

# CITY OF BALTIMORE



## REQUEST FOR SOLUTIONS GOLF COURSE MANAGEMENT SERVICES

for the

Management Lease of Municipal Golf Courses

Issued by the Baltimore City Finance Department

RFS #[B50004752](#)

Date: August 30, 2016

## Message to Potential Respondents

Dear Respondent,

The City of Baltimore currently owns five (5) municipal golf courses. Since 1985, these courses have been operated by the nonprofit Baltimore Golf Management Corporation (BGMC). These courses are important community and regional resources, and the City desires to take a fresh look at these assets. Our goal is to gauge market interest from the golf management industry to explore operational alternatives and potential service enhancements for these Courses.

The City is soliciting concepts that include, but are not limited to:

- Private operation of the Courses
- Creative approaches to management or service changes for the Courses (the “Response(s)”)

**Based on Responses to this Request for Solutions (RFS), the City may enter into a lease agreement with one or more respondents without the issuance of a subsequent Request for Proposal (RFP).**

The Response receipt deadline is **October 28, 2016 at 5:00 PM** prevailing local time. All Responses must be delivered to the following address:

City of Baltimore  
Finance Department  
Re: RFS # 12345678910  
Attn: Jonathan Morancy  
City Hall, Room 469  
100 N. Holliday St.  
Baltimore, MD 21202

Incomplete, late, or incorrectly submitted Responses will not be accepted. Responses by entities that do not fulfill the minimum requirements will not be accepted.

Questions regarding this RFS should be directed to Jonathan Morancy, at [jonathan.morancy@baltimorecity.gov](mailto:jonathan.morancy@baltimorecity.gov). Interested parties should make plans to attend the On-Site Pre-Response Meeting and On-Site Golf Course Tours.

Thank you,

/s/

Henry Raymond  
Director of Finance



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## GENERAL INFORMATION

### A. PURPOSE

The purpose of this RFS is to determine the market for an interest in the operation and maintenance of the City's five (5) municipal golf courses and their related facilities, equipment, and appurtenances, which include Carroll Park, Clifton Park, Forest Park, Mount Pleasant, and Pine Ridge (the "Courses"). The City is requesting that potential respondents ("Respondent(s)") indicate their level of interest in participating in this opportunity.

**Based on Responses to this RFS, the City may enter into a lease agreement with one or more Respondents without issuance of a subsequent Request for Proposal.**

### B. TARGET SCHEDULE

The target schedule for the RFS process is as follows:

1) City issues RFS: **August 30, 2016**

2) On-site Pre-Response Meeting: September 28, 2016 at 10:00 a.m. EST

A Pre-Response conference will be held for the purpose of answering questions about the RFS process and goals. Attendance at this conference is not mandatory, but is strongly encouraged. If you plan to attend, please notify Jonathan Morancy via e-mail at [jonathan.morancy@baltimorecity.gov](mailto:jonathan.morancy@baltimorecity.gov). Please submit all questions to Jonathan Morancy via email at [jonathan.morancy@baltimorecity.gov](mailto:jonathan.morancy@baltimorecity.gov), on or before September 21, 2016 by 5:00 PM. Respondents will be allowed an opportunity to ask oral questions as well.

**Location: Baltimore City Hall, 100 N. Holliday St., Baltimore, MD 21202**

3) On-Site Golf Course Tours will be conducted on the afternoon of September 28 and all day September 29. The first tour will begin at 1:00 p.m. at Carroll Park Golf Course.

4) Deadline for submission of Responses is **October 28, 2016 at 5:00 p.m.**

### C. BACKGROUND

BGMC has been responsible for the management of the Courses for the past 31 years. The City is looking to explore other options for the management and programming of these Courses. Responses to this RFS could, but will not necessarily, result in a lease agreement with one or more Respondents without a subsequent RFP process. If determined to be in the City's best interest, however, the City may also opt to undertake a further competitive process for the operation of one or more of the Courses.

The Courses are listed and briefly described below. Further details regarding each course are provided in Appendix B.

#### 1. Course Descriptions

*Carroll Park Golf Course*

*9 Holes, Par 34, Opened 1923*

The 9-hole Carroll Park course is the closest to Baltimore's Inner Harbor, and has operated seasonally since 2011.

*Clifton Park Golf Course*

*18 Holes, Par: 71, Opened 1915*

Baltimore's first public golf course, Clifton Park was built in 1915 on the grounds of Johns Hopkins' summer mansion. Featuring unique views of Baltimore's cityscape, the Clifton Park course also hosts a First Tee Learning Center.

*Forest Park Golf Course*

*18 holes, Par: 71, Opened 1934*

Originally a 9-hole course, Forest Park now operates as a year-round, 18-hole facility. In 2015, First Tee of Baltimore established a second Junior Golf Learning Center at Forest Park, featuring 5 target greens, practice bunkers, a putting green, and classroom.

*Mount Pleasant Golf Course*

*18 Holes, Par: 71, Opened 1934*

Month Pleasant features a classic design, and was the site of Arnold Palmer's second American tournament win as a touring professional in 1956.

*Pine Ridge Golf Course*

*18 Holes, Par: 72, Opened 1958*

Pine Ridge is one of the most picturesque golf courses in the area, and has hosted several PGA and LPGA tournaments. Pine Ridge is challenging for professionals and beginners with majestic views of the Loch Raven Reservoir.

*Pine Ridge Driving Range*

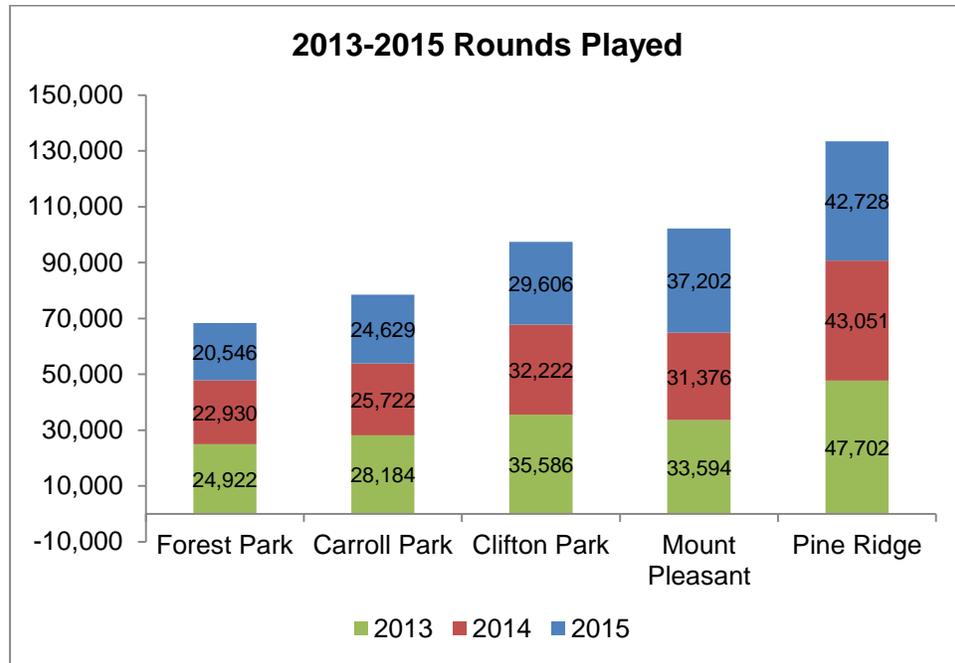
Adjacent to the Pine Ridge Golf Course, the Pine Ridge Driving Range offers:

- 22 covered pads for all weather use
- 45 lighted stations
- Putting and chipping greens
- Lessons available

2. [Overview of Course Financials and Rounds](#)

In 2015, the Courses raised \$7.1 million in revenue and expended \$6.6 million to operate, exclusive of long-term capital requirements. **Appendix B** provides a three-year summary of revenues, expenditures and rounds played.

Over the previous three years, 160,000 rounds have been played on average, with the Pine Ridge Golf Course achieving the greatest number of rounds played – an average of 44,494 rounds per year.



For many years, the BGMC provided a \$400,000 annual return on investment to the City based on the overall profitability of golf services. In more recent years, adverse industry trends and associated long-term declines in rounds played and course revenues have contributed to growing deferred maintenance challenges, and have led the City to reduce its annual payment requirement to \$200,000.

A key goal of this RFS is to explore alternatives for operating these courses that can improve financial performance and sustainability.

## QUALIFICATIONS

### D. GENERAL QUALIFICATIONS

This is a request for solutions only and does not constitute a commitment, implied or otherwise, that the City will initiate a procurement action in this matter.

The information collected through this RFS may be used by the City to develop future solicitations from Respondents. **Information may also be used by the City to select one or more Respondents with which the City may proceed to negotiate a formal lease agreement for management services.** Additional information may be requested and interviews may be conducted.

#### E. RESPONSE EXPENSE AND SUPPLIED MATERIALS

Respondents are solely responsible for all costs incurred in the development and submission of Responses to this RFS and any other presentations. All materials submitted in response to this RFS, except for proprietary materials, become the property of the City.

#### F. CONFIDENTIALITY

- Respondents should include two (2) Public Access Copies in the event that proprietary and/or confidential information is included in the Response. The Public Access Copies shall clearly indicate the sections that include the proprietary and/or confidential data, and clearly redact the sections or show as "redacted." The Public Access Copies will be available to the public.
- By signing and submitting a response to this RFS, Respondents acknowledge that all documents, information and data submitted in the Responses shall be treated as public information, unless otherwise identified as instructed above.
- The City shall, therefore, have the undisputed right to release any/all of the Respondents Responses, documents, information and data to any party requesting same without further permission from the Respondents.
- The City and its representatives shall in no way be responsible for inadvertent disclosure of any proprietary or confidential information.
- If a Response does contain proprietary or confidential information and the Respondent does not wish to have it disclosed, the Respondent MUST clearly state in large red letters, including on the outside front cover of the Response including all copies and on each applicable page of its original and each duplicate copy of its Response, indicating that its Response contains proprietary and/or confidential information.
- Respondents are prohibited from making an entire Response proprietary or confidential.
- The City still shall not be responsible for inadvertent disclosure or disclosure required by law.
- Respondents must provide all requested information in response to each specific question and/or any other request for information, even if the information is considered proprietary or confidential, in the order and format stipulated in this RFS. Do not give partial answers, and do not leave questions blank.

#### G. REPRESENTATIONS

The City will not be bound by any representations that are not set forth in the RFS.

