,843	\$17,000	\$9,000	\$2,500	\$0	\$0	\$65,640	\$89,150	\$89,000	\$79,376
Expense																
Payroll	\$1,329	\$1,329	\$1,329	\$1,329	\$1,329	\$9,179	\$9,179	\$9,179	\$9,179	\$1,329	\$1,329	\$1,329	\$47,346	\$41,030	\$57,900	\$53,649
Staff Expense													\$0	\$0	\$450	\$216
Facility Expenses	\$0	\$0	\$0	\$0	\$900	\$1,600	\$1,200	\$1,200	\$1,200	\$1,200	\$0	\$0	\$7,300	\$4,087	\$6,635	\$7,214
Supplies and Maintenance	\$0	\$0	\$0	\$0	\$500	\$500	\$500	\$500	\$500	\$0	\$0	\$0	\$2,500	\$1,767	\$1,715	\$2,728
Administrative & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,195	\$1,000	\$6,118
Credit Card Expense	\$0	\$0	\$0	\$0	\$270	\$500	\$930	\$340	\$180	\$50	\$0	\$0	\$2,270	\$3,700	\$3,700	\$3,700
Insurance	\$0	\$0	\$0	\$0	\$880	\$880	\$880	\$880	\$880	\$0	\$0	\$0	\$4,400	\$2,100	\$4,000	\$2,400
Property Taxes													\$0	\$0	\$0	\$0
Other Expenses													\$0	\$1,142	\$0	\$0
Total Payroll & Operating Expenses	\$1,329	\$1,329	\$1,329	\$1,329	\$3,879	\$12,659	\$12,689	\$12,099	\$11,939	\$2,579	\$1,329	\$1,329	\$63,816	\$54,321	\$75,400	\$72,325
Net Ordinary Income	(\$1,329)	(\$1,329)	(\$1,338)	(\$1,329)	(\$26,143)	\$5,911	\$28,154	\$4,901	(\$2,939)	(\$79)	(\$1,329)	(\$1,329)	\$1,824	\$34,829	\$13,600	\$7,051
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$1,329)	(\$1,329)	(\$1,338)	(\$1,329)	(\$26,143)	\$5,911	\$28,154	\$4,901	(\$2,939)	(\$79)	(\$1,329)	(\$1,329)	\$1,824	\$34,829	\$13,600	\$7,051
Overhead Allocation													\$0	\$0	\$0	\$0
Net Income	(\$1,329)	(\$1,329)	(\$1,338)	(\$1,329)	(\$26,143)	\$5,911	\$28,154	\$4,901	(\$2,939)	(\$79)	(\$1,329)	(\$1,329)	\$1,824	\$34,829	\$13,600	\$7,051

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Food	\$0	\$0	\$0	\$0	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$0	\$0	\$0	\$275,000		\$270,300	\$260,721
Beverage	\$0	\$0	\$0	\$0	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$0	\$0	\$0	\$60,000		\$56,200	\$71,058
Other	\$0	\$0	\$0	\$0	\$500	\$500	\$500	\$500	\$500	\$0	\$0	\$0	\$2,500		\$8,500	\$12,783
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
Total Revenue	\$0	\$0	\$0	\$0	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$0	\$0	\$0	\$337,500	\$0	\$335,000	\$344,562
Cost of Goods Sold (flat 40%)	\$0	\$0	\$0	\$0	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$0	\$0	\$0	\$135,000		\$91,000	\$99,662
Gross Margin	\$0	\$0	\$0	\$0	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$0	\$0	\$0	\$202,500	\$0	\$335,000	\$344,562
Expenses																
Payroll	\$0	\$0	\$0	\$0	\$35,181	\$35,181	\$35,181	\$35,181	\$35,181	\$0	\$0	\$0	\$175,904	\$1,530	\$190,900	\$228,732
Staff Expense	\$0	\$0	\$0	\$0	\$250	\$250	\$250	\$250	\$250	\$0	\$0	\$0	\$1,250	\$0	\$3,075	\$4,165
Facility Expenses	\$0	\$0	\$0	\$0	\$250	\$250	\$250	\$250	\$250	\$0	\$0	\$0	\$1,250	\$3,381	\$6,710	\$6,264
Supplies and Maintenance	\$0	\$0	\$0	\$0	\$650	\$650	\$650	\$650	\$650	\$0	\$0	\$0	\$3,250	\$3,482	\$22,905	\$32,081
Administrative & Other Expenses	\$0	\$0	\$0	\$0	\$100	\$100	\$100	\$100	\$100	\$0	\$0	\$0	\$500	\$646	\$7,810	\$16,567
Credit Card Expense	\$0	\$0	\$0	\$0	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$0	\$0	\$0	\$6,750	\$0	\$8,600	
Insurance	\$0	\$0	\$0	\$0	\$650	\$650	\$650	\$650	\$650	\$0	\$0	\$0	\$3,250	\$1,500	\$3,000	\$2,400
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Payroll & Operating Expenses	\$0	\$0	\$0	\$0	\$38,431	\$38,431	\$38,431	\$38,431	\$38,431	\$0	\$0	\$0	\$192,154	\$10,539	\$243,000	\$290,209
Net Ordinary Income	\$0	\$0	\$0	\$0	\$2,069	\$2,069	\$2,069	\$2,069	\$2,069	\$0	\$0	\$0	\$10,346	(\$10,539)	\$92,000	\$54,353
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	\$0	\$0	\$0	\$0	\$2,069	\$2,069	\$2,069	\$2,069	\$2,069	\$0	\$0	\$0	\$10,346	(\$10,539)	\$92,000	\$54,353
Overhead Allocation													\$0			
Net Income	\$0	\$0	\$0	\$0	\$2,069	\$2,069	\$2,069	\$2,069	\$2,069	\$0	\$0	\$0	\$10,346			

New F&B Director to review operations

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue														\$ 189,336		
Food	\$18,000	\$18,000	\$18,000	\$16,000	\$16,000	\$25,000	\$40,000	\$36,000	\$36,000	\$18,000	\$15,000	\$57,000	\$313,000		\$578,657	\$360,508
Beverage	\$6,000	\$6,000	\$6,000	\$4,000	\$4,000	\$8,000	\$12,000	\$12,000	\$12,000	\$6,000	\$5,000	\$18,000	\$99,000		\$135,543	\$106,463
Retail													\$0		\$8,800	\$23,454
Total Revenue	\$24,000	\$24,000	\$24,000	\$20,000	\$20,000	\$33,000	\$52,000	\$48,000	\$48,000	\$24,000	\$20,000	\$75,000	\$412,000	\$189,336	\$723,000	\$490,425
Cost of Goods Sold	\$7,200	\$7,200	\$7,200	\$6,000	\$6,000	\$9,900	\$15,600	\$14,400	\$14,400	\$7,200	\$6,000	\$22,500	\$123,600	\$82,740	\$222,000	\$164,450
Gross Margin	\$16,800	\$16,800	\$16,800	\$14,000	\$14,000	\$23,100	\$36,400	\$33,600	\$33,600	\$16,800	\$14,000	\$52,500	\$288,400	\$106,596	\$501,000	\$325,975
Expenses																
Payroll	\$26,431	\$25,017	\$26,431	\$19,075	\$12,783	\$19,870	\$24,096	\$24,096	\$24,906	\$18,400	\$22,825	\$25,094	\$269,024	\$248,670	\$421,100	\$310,742
Staff Expense													\$0	\$2,478	\$12,700	\$8,855
Facility Expenses	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000	\$10,760	\$20,280	\$17,651
Supplies and Maintenance	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$36,000	\$23,977	\$43,600	\$39,006
Administrative & Other Expenses													\$0	\$8,383	\$6,720	\$4,810
Credit Card Expense	\$480	\$480	\$480	\$400	\$400	\$660	\$1,040	\$960	\$960	\$480	\$400	\$1,500	\$8,240	\$0	\$16,900	\$11,010
Insurance	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600	\$1,750	\$3,000	\$2,400
Property Taxes													\$0	\$0	\$0	\$0
Other Expenses													\$0	\$0	\$0	\$0
Total Payroll & Operating Expenses	\$31,711	\$30,297	\$31,711	\$24,275	\$17,983	\$25,330	\$29,936	\$29,856	\$30,666	\$23,680	\$28,025	\$31,394	\$334,864	\$296,018	\$524,300	\$394,474
Net Ordinary Income	(\$14,911)	(\$13,497)	(\$14,911)	(\$10,275)	(\$3,983)	(\$2,230)	\$6,464	\$3,744	\$2,934	(\$6,880)	(\$14,025)	\$21,106	(\$46,464)	(\$189,422)	(\$23,300)	(\$68,499)
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$14,911)	(\$13,497)	(\$14,911)	(\$10,275)	(\$3,983)	(\$2,230)	\$6,464	\$3,744	\$2,934	(\$6,880)	(\$14,025)	\$21,106	(\$46,464)	(\$189,422)	(\$23,300)	(\$68,499)
Overhead Allocation													\$0			
Net Income	(\$14,911)	(\$13,497)	(\$14,911)	(\$10,275)	(\$3,983)	(\$2,230)	\$6,464	\$3,744	\$2,934	(\$6,880)	(\$14,025)	\$21,106	(\$46,464)			