- The Respondent is responsible for making all necessary investigations/examinations of documents, operations and premises affecting performance. Failure to do so will not act to relieve any condition of the RFS or supporting documents. It is mutually agreed that the submission of a Response shall be considered conclusive evidence that the Respondent has made such investigations/examinations.
- The Respondent may withdraw its Response at any time prior to the day/date/time which is set forth herein as the deadline for acceptance of Responses, upon written request to the Finance Director.

#### H. CITY'S RIGHTS AND OPTIONS

The City reserves the following rights, which may be exercised at the City's sole discretion:

- To supplement, amend, substitute or otherwise modify this RFS at any time;

- To cancel this RFS with or without the substitution of another RFS;
- To take any action affecting this RFS, this RFS process, or the services or Courses subject to this RFS that would be in the best interests of the City;
- To issue additional requests for information or solicitations;
- To require one or more Respondent to supplement, clarify or provide additional information in order for the City to evaluate the Responses submitted;
- To conduct investigations with respect to the qualifications and experience of each Respondent;
- To waive any defect or irregularity in any Response received;
- To reject any or all Responses;
- To pursue the award of all, none, or any part of the services that is in the best interest of the City, with one or more of the Respondents responding, which may be done with or without re-solicitation.
- To discuss and negotiate with selected Respondent(s) any terms and conditions in the Responses including but not limited to financial terms; and
- To enter into any agreements and/or leases deemed by the City to be in the best interest of the City, with one or more of the Respondents.

#### I. INDEMNIFICATION

The Respondent shall indemnify, defend and hold harmless the City and the City's officers, employees and agents from and against any and all losses, damages, costs, expenses (including reasonable attorneys' fees), obligations and other liabilities (including settlement amounts) that arise directly or indirectly from:

- Any infringement of any copyright, trademark, patent, or other intellectual property rights, or any misappropriation of any trade secrets, in connection with any software, documentation, services or other products supplied directly or indirectly by the Respondent in connection with the Response, or any allegation of any of the foregoing;
- Any act(s) of negligence or willful misconduct by the Respondent or any of its agents, employees or subcontractors (or any allegations of any of the foregoing), including but not limited to any liability caused by an accident or other occurrence resulting in bodily injury, death, sickness or disease to any person(s) or damage or destruction to any property, real or personal;
- Breach of the Respondent's obligations, representations, and/or warranties under this RFS;
- Breach of the Respondent's compliance with the law;
- Any acts or omissions of the Respondent with respect to any of the Services provided by the Respondent related to this RFS or its Response (or any allegations of any of the foregoing);
- The City's refusal to produce any item of confidential information of the Respondent after receiving a request for such item and after being instructed by the Respondent not to produce it; or

## INSTRUCTIONS TO RESPONDENTS

### J. RESPONSE FORMAT

Responses are to be submitted in letter size, stapled, three-ring, or spiral-bound format. One original and two (2) copies are to be provided. Responses should be in 8 ½ x 11” format with standard text no smaller than 11 point. ***If the Response includes proprietary information, the Respondent should include an additional two (2) “public access” copies of the Response with any proprietary information redacted.***

Responses are to be organized as outlined below, with individual components separated with index tabs for easy reference. Responses that do not address all the submittal requirements will not be considered. There are no limitations on the number of pages in the Response.

<u>Section</u>	<u>Description</u>
	Letter of Transmittal
	Table of Contents
1	Qualifications, Related Experience, and References
2	Response
3	Respondent’s Representations and Warranties
4	Required City Forms

#### 1. Qualifications and Related Experience

The Respondent must submit written documentation that substantiates its response to this RFS. This document should include a comprehensive list of all golfing-related clients over at least the past five (5) years, including name and location, dates of service, and designation of the services provided.

In addition, this response should provide a more detailed synopsis of at least three (3) examples of related experience that the Respondent believes best reflect its suitability to provide information on this subject. For each example, please include the following information:

- Course name or client name, location, and brief description (ownership, approximate size of organization and base of customers/constituents served)
- Specific services provided to this client
- Dates of service
- Special features, accomplishments or problems
- Contract value and compensation methodology
- Annual revenues and expenditures as well as the Respondent’s assessment of the course(s) profitability and financial sustainability

This section should include references for the three (3) primary examples provided who may be contacted by the City as part of the response evaluation process. Reference information must include name, title, organization, telephone number, and email address.

## 2. Response

The Respondent should describe the approach to be used to operate, add services to, or otherwise optimize use of the Courses. It is the City's strong preference that the Courses continue to operate as municipal golf courses, however, proposals for adaptations to improve financial sustainability are encouraged.

Responses that address all five Courses are also preferred, however, responses related to a single course or smaller subset will be accepted and considered.

Respondents are encouraged to offer creative, market-based solutions to the management, operation, and any potential restructuring of the Courses. The information provided should include:

- a. A detailed description of the approach the Respondent would take to the management, operation, and/or adaptation of each of the Courses;
- b. A general assessment of capital investment needs and recommended approach for each of the City's five golf courses and all related facilities;
- c. A plan for how the above operational and capital approaches would be financially structured in relation to the City;
- d. Examples of how the proposed or similar approaches have been successful at other courses under the Respondent's management;
- e. Discussion of the Respondent's planned approach to youth golf and community/neighborhood relations;
- f. Discussion of Respondent's planned approach to the provision of opportunities for Minority and Women's Business Enterprises, Employ Baltimore/Local Hiring and depending on the nature of the response Living Wage (for non-construction services) and Prevailing Wage (if construction services are to be provided); and
- g. Detail regarding any other issues that require further discussion or analysis.

Specific proposals and recommendations targeted to each of the Courses are desired through this RFS. General statements and concepts not directly customized to address the particular circumstances of the Courses will be of limited value. Respondents should develop their Responses keeping in mind that the City has the ability to enter into agreements or leases without issuance of any subsequent request for proposals.

## 3. Respondent Financial Statements

Fully describe the business entity with which the City would enter into an agreement or lease related to the Courses. If the business entity is not the same as the parent corporation, but a subsidiary or a newly formed company, then describe the financial and legal relationship to the parent and the willingness of the parent corporation to stand behind and guarantee the commitments of the subsidiary. Also, to provide assurance of the adequacy and stability of the Respondent's financial resources to meet the requirements of the City, the Respondent shall provide audited financial statements for the Respondent's three (3) most recent fiscal years. These statements should, at a minimum, include:

- An auditor's opinion;
- Balance sheet;
- Income statement;
- Statement of changes in financial position;
- Notes to the financial statements;
- Indication of the net worth, amount of long-term debt, and the total capitalization of the company.

Respondent's financial statements for the three (3) most recent fiscal years must have been audited by an independent Certified Public Accountant. If the Respondent is a joint venture or partnership, the requirements of this paragraph shall apply to each general partner or participant in the joint venture; if the Respondent is a subsidiary, the required submissions below also apply to the parent.

#### 4. Respondent's Representations and Warranties

The Respondent should attach additional statements, signed by an individual authorized to bind the firm, as follows:

- Describe in detail any pending legal proceedings to which the Respondent and any of its subsidiaries are a party, of which any of their property is subject, and any proceedings known to be contemplated by governmental authorities.
- State whether the Respondent has had any other prior or present contracts with the City, together with the name, address, contact, and telephone number of the contracting agency. Please include a summary of award and approximate award amount.

In addition, the Respondent should attach a statement representing and warranting each of the following items as being true and correct:

- The Respondent is a duly organized entity in good standing in its state of organization and its current, valid certificate of good standing is attached;
- Respondent has, or upon execution of an agreement pursuant to the RFS, shall have a valid business license;
- Respondent has no unpaid debt due and owing to the City, and is not delinquent in the payment of any taxes due the City;
- Date on which Respondent is able to commence operation of the golf courses

As noted previously, all costs incurred in the preparation and presentation of a Response shall be wholly absorbed by the Respondent, and any material submitted by the Respondent shall become the property of the City of unless otherwise requested at the time of submission. As also noted above, any material that is to be considered as confidential in nature must be so marked.



## APPENDICES

### Appendix A: Baltimore Golf Management Corporation 2015 Balance Sheet

Note: The following 2015 balance sheet figures provided by the BGMC are preliminary and unaudited.

4:56 PM  
03/29/16  
Accrual Basis

Baltimore Municipal Golf Corporation  
**Balance Sheet**  
As of December 31, 2015

	Dec 31, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1000 - Cash-Suntrust checking	
1000-1 - Operating Funds	903,006.56
1000-2 - Restricted Donations	11,876.20
1000-4 - Cash operating OFFSET	-645,255.97
1000-5 - Designated for Contingencies	600,000.46
1000-7 - Designated for Capitals	45,255.51
Total 1000 - Cash-Suntrust checking	914,862.76
1001 - MECU Money Market	252,679.53
1002 - MECU Savings 22109000	
1002-1 - Restricted for Secured Loan	26,213.59
1002 - MECU Savings 22109000 - Other	3,191.18
Total 1002 - MECU Savings 22109000	29,404.77
1009 - Merchant ETS	-334.24
1015 - Petty Cash	
101510 - Pine Ridge Operations	200.00
101511 - Pine Ridge Maintenance	200.00
101520 - Mount Pleasant Operations	200.00
101521 - Mount Pleasant Maintenance	200.00
101530 - Clifton Park Operations	200.00
101531 - Clifton Park Maintenance	200.00
10154 - Forest Park	200.00
10158 - ADMIN	2.56
Total 1015 - Petty Cash	1,402.56
1020 - Cash Register Banks	
10201 - Pine Ridge Operating-FB	2,875.00
10202 - Mount Pleasant Operating-FB	2,500.00
10203 - Clifton Operating - FB	3,152.00
10204 - Forest Park Operating - FB	1,424.50
10206 - PR Driving Range Operating-FB	900.00
Total 1020 - Cash Register Banks	10,851.50
Total Checking/Savings	1,208,866.88
Accounts Receivable	
1150 - Accounts Receivable	2,321.35
Total Accounts Receivable	2,321.35
Other Current Assets	

Appendix A  
2015 BGMC Balance Sheet

4:56 PM  
03/23/16  
Accrual Basis

Baltimore Municipal Golf Corporation  
**Balance Sheet**  
As of December 31, 2015

	Dec 31, 15
12001 - *Undeposited Funds	-150.00
Total Other Current Assets	-150.00
Total Current Assets	1,211,058.23
Fixed Assets	
1700 - Course Improvements	3,141,087.82
1701 - Building Improvements	5,963,231.88
1702 - Course Machinery & Equipment	3,494,557.97
1704 - Transportation Equipment	244,552.47
1705 - Office Furniture & Fixtures	404,409.55
1710 - Driving Range	226,845.35
1750 - Accumulated Depreciation	-8,948,791.53
Total Fixed Assets	4,525,893.51
Other Assets	257,033.82
<b>TOTAL ASSETS</b>	<b>5,993,985.56</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 - Accounts Payable	13,181.25
Total Accounts Payable	13,181.25
Other Current Liabilities	
Accrued Salaries and Benefits	
2228 - ADP Payroll and voided checks	14,154.67
2229 - Health Insurance EE contributio	2,855.88
2231 - Accrued Salary	90,291.95
2232 - Accrued Vacation	133,918.11
2235 - Due 401K Plan	2,686.72
Total Accrued Salaries and Benefits	243,907.33
Current Portion Capital Lease	
2130 - Yamaha Lease - Current	79,520.38
2135 - Everbank Capital Lease - Curr	12,397.53
2136 - VGM Equipment Lease - cur	17,736.18
2138 - John Deere Lease 005 Mower Curr	8,758.84
2139 - John Deere Lease CMFM 006 CURR	10,072.15
2141 - PNC Equipment Finance - Current	17,004.12
Total Current Portion Capital Lease	145,489.20
Current Portion LT Debt	

Appendix A  
2015 BGMC Balance Sheet

4:56 PM  
03/29/16  
Accrual Basis

Baltimore Municipal Golf Corporation  
**Balance Sheet**  
As of December 31, 2015

	Dec 31, 15
2131 - Sun Trust Golf Car Loan - Cur	142,107.88
2134 - MECU Equipment - 0303	60,594.75
2140 - MECU - Forest Park Club 9029	32,621.16
2142 - MECU AUTO SEC LOAN 1348 - CURR	8,947.08
<b>Total Current Portion LT Debt</b>	<b>244,260.87</b>
<b>Deferred Revenue</b>	
2101 - Gift Cards - Old BMGC	5,364.51
2102 - Gift Cards - ETS	177,389.12
<b>Total Deferred Revenue</b>	<b>182,753.63</b>
<b>Grants Received</b>	
21112 - McCormick Grant Received	1,458.08
<b>Total Grants Received</b>	<b>1,458.08</b>
<b>2230 - Accrued Expenses</b>	
2103 - Rain Checks	2,046.59
2104 - Event/Outting Deposits	16,456.42
2112 - Seniors Account	69.00
2113 - JR's Rent/FB DUE TO	3,809.72
2116 - Awards Points	902.16
2150 - Sales Tax Payable	4,895.24
2210 - Federal & FICA Withheld	236.10
2211 - State Tax Withheld	78.89
2226 - Water Bills - CONTESTED	260,393.59
2230 - Accrued Expenses - Other	562,955.77
<b>Total 2230 - Accrued Expenses</b>	<b>851,833.50</b>
<b>Total Other Current Liabilities</b>	<b>1,669,702.61</b>
<b>Total Current Liabilities</b>	<b>1,682,863.66</b>
<b>Long Term Liabilities</b>	
<b>Capital Lease</b>	
2515 - Yamaha Lease - LT	251,985.70
2517 - PNC Lease - LT	10,397.85
2518 - VGM Lease - LT	7,777.37
2519 - John Deere Lease 005 Mower - LT	6,062.13
2520 - John Deere Lease CMFM 006 - LT	16,710.63
2521 - Everbank Capital Lease - LT	18,666.15
<b>Total Capital Lease</b>	<b>311,599.63</b>
<b>Long Term Debt</b>	
2510 - MECU FP Clubhouse - LT 9029	863,031.20
2514 - MECU Equipment - LT 0303	2,610.72

**Appendix A**  
2015 BGMC Balance Sheet

4:56 PM  
03/23/16  
Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Balance Sheet**  
As of December 31, 2015

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	Dec 31, 15
2516 - MECU AUTO SEC LOAN - LT 1348	17,266.51
Total Long Term Debt	882,908.43
Total Long Term Liabilities	1,194,508.26
Total Liabilities	2,877,392.12
Equity	
2900 - Fund Balance	-935,232.07
2910 - Other Unrestricted	4,759,634.14
Net Income	-707,808.63
Total Equity	3,116,593.44
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>5,993,985.56</b>

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**Appendix B**  
2015 BGMC Profit & Loss Statement

Appendix B: 2015 BGMC Profit & Loss Statement

*Note: The following 2015 profit & loss figures provided by the BGMC are preliminary and unaudited.*

4:55 PM  
03/29/16  
Accrual Basis

Baltimore Municipal Golf Corporation  
**Profit & Loss**  
January through December 2015

	Jan - Dec 15
Ordinary Income/Expense	
Income	
BGA/Golf Academy Program	
41891 - BGA Adult Classes	3,595.00
41892 - BGA Junior Summer Camp	23,800.00
41893 - BGA Junior Clinics	4,040.00
41894 - BGA Dir of Instruction	10,340.00
BGA/Golf Academy Program - Other	115,853.02
Total BGA/Golf Academy Program	157,628.02
Course Revenue	
Driving Range Fees	
41211 - Range Card Sales	149,450.75
41212 - Range OTC Bucket Sales	297,263.75
Driving Range Fees - Other	0.00
Total Driving Range Fees	446,734.51
4100 - Greens Fees	4,175,942.21
4101 - Greens Fee Discounts	
4101.1 - Aeration	-8,751.00
4101 - Greens Fee Discounts - Other	-28,693.42
Total 4101 - Greens Fee Discounts	-37,444.42
4110 - Cart Rental Income	850,830.13
4175 - Player Card Sales	187,862.50
4180 - Handicap Fees	12,512.00
4185 - Club Rental Income	16,756.62
4190 - Other Course Income	22,347.80
4195 - Cash Over (Under)	734.19
Total Course Revenue	5,676,375.54
Food Service Revenue	
4191 - Alcoholic Beverage Revenue	204,236.93
4192 - Food Revenue	347,822.90
4194 - Vending Revenue	3,286.89
4198 - Beverage Revenue	166,033.74
Total Food Service Revenue	721,380.46
Golf Shop Income	
4500 - Merchandise Sales	337,793.36
Total Golf Shop Income	337,793.36
Other Revenue	
4127 - Sponsorship Income	500.00

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/29/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
4193 - Facility Rental	44,054.57
4501 - Sales Tax Discounts	1,081.69
4944 - Dividend Income	254.37
4945 - Interest Income	2,174.47
4949 - Donations Received	
4949-1 - Junior Golf Donation Income	312.12
4949 - Donations Received - Other	15,213.00
<b>Total 4949 - Donations Received</b>	<b>15,525.12</b>
4953 - Advertising Income	15,200.00
4992 - Junior Golf Income	9,502.13
4999 - BMGC Fundraiser	17,062.15
Other Revenue - Other	1,134.38
<b>Total Other Revenue</b>	<b>106,488.88</b>
<b>Tournaments / Events Income</b>	
4968 - Match Play Tournament Income	4,595.00
4970 - Two Man Tournament Income	20,074.00
4976 - Senior Tournament Income	120.00
4978 - MD Amateur Income	150.00
4985 - Tournament Series	-1,278.00
4994 - 100 Yr Tournament Income	1,470.19
4997 - Thirsty Boys Income	5,507.00
Tournaments / Events Income - Other	23,496.55
<b>Total Tournaments / Events Income</b>	<b>54,134.74</b>
9999 - to load tb	0.00
99999 - Ask My Accountant	0.00
<b>Total Income</b>	<b>7,053,801.00</b>
<b>Cost of Goods Sold</b>	
4600 - Cost of Merchandise Sold	
4290 - Inventoried F & B	17,849.31
4291 - Beer & Wine Expense	52,692.71
4292 - Food Expense	142,203.48
4298 - Beverage Expense	59,376.87
4601 - Discounts	-3,033.57
4651 - Golf Shop COGS	275,493.33
4600 - Cost of Merchandise Sold - Other	0.00
<b>Total 4600 - Cost of Merchandise Sold</b>	<b>544,582.13</b>
<b>Total COGS</b>	<b>544,582.13</b>
<b>Gross Profit</b>	<b>6,509,218.87</b>

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/29/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
<b>Expense</b>	
<b>Administrative Expenses</b>	
<b>Cost of Benefits</b>	
5145 - Health Insurance	36,214.31
5146 - Dental Insurance	2,471.82
5148 - Life - Disability Insurance	1,591.04
5149 - 401K expense	13,943.85
<b>Total Cost of Benefits</b>	54,221.02
<b>Marketing</b>	
53011 - Marketing -Television	50,801.25
53012 - Marketing - Newspaper	4,300.00
53013 - Marketing - Magazine	750.00
53014 - Marketing - Radio	3,960.00
53021 - Marketing - Miscellaneous	0.00
53022 - Marketing - Internet	19,358.25
53023 - Marketing - Printing	2,040.83
53024 - Marketing - Public Relations	41,306.11
53025 - Marketing Expense - Postage	251.66
53027 - Marketing - Event Prtzees & Prom	3,357.57
53028 - Marketing - Advertising Deelgn	300.00
53029 - Marketing - Festivals & Events	2,420.00
Marketing - Other	0.00
<b>Total Marketing</b>	128,845.67
<b>Payroll Administrative</b>	
5110 - Administrative Salaries	358,993.64
5140 - Payroll Taxes Admin	38,977.91
<b>Total Payroll Administrative</b>	397,971.55
4301 - License & Education	7,157.09
4739 - Bank Fees	13,799.69
4890 - Administrative Allocation	0.00
5201 - Auditing	48,340.00
5205 - Dues & Subscriptions	8,571.76
5208 - Automobile & Mileage	6,491.91
5215 - Computer Supplies	4,021.81
5220 - Business Insurance	127,957.00
5225 - Interest Expense	9,131.89
5230 - Office Supplies & Postage	8,986.71
5235 - Payroll Service	25,920.11
5250 - Telephone Expenses ADMIN	7,259.69
5255 - Heat & Electricity	2,122.35
5260 - Office Repairs & Maintenance	1,514.15
5270 - Professional Fees	62,779.31
5290 - Travel & Entertainment	236.58