New F&B Director to review operations

FISCAL YEAR CALENDAR MONTH	2021												2021	2020	2020	2019
	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue													\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost of Goods Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Margin	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenses																
Payroll	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$60,624	\$727,488	\$573,829	\$811,700	\$728,561
Staff Expenses	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200	\$1,597	\$7,200	\$7,952
Facility Expenses	\$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	\$30,329	\$55,870	\$55,997
Supplies & Maintenance	(\$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)	(\$24,394)	(\$64,970)	(\$77,075)
Administrative & Other Expenses	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$9,000	\$17,385	\$9,200	\$10,232
Insurance	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,380	\$2,420	\$28,600	\$26,400	\$26,000	\$24,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Payroll & Operating Expenses	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,354	\$64,394	\$772,288	\$625,146	\$845,000	\$749,667
Net Ordinary Income	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,394)	(\$772,288)	(\$625,146)	(\$845,000)	(\$749,667)
Other Income													\$0	\$0	\$0	\$0
Other Expense													\$0	\$0	\$0	\$0
Net Income before Overhead	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,394)	(\$772,288)	(\$625,146)	(\$845,000)	(\$749,667)
Overhead Allocation													\$0			
Net Income	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,354)	(\$64,394)	(\$772,288)			

Maintenance

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Revenue																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses																
Payroll	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 34,055	\$ 408,657	\$ 350,165	\$ 301,500	\$ 285,749
Staff Expenses	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000	\$ 5,457	\$ 5,900	\$ 8,665
Facility Expenses	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 4,800	\$ 2,818	\$ 4,800	\$ 4,326
Supplies & Maintenance	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400	\$ 6,095	\$ 2,700	\$ 4,849
Administrative & Other Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000	\$ 12,227	\$ 11,100	\$ 11,825
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Payroll & Operating Expenses	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 36,155	\$ 433,857	\$ 376,762	\$ 326,000	\$ 315,414
Net Ordinary Income	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (433,857)	\$ (376,762)	\$ (326,000)	\$ (315,414)
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (433,857)	\$ (376,762)	\$ (326,000)	\$ (315,414)
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (36,155)	\$ (433,857)	\$ (376,762)	\$ (326,000)	\$ (315,414)