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/23/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
5295 - Employee Training	3,117.17
5300 - Promotions	20.00
5390 - Miscellaneous	11,243.63
5400 - Baltimore City Foundation - Exp	183,333.30
5500 - Golf Shop Allocation	0.00
5502 - Donations Given	77.25
Administrative Expenses - Other	2.84
<b>Total Administrative Expenses</b>	<b>1,113,122.68</b>
<b>Baltimore Golf Academy</b>	
9010 - BGA Web Site Expense	1,551.10
9011 - BGA Instructional Software	1,339.90
9012 - BGA Online Membership Dues	89.94
9014 - BGA F&B Expenses	2,328.38
9015 - BGA Prizes & Favors	4,218.79
9016 - BGA PGA Junior League Expense	8,990.03
9018 - BGA Misc. Expense	1,967.63
9019 - BGA Labor	
90190 - Director of Instruction	51,342.51
90191 - Director of Instr.-Commissions	8,750.42
90192 - Director of Instr.-Class Commis	4,981.85
90193 - FT Staff Commissions	2,351.28
90194 - Ind Contractor-Commissions	455.00
90195 - Junior Camp Assistant Labor	3,566.65
90197 - FT Staff CLASS commissions	3,202.38
90198 - Part Time Staff BGA Commissions	1,875.64
90199 - Payroll Taxes-BGA	9,833.42
9019 - BGA Labor - Other	8,819.37
<b>Total 9019 - BGA Labor</b>	<b>95,178.52</b>
9020 - BGA Cost of Benefits	
4145 - Health	7,005.80
4146 - Dental	453.72
4148 - Life - Disability	270.43
4149 - 401K Expense	1,405.63
<b>Total 9020 - BGA Cost of Benefits</b>	<b>9,135.58</b>
<b>Total Baltimore Golf Academy</b>	<b>124,799.87</b>
<b>Food and Beverage Expenses</b>	
Cost of Benefits	
4305 - Health	36,721.55
4307 - Dental	1,885.37
4310 - Life - Disability	1,069.04
4311 - 401K Expense	4,564.67

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/29/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
<b>Total Cost of Benefits</b>	44,240.63
<b>Food &amp; Bev Payroll</b>	
4300 - Payroll - Food Service	251,157.32
4302 - Payroll Tax -food service	28,864.08
<b>Total Food &amp; Bev Payroll</b>	280,021.40
4293 - Paper Products Expense	19,297.15
4294 - Concession Supplies	3,712.54
4295 - Concession Maintenance	12,880.74
4296 - Miscellaneous Expense	5,706.77
4299 - F&B Cleaning Supplies	3,153.94
4770 - Award Points Redeemed	16,068.37
4772 - Telephone	73.78
4774 - Licenses and Training	1,180.00
6263 - Food & Beverage Expense	0.00
7245 - Restaurant Maintenance	519.25
<b>Total Food and Beverage Expenses</b>	386,854.57
<b>Golf Shop Expense</b>	
4738 - Miscellaneous Shop Expense	1,357.99
4740 - Credit Card Fees- Golf Shop	0.00
4745 - Freight	10,466.82
4895 - Shop Supplies	8.40
<b>Total Golf Shop Expense</b>	11,833.21
<b>Maintenance Expenses</b>	
<b>Cost of Benefits</b>	
6145 - Health	240,720.95
6146 - Dental	16,520.01
6148 - Life - Disability	7,039.54
6149 - 401K expense	29,313.08
<b>Total Cost of Benefits</b>	293,593.58
<b>Maintenance Payroll</b>	
7115 - Superintendents	271,480.16
7120 - Assistant Superintendent	171,049.33
7121 - Greenskeepers	353,603.52
7122 - Groundskeepers	283,638.33
7123 - Janitorial	53,635.22
7130 - Mechanics	168,707.64
7140 - Payroll tax-course maintenance	147,564.20
<b>Total Maintenance Payroll</b>	1,449,678.40
4306 - Equipment Purchases	1,087.00

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/23/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
7150 - Employee Clothing	2,000.15
7205 - Driving Range Maintenance	1,743.51
7206 - Golf Course Supplies	19,124.11
7208 - Landscaping	8,401.80
7209 - Plant Nutrients	42,919.60
7210 - Sand and Bunker	4,343.05
7211 - Seed and Sod	10,530.05
7212 - Plant Protectant Materials	245,159.20
7213 - Other Conditioners	16,873.97
7214 - Irrigation Repair & Maint	33,053.09
7218 - Top Dressing	13,821.60
7219 - General Grounds Maintenance	17,793.12
7220 - Integrated Pest Management	84.97
7221 - Gasoline and Oil	77,916.08
7222 - Equipment Repair	83,939.42
7225 - Small Tools	6,874.68
7230 - Building Repair & Maintenance	15,217.45
7231 - Building Maintenance - Labor	3,796.04
7240 - Clubhouse Maintenance - BLDG RM	61,736.50
7250 - Equipment Rental	4,361.55
7251 - Interest Exp Carts - MAINTENANC	2,615.76
7310 - Heat and Electricity	
8011 - Parks and Rec	499.11
7310 - Heat and Electricity - Other	110,859.94
Total 7310 - Heat and Electricity	111,359.05
7312 - Water and Sewer	423,064.87
7315 - Telephone Expense	16,197.95
7320 - Trash Collection	10,961.15
7350 - Security	24,184.44
7450 - Contracted Services	12,187.49
7470 - Tree Maintenance & Replacement	33,365.00
7490 - Miscellaneous Exp (Maintenance)	7,466.55
Maintenance Expenses - Other	0.00
<b>Total Maintenance Expenses</b>	<b>3,055,451.18</b>
<b>Operations Expenses</b>	
<b>Operations- Cost of Benefits</b>	
7145 - Health	99,696.00
7146 - Dental	7,016.47
7148 - Life - Disability	2,917.79
7149 - 401K Expense	16,131.71
<b>Total Operations- Cost of Benefits</b>	<b>125,761.97</b>
<b>Operations Payroll</b>	
6115 - Asst. Golf Professional	108,630.35

**Appendix B**  
**2015 BGMC Profit & Loss Statement**

4:55 PM  
 03/23/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
6119 - Assistant Manager	326,106.87
6120 - Golf Professional	276,411.25
6121 - Cashier	131,964.58
6122 - Range Attendants	16,870.70
6123 - Starter	63,148.80
6124 - Cart Attendant	121,514.91
6125 - Marshalls	178,073.91
6126 - Range Cashiers	12,925.07
6128 - Junior Golf Instruction	3,312.34
6129 - Shuttle Driver	1,798.97
6140 - Payroll taxes-course operations	143,207.13
<b>Total Operations Payroll</b>	<b>1,384,164.88</b>
<b>Tournament /Event Expense</b>	
4971 - Two Man Tournament Expense	14,789.90
4979 - MD Amateur expense	7,737.99
4980 - Tournament Expense - MISC	1,409.56
4983 - Fall Publix expense	217.00
4995 - 100 Yr Tournament Expense	7,178.81
4998 - Thirty Boys Expense	2,747.76
Tournament /Event Expense - Other	6,396.53
<b>Total Tournament /Event Expense</b>	<b>42,477.55</b>
<b>4000 - Credit Card Fees</b>	
4741 - Credit Card Fees - F&B	5,776.16
4894 - Credit Card Fees - Internet	1,030.26
6237 - Credit Card Fees - Golf Course	125,476.48
<b>Total 4000 - Credit Card Fees</b>	<b>132,282.90</b>
4991 - Junior Golf Expense	2,665.06
6210 - Golf Car Rental Expense	50,965.76
6211 - Golf Car Repairs	4,793.21
6212 - Golf Car Misc Supplies	487.25
6215 - Golf Cars-Interest Exp.	16,749.39
6220 - Golf Car Contracted Maint.	30,877.04
6222 - Golf Car Fuel	27,792.73
6226 - Tee/POB System	11,835.74
6227 - League Expenses	0.00
6230 - Operating Supplies	49,965.72
6235 - Telephone	7,401.96
6245 - Handicap Expense	10,575.00
6250 - Range Supplies	35,194.11
6257 - Courier Service	17,969.18
6260 - Mileage	1,206.88
6264 - Promotions - Operations	540.94

**Appendix B**  
 2015 BGMC Profit & Loss Statement

4:55 PM  
 03/29/16  
 Accrual Basis

**Baltimore Municipal Golf Corporation**  
**Profit & Loss**  
 January through December 2015

	Jan - Dec 15
Total Operations Expenses	1,953,727.27
4303 - POS Expense	0.00
66900 - Reconciliation Discrepancies	78.52
<b>Total Expense</b>	<b>6,645,867.30</b>
<b>Net Ordinary Income</b>	<b>-136,648.43</b>
<b>Other Income/Expense</b>	
Other Income	
4850 - Discounts Earned	0.00
4950 - Other Income	5,978.07
4951 - Insurance Proceeds	2,622.01
4960 - Gain(Loss) Asset Disposal	116,011.00
<b>Total Other Income</b>	<b>124,611.08</b>
Other Expense	
8010 - Depreciation Expense	695,771.28
<b>Total Other Expense</b>	<b>695,771.28</b>
<b>Net Other Income</b>	<b>-571,160.20</b>
<b>Net Income</b>	<b>-707,808.63</b>

**Appendix C: Course Overviews**

**Carroll Park Golf Course**

*9 Holes, Par 34, Opened 1923*

*2100 Washington Blvd., Baltimore, Maryland 21230*

**Rounds Played, 2011-2015**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Carroll Park Rounds Played	30,282	25,543	28,184	25,722	24,629
All BGMC Courses	193,826	199,135	171,973	157,519	148,885

## Carroll Park Golf Course Fee Schedule

	With Classic 5 Player Card	Standard Rates	Golf Car Rates (per person)
<b>Adult Rates</b>			
<i>Weekday Mornings</i>	\$14.50	\$17.00	\$6.00
<i>Weekday Afternoons until Twilight</i>	\$13.50	\$16.00	\$6.00
<i>Weekend/Holiday Mornings</i>	\$17.00	\$20.00	\$6.00
<i>Weekend/Holiday Afternoons until Twilight</i>	\$15.00	\$17.50	\$6.00
<b>Twilight: (Times vary with daylight)</b>			
<i>Phase 1</i>	\$13.00	\$15.00	\$4.50
<i>Phase 2</i>	\$10.50	\$12.50	\$3.50
<i>Phase 1 -Weekend/Holiday</i>	\$13.50	\$15.50	\$4.50
<i>Phase 2 -Weekend/Holiday</i>	\$11.00	\$13.00	\$3.50
<b>Special Rates (Rates below in effect Weekdays anytime)</b>			
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$13.50	Std. Adult Rates Apply	\$6.00
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$13.50	Std. Adult Rates Apply	\$6.00
<i>Active Duty Military (Must have Current Military ID)</i>	\$13.50		\$6.00
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$13.00	Std. Adult Rates Apply	\$6.00
<i>Junior (Age 17 - under)</i>	\$6.50	\$6.50	N/A
<b>Special Rates (Rates below in effect Weekends and Holidays anytime)</b>			
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$14.00	Std. Adult Rates Apply	\$6.00
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$14.00	Std. Adult Rates Apply	\$6.00
<i>Active Duty Military (Must have Current Military ID)</i>	\$14.00		\$6.00
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$13.50	Std. Adult Rates Apply	\$6.00
<i>Junior (Age 17 - under)</i>	\$7.00	\$7.00	N/A
<b>Replays and Travelers</b>			
<i>Space available basis (No reserved starting time)</i>	\$9.00	\$13.00	Included if used in original round

Course Financial Performance, 2013-2015

2013

Revenues

2013			
	Actual	Budget	Over/Under Budget
Greens Fees	\$369,264	\$352,718	\$16,546
Greens Fee Discounts	\$0	(\$1,797)	\$1,797
Cart Rental Income	\$89,441	\$86,441	\$3,000
Player Card Sales	\$19,758	\$18,360	\$1,398
Club Rental Income	\$1,434	\$1,285	\$149
Other Course Income	\$1,426	\$0	\$1,426
Cash Over Under	\$127	\$0	\$127
<b>TOTAL REVENUE</b>	<b>\$481,451</b>	<b>\$457,007</b>	<b>\$24,444</b>

**Appendix C**  
Course Overviews

**Expenditures**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Golf Professional	\$23,752	\$28,956	(\$5,204)
Assistant Manager	\$27,024	\$28,956	(\$1,932)
Cashier	\$11,752	\$13,202	(\$1,450)
Starter	\$17,418	\$13,080	\$4,338
Cart Attendants	\$4,458	\$5,932	(\$1,474)
Marshalls	\$19,359	\$18,577	\$782
Superintendents	\$27,608	\$37,500	(\$9,892)
Assistant Superintendent	\$104	\$0	\$104
Greenskeepers	\$29,086	\$40,460	(\$11,374)
Groundskeepers	\$31,790	\$26,120	\$5,670
Janitorial	\$6,907	\$7,021	(\$114)
Mechanics	\$16,305	\$17,676	(\$1,371)
<b>Total Salaries</b>	<b>\$215,563</b>	<b>\$237,480</b>	<b>(\$21,917)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$15,226	\$13,916	\$1,310
Cart Rental Expense	\$20,054	\$19,000	\$1,054
Interest Expense Carts	\$100	\$0	\$100
Cart Maintenance	\$3,206	\$4,907	(\$1,701)
Cart Fuel	\$2,771	\$2,696	\$75
Tee/POS System	\$4,595	\$6,206	(\$1,611)
Supplies	\$6,904	\$5,138	\$1,766
Telephone	\$876	\$960	(\$84)
Credit Card Fees	\$7,504	\$7,601	(\$97)
Clubhouse Maintenance	\$25	\$0	\$25
Handicap Expense	\$0	\$140	(\$140)
Courier Service	\$2,230	\$1,803	\$427
Mileage	\$0	\$75	(\$75)
<b>Total Operations</b>	<b>\$63,491</b>	<b>\$62,442</b>	<b>\$1,049</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$13,930	\$15,114	(\$1,184)
Employee Clothing	\$0	\$653	(\$653)
Golf Course Supplies	\$1,725	\$3,294	(\$1,569)
Landscaping	\$510	\$2,130	(\$1,620)
Plant Nutrients	\$3,800	\$8,953	(\$5,153)
Sand and Bunker	\$0	\$2,178	(\$2,178)
Seed and Sod	\$1,250	\$1,500	(\$250)
Plant Protectant Materials	\$12,404	\$19,512	(\$7,108)
Other Conditioners	\$1,474	\$3,172	(\$1,698)
Irrigation Repair & Maint.	\$261	\$6,975	(\$6,714)
Top Dressing	\$1,305	\$2,742	(\$1,437)
General Grounds Maintenance	\$132	\$3,422	(\$3,290)
Gasoline and Oil	\$14,048	\$10,223	\$3,825
Equipment Repair	\$6,782	\$14,587	(\$7,805)
Small Tools	\$73	\$2,117	(\$2,044)
Building Repair & Maintenance	\$78	\$1,800	(\$1,722)
Building Maintenance Labor	\$192	\$0	\$192
Clubhouse Maintenance	\$5,916	\$5,652	\$264
Equipment Rental	\$230	\$2,717	(\$2,487)
Interest Expense Carts	\$574	\$551	\$23
Heat and Electricity	\$6,226	\$10,819	(\$4,593)
Water and Sewer	\$18,087	\$15,514	\$2,573
Telephone	\$446	\$1,440	(\$994)
Security	\$3,331	\$1,919	\$1,412
Contracted Services	\$1,369	\$1,726	(\$357)
Tree Maintenance & Replacement	\$0	\$4,200	(\$4,200)
Miscellaneous	\$93	\$600	(\$507)
<b>Total Maintenance</b>	<b>\$94,234</b>	<b>\$143,510</b>	<b>(\$49,276)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$373,288</b>	<b>\$443,432</b>	<b>(\$70,144)</b>

Appendix C  
Course Overviews

2014

Revenues

2014			
	Actual	Budget	Over/Under Budget
Greens Fees	\$340,035	\$356,577	(\$16,542)
Greens Fee Discounts	(\$193)	(\$1,797)	\$1,604
Cart Rental Income	\$96,062	\$95,382	\$680
Player Card Sales	\$20,571	\$21,480	(\$909)
Club Rental Income	\$1,374	\$1,460	(\$86)
Other Course Income	\$418	\$752	(\$334)
Cash Over Under	\$15	\$0	\$15
<b>TOTAL REVENUE</b>	<b>\$458,282</b>	<b>\$473,854</b>	<b>(\$15,572)</b>

**Appendix C**  
**Course Overviews**

**Expenditures**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Golf Professional	\$21,808	\$22,295	(\$487)
Asst. Golf Professional	\$0	\$0	\$0
Assistant Manager	\$26,336	\$27,697	(\$1,361)
Cashier	\$13,947	\$14,981	(\$1,034)
Starter	\$18,887	\$11,893	\$6,994
Cart Attendants	\$7,572	\$4,470	\$3,102
Marshalls	\$19,194	\$23,106	(\$3,912)
Superintendents	\$30,330	\$37,503	(\$7,173)
Assistant Superintendent	\$8,431	\$0	\$8,431
Greenskeepers	\$26,086	\$42,500	(\$16,414)
Groundskeepers	\$34,266	\$25,256	\$9,010
Janitorial	\$7,609	\$7,147	\$462
Mechanics	\$13,817	\$34,320	(\$20,503)
<b>Total Salaries</b>	<b>\$228,283</b>	<b>\$251,168</b>	<b>(\$22,885)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$14,389	\$12,711	\$1,678
Cart Rental Expense	\$26,125	\$19,000	\$7,125
Interest Expense Carts	\$75	\$72	\$3
Cart Maintenance	\$3,287	\$2,978	\$309
Cart Fuel	\$113	\$0	\$113
Tee/POS System	\$3,720	\$5,040	(\$1,320)
Supplies	\$7,372	\$6,438	\$934
Telephone	\$1,000	\$900	\$100
Credit Card Fees	\$7,133	\$7,540	(\$407)
Clubhouse Maintenance	\$588	\$0	\$588
Handicap Expense	\$0	\$0	\$0
Courier Service	\$3,459	\$1,932	\$1,527
Mileage	\$0	\$75	(\$75)
Promotions	\$50	\$0	\$50
<b>Total Operations</b>	<b>\$67,311</b>	<b>\$56,686</b>	<b>\$10,625</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$13,557	\$14,930	(\$1,373)
Employee Clothing	\$696	\$753	(\$57)
Golf Course Supplies	\$1,781	\$3,003	(\$1,222)
Landscaping	\$0	\$2,770	(\$2,770)
Plant Nutrients	\$7,830	\$8,953	(\$1,123)
Sand and Bunker	\$2,020	\$660	\$1,360
Seed and Sod	\$1,024	\$1,500	(\$476)
Plant Protectant Materials	\$22,162	\$33,499	(\$11,337)
Other Conditioners	\$30	\$9,189	(\$9,159)
Irrigation Repair & Maint.	\$6,467	\$4,046	\$2,421
Top Dressing	\$0	\$2,080	(\$2,080)
General Grounds Maintenance	\$2,277	\$976	\$1,301
Gasoline and Oil	\$13,977	\$8,347	\$5,630
Equipment Repair	\$19,485	\$9,697	\$9,788
Small Tools	\$560	\$267	\$293
Building Repair & Maintenance	\$327	\$1,500	(\$1,173)
Building Maintenance Labor	\$0	\$0	\$0
Clubhouse Maintenance	\$4,460	\$5,654	(\$1,194)
Equipment Rental	\$443	\$2,717	(\$2,274)
Interest Expense Carts	\$415	\$396	\$19
Heat and Electricity	\$10,691	\$10,091	\$600
Water and Sewer	\$15,757	\$13,620	\$2,137
Telephone	\$640	\$1,440	(\$800)
Security	\$2,622	\$1,920	\$702
Contracted Services	\$1,301	\$1,878	(\$577)
Tree Maintenance & Replacement	\$2,287	\$4,200	(\$1,913)
Miscellaneous	\$521	\$600	(\$79)
<b>Total Maintenance</b>	<b>\$131,330</b>	<b>\$144,686</b>	<b>(\$13,356)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$426,924</b>	<b>\$452,540</b>	<b>(\$25,616)</b>

**Appendix C**  
Course Overviews

**2015**

*Note: The following 2015 revenue and expenditure figures provided by the BGMC are preliminary and unaudited.*

**Revenues**

<b>2015</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fee	\$332,740	\$316,589	\$16,151
Greens Fee Discounts	(\$1,431)	(\$2,732)	\$1,301
Cart Rental Income	\$93,712	\$102,746	(\$9,034)
Player Card Sales	\$20,371	\$25,359	(\$4,988)
Club Rental Income	\$1,120	\$1,399	(\$279)
Other Course Income	\$0	\$333	(\$333)
<b>Food Service Revenue</b>	\$50,173	\$0	\$50,173
<b>Golf Shop Income</b>	\$12,992	\$13,505	(\$513)
<b>Other Revenue</b>	\$500	\$0	\$500
<b>TOTAL REVENUE</b>	\$510,176	\$457,199	\$52,977