Increased payroll to manage increased workload

FISCAL YEAR	2021												2021	2020	2020	2019
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual
Ordinary Income/Expense																
Revenue																
Daily Access Fees	\$ 400,532	\$ 386,892	\$ 356,268	\$ 117,392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 364,188	\$ 1,625,272	\$ 1,469,732	\$ 1,960,800	\$ 2,017,461
Food	\$ 74,189	\$ 71,663	\$ 65,991	\$ 21,744	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,458	\$ 301,045	\$ 326,017	\$ 386,700	\$ 365,068
Beverage													\$ -	\$ -	\$ 109,900	\$ 121,700
Retail	\$ 18,206	\$ 17,586	\$ 16,194	\$ 5,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,554	\$ 73,876	\$ 71,105	\$ 146,200	\$ 148,267
Lessons & Rentals	\$ 263,987	\$ 254,997	\$ 234,813	\$ 77,372	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,033	\$ 1,071,202	\$ 1,397,625	\$ 2,066,000	\$ 1,992,834
Other Revenue	\$ 163,854	\$ 158,274	\$ 145,746	\$ 48,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,986	\$ 664,884	\$ 155,391	\$ 112,400	\$ 125,221
Total Revenue	\$ 920,768	\$ 889,412	\$ 819,012	\$ 269,868	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 837,219	\$ 3,736,279	\$ 3,419,870	\$ 4,782,000	\$ 4,770,551
Cost of Goods Sold																
Food COGS	\$ 19,660	\$ 18,991	\$ 17,487	\$ 5,762	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,876	\$ 79,777	\$ 66,763	\$ 105,900	\$ 103,340
Beverage COGS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,471	\$ 26,100	\$ 25,541
Retail COGS	\$ 8,739	\$ 8,441	\$ 7,773	\$ 2,561	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,946	\$ 35,460	\$ 31,597	\$ 70,000	\$ 67,939
Total Cost of Goods Sold	\$ 28,399	\$ 27,432	\$ 25,261	\$ 8,323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,822	\$ 115,237	\$ 112,831	\$ 202,000	\$ 196,820
Gross Profit	\$ 892,369	\$ 861,980	\$ 793,751	\$ 261,545	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 811,396	\$ 3,621,041	\$ 3,307,039	\$ 4,580,000	\$ 4,573,731
Expenses																
Payroll	\$ 367,991	\$ 321,241	\$ 321,241	\$ 167,701	\$ 47,805	\$ 47,805	\$ 47,805	\$ 47,805	\$ 47,805	\$ 58,531	\$ 127,293	\$ 367,991	\$ 1,971,014	\$ 1,843,787	\$ 2,128,500	\$ 2,008,676
Staff Expense													\$ -	\$ 150,813	\$ 171,771	\$ 175,814
Facility Expenses													\$ -	\$ 162,504	\$ 222,560	\$ 197,950
Supplies and Maintenance													\$ -	\$ 138,819	\$ 191,239	\$ 166,198
Administrative & Other Expenses	\$ 94,467	\$ 88,467	\$ 83,467	\$ 53,467	\$ 25,000	\$ 17,000	\$ 17,500	\$ 17,000	\$ 25,000	\$ 17,000	\$ 58,467	\$ 170,465	\$ 667,300	\$ 54,145	\$ 92,810	\$ 60,997
Credit Card Expense													\$ -	\$ 85,760	\$ 88,320	\$ 102,075
Insurance	\$ 31,533	\$ 31,533	\$ 31,533	\$ 31,533	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,533	\$ 31,535	\$ 189,200	\$ 172,000	\$ 172,000	\$ 160,514
Property Taxes													\$ -	\$ 47,676	\$ 48,000	\$ -
Total Payroll & Operating Expenses	\$ 493,991	\$ 441,241	\$ 436,241	\$ 252,701	\$ 72,805	\$ 64,805	\$ 65,305	\$ 64,805	\$ 72,805	\$ 75,531	\$ 217,293	\$ 569,991	\$ 2,827,514	\$ 2,655,504	\$ 3,115,200	\$ 2,872,224
Net Ordinary Income	\$ 398,379	\$ 420,739	\$ 357,510	\$ 8,843	\$ (72,805)	\$ (64,805)	\$ (65,305)	\$ (64,805)	\$ (72,805)	\$ (75,531)	\$ (217,293)	\$ 241,406	\$ 793,527	\$ 651,535	\$ 1,464,800	\$ 1,701,507
Other Income													\$ -	\$ -	\$ -	\$ -
Other Expense													\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ 398,379	\$ 420,739	\$ 357,510	\$ 8,843	\$ (72,805)	\$ (64,805)	\$ (65,305)	\$ (64,805)	\$ (72,805)	\$ (75,531)	\$ (217,293)	\$ 241,406	\$ 793,527	\$ 651,535	\$ 1,464,800	\$ 1,701,507
Overhead Allocation													\$ -	\$ -	\$ -	\$ -
Net Income	\$ 398,379	\$ 420,739	\$ 357,510	\$ 8,843	\$ (72,805)	\$ (64,805)	\$ (65,305)	\$ (64,805)	\$ (72,805)	\$ (75,531)	\$ (217,293)	\$ 241,406	\$ 793,527	\$ 651,535	\$ 1,464,800	\$ 1,701,507