*\*New categories added in FY15 are shown in bold*

**Appendix C**  
Course Overviews

**Expenditures**

	<b>2015</b>		
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Assistant Manager	41,804	29,526	12,278
Golf Professional	28,634	25,109	3,525
Cashier	15,577	13,069	2,508
Starter	10,556	15,967	(5,411)
Cart Attendant	11,340	5,220	6,120
Marshalls	15,536	20,195	(4,659)
Superintendents	35,419	50,000	(14,581)
Assistant Superintendent	37,794	24,675	13,119
Greenskeepers	25,652	18,848	6,804
Groundskeepers	40,579	28,061	12,518
Janitorial	3,725	4,155	(430)
Mechanics	24,467	16,575	7,892
<b>Total Salaries</b>	<b>291,085</b>	<b>251,400</b>	<b>39,685</b>
<b>OPERATIONS</b>			
Payroll taxes-course operations	13,302	14,009	(707)
Operations Cost of Benefits	2,877	574	2,303
Credit Card Fees	11,144	7,257	3,887
Golf Car Rental Expense	4,749	0	4,749
Golf Car Repairs	58	1,897	(1,839)
Golf Car Misc Supplies	48	616	(568)
Golf Cars-Interest Exp	851	1,778	(928)
Golf Car Contracted Maint	195	2,808	(2,613)
Golf Car Fuel	320	2,979	(2,659)
Tee/POS System	2,549	4,416	(1,867)
League Expenses	0	6,342	(6,342)
Operating Supplies	4,915	0	4,915
Telephone	1,362	660	702
Courier Service	2,138	1,932	206
Mileage	478	77	401
<b>Total Operations</b>	<b>44,986</b>	<b>45,345</b>	<b>(360)</b>
<b>MAINTENANCE</b>			
Maintenance Payroll tax - course maintenance	19,133	15,316	3,817
Maintenance Cost of Benefits	43,375	18,755	24,620
Employee Clothing	87	798	(711)
Golf Course Supplies	1,661	2,265	(604)
Landscaping	1,678	1,270	408
Plant Nutrients	4,439	8,434	(3,995)
Sand and Bunker	1,202	780	422
Seed and Sod	1,588	1,250	338
Plant Protectant Materials	25,073	23,569	1,504
Other Conditioners	1,983	3,439	(1,457)
Irrigation Repair & Maint	4,342	4,045	297
Top Dressing	1,153	2,098	(945)
General Grounds Maintenance	3,293	1,058	2,235
Integrated Pest Management	85	0	85
Gasoline and Oil	9,922	10,887	(965)
Equipment Repair	7,852	8,748	(896)
Small Tools	489	956	(467)
Building Repair & Maintenance	4,818	1,500	3,318
Clubhouse Maintenance - BLDG RM	6,097	5,654	443
Equipment Rental	74	4,247	(4,173)
Interest Exp Carts - MAINTENANC	366	250	116
Total Heat and Electricity	7,815	11,893	(4,078)
Water and Sewer	276,793	17,370	259,423
Telephone Expense	890	720	170
Security	3,270	1,919	1,351
Contracted Services	1,878	1,062	816
Tree Maintenance & Replacement	3,480	2,700	780
Miscellaneous Exp (Maintenance)	255	400	(145)
<b>Total Maintenance</b>	<b>433,092</b>	<b>151,383</b>	<b>281,709</b>
<b>Total Administrative Expenses</b>	<b>2,417</b>	<b>0</b>	<b>2,417</b>
<b>Total Food and Beverage Expenses</b>	<b>7,341</b>	<b>0</b>	<b>7,341</b>
<b>Total Golf Shop Expenses</b>	<b>128</b>	<b>941</b>	<b>(813)</b>
<b>TOTAL EXPENDITURES</b>	<b>779,048</b>	<b>449,069</b>	<b>329,978</b>

*\*New categories added in FY15 are shown in bold*



**Appendix C**  
Course Overviews

**Clifton Park Golf Course**

*18 Holes, Par: 71, Opened 1915*

*2701 St. Lo Drive, Baltimore, Maryland 21213*

**Rounds Played, 2011-2015**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Clifton Park All Rounds	37,151	40,402	35,586	32,222	29,606
All BGMC Golf Courses	193,826	199,135	171,973	157,519	148,885

### Clifton Park Golf Course Fee Schedule

All Fees Except Juniors include Golf Car Rental	With Classic 5 Player Card	Standard Rates
<b>Adult Rates</b>		
<i>Weekday Mornings</i>	\$29.00	\$35.00
<i>Weekday Afternoons until Twilight</i>	\$27.00	\$33.00
<i>Weekend/Holiday Mornings</i>	\$35.00	\$42.00
<i>Weekend/Holiday Afternoons until Twilight</i>	\$30.00	\$36.00
<b>Early Bird 9-Hole (Back Nine only, first 75 minutes from opening)</b>		
<i>Weekday</i>	\$17.00	\$22.00
<i>Weekend/Holiday</i>	\$18.00	\$23.00
<b>Early Bird 18-Hole (available only on weekdays before 6:30 am)</b>		
<i>Weekday</i>	\$24.00	\$28.00
<b>Twilight: (Times vary with daylight)</b>		
<i>Phase 1</i>	\$24.50	\$29.50
<i>Phase 2</i>	\$19.50	\$24.50
<i>Phase 3</i>	\$15.50	\$20.50
<i>Phase 4</i>	\$11.00	\$16.00
<i>Phase 1 -Weekend/Holiday</i>	\$25.50	\$30.50
<i>Phase 2 -Weekend/Holiday</i>	\$20.50	\$25.50
<i>Phase 3 -Weekend Holiday</i>	\$16.50	\$21.50
<i>Phase 4 -Weekend/Holiday</i>	\$12.00	\$17.00
<b>Special Rates (Rates below in effect Weekdays anytime)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$27.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$27.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$27.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$26.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$10.00	\$10.00
<b>Special Rates (Rates below in effect Weekend and Holiday afternoons)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$28.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$28.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$28.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$27.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$11.00	\$11.00
<b>9-Hole Rates (Weekdays anytime; Weekends/Holidays 12pm-Twilight)</b>		
<i>Weekday</i>	\$17.50	\$22.50
<i>Weekend/Holiday Afternoons until Twilight</i>	\$19.50	\$24.50
<b>Replays and Travelers</b>		
<i>Space available basis (No reserved starting time)</i>	\$11.00	\$14.00
<b>Golf Car Fees</b>		
<i>18-Holes</i>	\$7.00	\$7.00
<i>9-Holes and Twilight</i>	\$3.50	\$3.50

**Appendix C**  
Course Overviews

**Course Financial Performance, 2013-2015**

**2013**

**Revenues**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$768,539	\$867,668	(\$99,129)
Greens Fee Discounts	(\$12,450)	(\$16,957)	\$4,507
Cart Rental Income	\$171,779	\$197,307	(\$25,528)
Player Card Sales	\$37,419	\$37,410	\$9
Handicap Fees	\$1,032	\$246	\$786
Club Rental Income	\$4,215	\$3,694	\$521
Other Course Income	\$6,075	\$0	\$6,075
Cash Over Under	\$341	\$0	\$341
<b>TOTAL REVENUE</b>	<b>\$976,950</b>	<b>\$1,089,368</b>	<b>(\$112,418)</b>

**Appendix C**  
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**Expenditures**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Golf Professional	\$52,808	\$51,996	\$812
Asst. Golf Professional	\$32,122	\$31,835	\$287
Assistant Manager	\$32,570	\$66,244	(\$33,674)
Cashier	\$48,636	\$13,670	\$34,966
Starter	\$21,724	\$14,197	\$7,527
Cart Attendants	\$25,768	\$29,541	(\$3,773)
Marshalls	\$35,102	\$28,185	\$6,917
Junior Golf Instruction	\$2,677	\$0	\$2,677
Superintendents	\$65,478	\$65,556	(\$78)
Assistant Superintendent	\$33,686	\$32,856	\$830
Greenskeepers	\$80,405	\$100,599	(\$20,194)
Groundskeepers	\$62,542	\$59,360	\$3,182
Janitorial	\$4,417	\$12,024	(\$7,607)
Mechanics	\$37,548	\$37,716	(\$168)
<b>Total Salaries</b>	<b>\$535,482</b>	<b>\$543,779</b>	<b>(\$8,297)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$33,258	\$30,665	\$2,593
Interest Expense Carts	\$7,323	\$7,298	\$25
Cart Maintenance	\$17,041	\$20,355	(\$3,314)
Cart Fuel	\$10,206	\$10,203	\$3
Tee/POS System	\$4,839	\$6,506	(\$1,667)
League Expenses	(\$78)	\$0	(\$78)
Supplies	\$12,609	\$8,036	\$4,573
Telephone	\$1,105	\$1,200	(\$95)
Credit Card Fees	\$12,455	\$12,493	(\$38)
Clubhouse Maintenance	\$18	\$0	\$18
Handicap Expense	\$1,057	\$210	\$847
Courier Service	\$3,630	\$3,120	\$510
Mileage	\$0	\$250	(\$250)
<b>Total Operations</b>	<b>\$103,463</b>	<b>\$100,336</b>	<b>\$3,127</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$34,696	\$37,316	(\$2,620)
Employee Clothing	\$805	\$1,419	(\$614)
Golf Course Supplies	\$6,825	\$6,891	(\$66)
Landscaping	\$1,262	\$2,240	(\$978)
Plant Nutrients	\$8,142	\$14,806	(\$6,664)
Sand and Bunker	\$754	\$4,011	(\$3,257)
Seed and Sod	\$2,889	\$8,630	(\$5,741)
Plant Protectant Materials	\$51,703	\$44,973	\$6,730
Other Conditioners	\$12,926	\$5,100	\$7,826
Irrigation Repair & Maint.	\$8,873	\$13,529	(\$4,656)
Top Dressing	\$1,471	\$3,560	(\$2,089)
General Grounds Maintenance	\$9,469	\$11,184	(\$1,715)
Gasoline and Oil	\$22,657	\$21,533	\$1,124
Equipment Repair	\$18,297	\$21,269	(\$2,972)
Small Tools	\$1,625	\$2,176	(\$551)
Building Repair & Maintenance	\$2,535	\$2,160	\$375
Building Maintenance Labor	\$475	\$0	\$475
Clubhouse Maintenance	\$8,382	\$11,853	(\$3,472)
Equipment Rental	\$4,175	\$9,116	(\$4,941)
Interest Expense Carts	\$797	\$805	(\$8)
Heat and Electricity	\$20,627	\$27,783	(\$7,156)
Water and Sewer	\$31,364	\$24,528	\$6,836
Telephone	\$1,356	\$1,440	(\$84)
Security	\$3,522	\$3,168	\$354
Contracted Services	\$2,547	\$2,553	(\$6)
Tree Maintenance & Replacement	\$0	\$8,800	(\$8,800)
Miscellaneous	\$980	\$900	\$80
<b>Total Maintenance</b>	<b>\$259,154</b>	<b>\$291,743</b>	<b>(\$32,589)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$898,099</b>	<b>\$935,858</b>	<b>(\$37,759)</b>

**Appendix C**  
Course Overviews

**2014**

**Revenues**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$720,631	\$792,287	(\$71,656)
Greens Fee Discounts	(\$9,929)	(\$19,961)	\$10,032
Cart Rental Income	\$176,916	\$200,221	(\$23,305)
Player Card Sales	\$37,676	\$37,000	\$676
Handicap Fees	\$1,105	\$960	\$145
Club Rental Income	\$3,547	\$3,403	\$144
Other Course Income	\$2,472	\$1,990	\$482
Cash Over Under	\$73	\$0	\$73
<b>TOTAL REVENUE</b>	<b>\$932,491</b>	<b>\$1,015,900</b>	<b>(\$83,409)</b>

**Appendix C**  
Course Overviews

**Expenditures**

<b>2014</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Golf Professional	\$54,004	\$53,881	\$123
Asst. Golf Professional	\$33,410	\$33,427	(\$17)
Assistant Manager	\$32,835	\$68,610	(\$35,775)
Cashier	\$41,739	\$14,026	\$27,713
Starter	\$19,967	\$15,657	\$4,310
Cart Attendants	\$24,108	\$29,275	(\$5,167)
Marshalls	\$32,235	\$26,008	\$6,227
Junior Golf Instruction	\$3,336	\$0	\$3,336
Superintendents	\$65,386	\$65,550	(\$164)
Assistant Superintendent	\$21,667	\$32,856	(\$11,189)
Greenskeepers	\$83,943	\$80,508	\$3,435
Groundskeepers	\$61,788	\$73,580	(\$11,792)
Janitorial	\$3,194	\$17,212	(\$14,018)
Mechanics	\$37,723	\$37,716	\$7
<b>Total Salaries</b>	<b>\$515,335</b>	<b>\$548,306</b>	<b>(\$32,971)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$26,375	\$27,350	(\$975)
Interest Expense Carts	\$5,550	\$4,550	\$1,000
Cart Maintenance	\$5,036	\$19,764	(\$14,728)
Cart Fuel	\$7,250	\$5,458	\$1,792
Tee/POS System	\$3,657	\$5,340	(\$1,683)
League Expenses	\$0	\$0	\$0
Supplies	\$10,842	\$11,052	(\$210)
Telephone	\$1,541	\$1,152	\$389
Credit Card Fees	\$13,016	\$12,908	\$108
Clubhouse Maintenance	\$16	\$0	\$16
Handicap Expense	\$994	\$1,178	(\$184)
Courier Service	\$5,223	\$3,600	\$1,623
Mileage	\$64	\$250	(\$186)
Promotions	\$87	\$0	\$87
<b>Total Operations</b>	<b>\$79,651</b>	<b>\$92,602</b>	<b>(\$12,951)</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$30,375	\$39,298	(\$8,923)
Employee Clothing	\$399	\$993	(\$594)
Golf Course Supplies	\$6,540	\$5,209	\$1,331
Landscaping	\$1,010	\$1,220	(\$210)
Plant Nutrients	\$10,476	\$14,806	(\$4,330)
Sand and Bunker	\$0	\$1,320	(\$1,320)
Seed and Sod	\$1,745	\$3,365	(\$1,620)
Plant Protectant Materials	\$43,018	\$57,585	(\$14,567)
Other Conditioners	\$12,309	\$13,687	(\$1,378)
Irrigation Repair & Maint.	\$8,118	\$9,557	(\$1,439)
Top Dressing	\$6,876	\$3,123	\$3,753
General Grounds Maintenance	\$4,603	\$3,558	\$1,045
Gasoline and Oil	\$30,007	\$14,866	\$15,141
Equipment Repair	\$26,788	\$15,386	\$11,402
Small Tools	\$1,967	\$1,376	\$591
Building Repair & Maintenance	\$646	\$1,860	(\$1,214)
Building Maintenance Labor	\$28	\$0	\$28
Clubhouse Maintenance	\$10,678	\$12,078	(\$1,400)
Equipment Rental	\$1,165	\$7,766	(\$6,601)
Interest Expense Carts	\$607	\$578	\$29
Heat and Electricity	\$23,772	\$20,586	\$3,186
Water and Sewer	\$29,074	\$24,276	\$4,798
Telephone	\$3,849	\$1,440	\$2,409
Security	\$5,811	\$3,166	\$2,645
Contracted Services	\$1,057	\$2,781	(\$1,724)
Tree Maintenance & Replacement	\$5,940	\$8,980	(\$3,040)
Miscellaneous	\$888	\$900	(\$12)
<b>Total Maintenance</b>	<b>\$267,746</b>	<b>\$269,760</b>	<b>(\$2,014)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$862,732</b>	<b>\$910,668</b>	<b>(\$47,936)</b>

**Appendix C**  
Course Overviews

**2015**

*Note: The following 2015 revenue and expenditure figures provided by the BGMC are preliminary and unaudited.*

**Revenues**

<b>2015</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fee	\$702,583	\$717,490	(\$14,907)
Greens Fee Discounts	(\$6,384)	(\$15,147)	\$8,763
Cart Rental Income	\$179,729	\$178,965	\$764
Player Card Sales	\$37,689	\$47,056	(\$9,367)
Handicap Fees	\$1,175	\$598	\$577
Club Rental Income	\$3,743	\$3,503	\$240
Other Course Income	\$1,295	\$2,686	(\$1,391)
Cash Over (Under)	\$59	\$0	\$59
<b>Food Service Revenue</b>	\$134,063	\$160,078	(\$26,015)
<b>Golf Shop Income</b>	\$88,512	\$68,460	\$20,052
<b>Other Revenue</b>	\$4,840	\$0	\$4,840
<b>Tournaments/Events Income</b>	(\$25)	\$0	(\$25)
<b>TOTAL REVENUE</b>	<b>\$1,147,279</b>	<b>\$1,163,689</b>	<b>(\$16,410)</b>

*\*New categories added in FY15 are shown in bold*

Appendix C  
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Expenditures

2015			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Asst. Golf Professional	35,279.36	35,030.00	249.36
Assistant Manager	61,104.84	65,893.00	(4,788.16)
Golf Professional	54,908.93	55,764.00	(855.07)
Cashier	25,496.58	11,887.00	13,609.58
Starter	21,027.18	14,422.00	6,605.18
Cart Attendant	34,900.79	29,169.00	5,731.79
Marshalls	19,388.15	22,116.00	(2,727.85)
Junior Golf Instruction	3,360.03	2,802.00	558.03
Superintendents	66,698.19	65,556.00	1,142.19
Assistant Superintendent	24,971.25	30,999.00	(6,027.75)
Greenskeepers	79,597.73	81,762.00	(2,164.27)
Groundskeepers	68,075.95	47,488.00	20,587.95
Janitorial	22.04	9,974.00	(9,951.96)
Mechanics	37,462.92	37,716.00	(253.08)
<b>Total Salaries</b>	<b>532,293.94</b>	<b>510,578.00</b>	<b>21,715.94</b>
<b>OPERATIONS</b>			
Payroll taxes-course operations	28,710.80	28,178.00	532.80
Operations Cost of Benefits	41,840.60	36,780.00	5,060.60
Credit Card Fees	21,483.49	14,612.00	6,871.49
Junior Golf Expense	1,507.64	0.00	1,507.64
Golf Car Rental Expense	16,523.24	0.00	16,523.24
Golf Car Repairs	426.45	3,798.00	(3,371.55)
Golf Car Misc Supplies	390.57	909.00	(518.43)
Golf Cars-Interest Exp	1,802.68	5,547.16	(3,744.48)
Golf Car Contracted Maint	8,380.04	6,384.00	1,996.04
Golf Car Fuel	17,854.28	12,958.00	4,896.28
Tee/POS System	2,652.74	4,716.00	(2,063.26)
League Expenses	0.00	0.00	0.00
Operating Supplies	10,793.42	12,072.00	(1,278.58)
Telephone	1,419.06	660.00	759.06
Handicap Expense	1,085.00	1,178.00	(93.00)
Courier Service	4,000.65	3,600.00	400.65
Mileage	0.00	252.00	(252.00)
<b>Total Operations</b>	<b>158,870.66</b>	<b>131,644.16</b>	<b>27,226.50</b>
<b>MAINTENANCE</b>			
Maintenance Payroll tax - course maintenance	23,749.30	29,919.00	(6,169.70)
Maintenance Cost of Benefits	55,773.31	48,785.00	6,988.31
Equipment Purchases	1,087.00	0.00	1,087.00
Employee Clothing	240.58	727.00	(486.42)
Golf Course Supplies	5,525.84	4,340.00	1,185.84
Landscaping	1,324.84	1,220.00	104.84
Plant Nutrients	7,097.50	13,547.00	(6,449.50)
Sand and Bunker	722.00	1,560.00	(838.00)
Seed and Sod	1,754.00	2,305.00	(551.00)
Plant Protectant Materials	53,686.23	49,356.00	4,330.23
Other Conditioners	5,631.22	6,741.00	(1,109.78)
Irrigation Repair & Maint	8,874.63	11,424.00	(2,549.37)
Top Dressing	711.68	2,560.00	(1,848.32)
General Grounds Maintenance	1,903.96	1,323.00	580.96
Integrated Pest Management	0.00	0.00	0.00
Gasoline and Oil	13,795.20	21,074.00	(7,278.80)
Equipment Repair	24,668.77	19,869.00	4,799.77
Small Tools	846.82	1,915.00	(1,068.18)
Building Repair & Maintenance	1,021.07	1,860.00	(838.93)
Building Maintenance - Labor	379.01	0.00	379.01
Clubhouse Maintenance - BLDG RM	9,415.28	10,922.00	(1,506.72)
Equipment Rental	340.09	7,170.00	(6,829.91)
Interest Exp Carts - MAINTENANC	555.82	365.05	190.77
<b>Total Heat and Electricity</b>	<b>12,713.02</b>	<b>26,956.00</b>	<b>(14,242.98)</b>
Water and Sewer	51,108.83	30,785.00	20,323.83
Telephone Expense	3,297.21	720.00	2,577.21
Security	3,812.21	3,167.00	645.21
Contracted Services	2,469.00	1,497.00	972.00
Tree Maintenance & Replacement	2,845.00	7,480.00	(4,635.00)
Miscellaneous Exp (Maintenance)	830.41	600.00	230.41
<b>Total Maintenance</b>	<b>296,179.83</b>	<b>308,187.05</b>	<b>(12,007.22)</b>
<b>Total Administrative Expenses</b>	<b>1,871.92</b>	<b>0.00</b>	<b>1,871.92</b>
<b>Total Food and Beverage Expenses</b>	<b>82,460.82</b>	<b>97,624.00</b>	<b>(15,163.18)</b>
<b>Total Golf Shop Expenses</b>	<b>3,023.23</b>	<b>3,626.00</b>	<b>(602.77)</b>
<b>Total Tournament/Event Expenses</b>	<b>4,301.35</b>	<b>0.00</b>	<b>4,301.35</b>
<b>TOTAL EXPENDITURES</b>	<b>1,079,001.75</b>	<b>1,051,659.21</b>	<b>27,342.54</b>