Significant Covid affect January-April - See separate slide

FISCAL YEAR	2021												2021	2020	2020	2019	
CALENDAR MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Budget	Forecast	Budget	Actual	
Ordinary Income/Expense																	
Revenue																	
Rec Fee Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Daily Access Fees	\$ 55,500	\$ 80,400	\$ 60,200	\$ 8,900								\$ 2,400	\$ 57,300	\$ 264,700	\$ 131,376	\$ 264,700	\$ 208,244
Food & Beverage	\$ 1,200	\$ 1,600	\$ 1,200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100	\$ 5,300	\$ 173		\$ 6,457
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,054	\$ 5,300	\$ 238
Total Revenue	\$ 56,700	\$ 82,000	\$ 61,400	\$ 9,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ 58,400	\$ 270,000	\$ 133,603	\$ 270,000	\$ 214,939
Total Cost of Goods Sold	\$ 600	\$ 800	\$ 600	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550	\$ 2,650	\$ 671	\$ 3,000	\$ 1,911
Total COGS	\$ 600	\$ 800	\$ 600	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550	\$ 2,650	\$ 671	\$ 3,000	\$ 1,911
Gross Profit	\$ 56,100	\$ 81,200	\$ 60,800	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ 57,850	\$ 267,350	\$ 132,932	\$ 267,000	\$ 213,028
Expenses																	
Payroll	\$ 22,787	\$ 22,787	\$ 16,287	\$ 10,762	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 9,787	\$ 19,537	\$ 109,920	\$ 74,080	\$ 113,500	\$ 92,522
Staff Expense	\$ 50	\$ 50	\$ 50	\$ 200									\$ 550	\$ 900	\$ 650	\$ 900	\$ -
Facility Expenses	\$ 1,650	\$ 1,650	\$ 1,650									\$ 4,000	\$ 5,650	\$ 14,600	\$ 12,896	\$ 14,600	\$ 7,327
Supplies and Maintenance	\$ 4,200	\$ 2,600	\$ 4,060	\$ 500								\$ 1,850	\$ 5,790	\$ 19,000	\$ 14,232	\$ 20,000	\$ 18,116
Administrative & Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,263	\$ 2,000	\$ 7,727
Credit Card Expense	\$ 1,500	\$ 2,000	\$ 1,500	\$ 250										\$ 5,250	\$ 15,126	\$ 7,000	
Insurance	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750	\$ 2,750	\$ 16,500	\$ -	\$ 15,000	\$ 4,200
Property Taxes														\$ -	\$ -		\$ -
Total Payroll & Operating Expenses	\$ 32,937	\$ 31,837	\$ 26,297	\$ 14,462	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,329	\$ 18,387	\$ 34,277	\$ 166,170	\$ 121,247	\$ 173,000	\$ 129,892
Net Ordinary Income	\$ 23,763	\$ 50,163	\$ 35,103	\$ (5,362)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (15,987)	\$ 24,123	\$ 103,830	\$ 12,356	\$ 94,000	\$ 83,136
Other Income														\$ -	\$ -	\$ -	\$ -
Other Expense														\$ -	\$ -	\$ -	\$ -
Net Income before Overhead	\$ 23,763	\$ 50,163	\$ 35,103	\$ (5,362)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (15,987)	\$ 24,123	\$ 103,830	\$ 12,356	\$ 94,000	\$ 83,136
Overhead Allocation														\$ -	\$ -	\$ -	\$ -
Net Income	\$ 23,763	\$ 50,163	\$ 35,103	\$ (5,362)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (1,329)	\$ (15,987)	\$ 24,123	\$ 103,830	\$ 12,356	\$ 94,000	\$ 83,136