\*New categories added in FY15 are shown in bold



**Appendix C**  
Course Overviews

**Forest Park Golf Course**

*18 holes, Par: 71, Opened 1934*

*2900 Hillsdale Road, Baltimore, Maryland 21207*

**Rounds Played, 2011-2015**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Forest Park Rounds Played	28,000	30,749	24,922	22,930	20,546
All BGMC Courses	193,826	199,135	171,973	157,519	148,885

## Forest Park Golf Course Fee Schedule

All Fees Except Juniors include Golf Car Rental	With Classic 5 Player Card	Standard Rates
<b>Adult Rates</b>		
<i>Weekday Mornings</i>	\$29.00	\$35.00
<i>Weekday Afternoons until Twilight</i>	\$27.00	\$33.00
<i>Weekend/Holiday Mornings</i>	\$35.00	\$42.00
<i>Weekend/Holiday Afternoons until Twilight</i>	\$30.00	\$36.00
<b>Early Bird 9-Hole (Back Nine only, first 75 minutes from opening)</b>		
<i>Weekday</i>	\$17.00	\$22.00
<i>Weekend/Holiday</i>	\$18.00	\$23.00
<b>Early Bird 18-Hole (available only on weekdays before 6:30 am)</b>		
<i>Weekday</i>	\$24.00	\$28.00
<b>Twilight: (Times vary with daylight)</b>		
<i>Phase 1</i>	\$24.50	\$29.50
<i>Phase 2</i>	\$19.50	\$24.50
<i>Phase 3</i>	\$15.50	\$20.50
<i>Phase 4</i>	\$11.00	\$16.00
<i>Phase 1 -Weekend/Holiday</i>	\$25.50	\$30.50
<i>Phase 2 -Weekend/Holiday</i>	\$20.50	\$25.50
<i>Phase 3 -Weekend Holiday</i>	\$16.50	\$21.50
<i>Phase 4 -Weekend/Holiday</i>	\$12.00	\$17.00
<b>Special Rates (Rates below in effect Weekdays anytime)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$27.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$27.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$27.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$26.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$10.00	\$10.00
<b>Special Rates (Rates below in effect Weekend and Holiday afternoons)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$28.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$28.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$28.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$27.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$11.00	\$11.00
<b>9-Hole Rates (Weekdays anytime; Weekends/Holidays 12pm-Twilight)</b>		
<i>Weekday</i>	\$17.50	\$22.50
<i>Weekend/Holiday Afternoons until Twilight</i>	\$19.50	\$24.50
<b>Replays and Travelers</b>		
<i>Space available basis (No reserved starting time)</i>	\$11.00	\$14.00
<b>Golf Car Fees</b>		
<i>18-Holes</i>	\$7.00	\$7.00
<i>9-Holes and Twilight</i>	\$3.50	\$3.50

**Appendix C**  
Course Overviews

**Course Financial Performance, 2013-2015**

**2013**

**Revenues**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$570,697	\$672,933	(\$102,236)
Greens Fee Discounts	(\$12,551)	(\$18,085)	\$5,534
Cart Rental Income	\$128,977	\$148,683	(\$19,706)
Player Card Sales	\$29,613	\$25,365	\$4,248
Handicap Fees	\$1,919	\$2,031	(\$112)
Club Rental Income	\$1,239	\$1,250	(\$11)
Other Course Income	\$8,418	\$0	\$8,418
Cash Over Under	\$1,039	\$0	\$1,039
<b>TOTAL REVENUE</b>	<b>\$729,352</b>	<b>\$832,177</b>	<b>(\$102,825)</b>

**Appendix C**  
Course Overviews

**Expenditures**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Golf Professional	\$73,947	\$73,740	\$207
Asst. Golf Professional	\$13,789	\$14,340	(\$551)
Assistant Manager	\$90,089	\$85,634	\$4,455
Cashier	\$21,959	\$27,210	(\$5,251)
Starter	\$18,227	\$22,907	(\$4,680)
Cart Attendants	\$20,847	\$26,845	(\$5,998)
Marshalls	\$30,176	\$31,649	(\$1,473)
Superintendents	\$5,283	\$0	\$5,283
Assistant Superintendent	\$68,209	\$42,432	\$25,777
Greenskeepers	\$78,637	\$105,888	(\$27,251)
Groundskeepers	\$59,841	\$58,887	\$954
Janitorial	\$13,320	\$15,576	(\$2,256)
Mechanics	\$41,506	\$35,382	\$6,124
<b>Total Salaries</b>	<b>\$535,830</b>	<b>\$540,490</b>	<b>(\$4,660)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$35,126	\$35,681	(\$555)
Interest Expense Carts	\$8,092	\$8,069	\$23
Cart Maintenance	\$16,311	\$17,786	(\$1,475)
Cart Fuel	\$6,308	\$6,308	\$0
Tee/POS System	\$1,398	\$4,824	(\$3,426)
Supplies	\$11,782	\$8,864	\$2,918
Telephone	\$2,851	\$2,228	\$623
Credit Card Fees	\$9,667	\$10,914	(\$1,247)
Handicap Expense	\$1,295	\$1,528	(\$233)
Courier Service	\$3,614	\$3,600	\$14
Mileage	\$0	\$55	(\$55)
<b>Total Operations</b>	<b>\$96,443</b>	<b>\$99,857</b>	<b>(\$3,414)</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$32,998	\$33,815	(\$817)
Employee Clothing	\$2,944	\$1,432	\$1,512
Golf Course Supplies	\$3,625	\$6,097	(\$2,472)
Landscaping	\$1,452	\$2,960	(\$1,508)
Plant Nutrients	\$7,760	\$13,781	(\$6,021)
Sand and Bunker	\$4,680	\$5,256	(\$576)
Seed and Sod	\$3,026	\$3,653	(\$628)
Plant Protectant Materials	\$43,464	\$39,277	\$4,187
Other Conditioners	\$3,076	\$5,540	(\$2,464)
Irrigation Repair & Maint.	\$5,803	\$5,266	\$537
Top Dressing	\$2,624	\$2,560	\$64
General Grounds Maintenance	\$2,238	\$3,689	(\$1,451)
Gasoline and Oil	\$17,563	\$17,043	\$520
Equipment Repair	\$18,567	\$26,249	(\$7,682)
Small Tools	\$1,721	\$2,698	(\$977)
Building Repair & Maintenance	\$3,048	\$1,800	\$1,248
Building Maintenance Labor	\$68	\$0	\$68
Clubhouse Maintenance	\$20,020	\$17,768	\$2,252
Equipment Rental	\$219	\$8,816	(\$8,597)
Interest Expense Carts	\$797	\$805	(\$8)
Heat and Electricity	\$27,363	\$36,126	(\$8,763)
Water and Sewer	\$47,530	\$34,772	\$12,758
Telephone	\$1,616	\$1,440	\$176
Security	\$11,858	\$9,432	\$2,426
Contracted Services	\$3,194	\$2,553	\$641
Tree Maintenance & Replacement	\$20,145	\$10,900	\$9,245
Miscellaneous	\$441	\$600	(\$159)
<b>Total Maintenance</b>	<b>\$287,839</b>	<b>\$294,328</b>	<b>(\$6,489)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$920,113</b>	<b>\$934,675</b>	<b>(\$14,562)</b>

Appendix C  
Course Overviews

2014

Revenues

2014			
	Actual	Budget	Over/Under Budget
Greens Fees	\$548,716	\$589,744	(\$41,028)
Greens Fee Discounts	(\$6,374)	(\$16,243)	\$9,869
Cart Rental Income	\$131,242	\$143,985	(\$12,743)
Player Card Sales	\$27,505	\$27,220	\$285
Handicap Fees	\$1,870	\$1,920	(\$50)
Club Rental Income	\$1,289	\$1,484	(\$195)
Other Course Income	\$940	\$5,588	(\$4,648)
Cash Over Under	\$107	\$0	\$107
<b>TOTAL REVENUE</b>	<b>\$705,295</b>	<b>\$753,698</b>	<b>(\$48,403)</b>

**Appendix C**  
Course Overviews

**Expenditures**

<b>2014</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Golf Professional	\$73,744	\$73,742	\$2
Asst. Golf Professional	\$7,608	\$12,740	(\$5,132)
Assistant Manager	\$96,408	\$84,725	\$11,683
Cashier	\$17,552	\$22,743	(\$5,191)
Starter	\$19,739	\$22,574	(\$2,835)
Cart Attendants	\$19,491	\$26,894	(\$7,403)
Marshalls	\$31,345	\$33,628	(\$2,283)
Junior Golf Instruction	\$463	\$0	\$463
Superintendents	\$5,283	\$0	\$5,283
Assistant Superintendent	\$68,209	\$42,432	\$25,777
Greenskeepers	\$78,637	\$105,888	(\$27,251)
Groundskeepers	\$59,841	\$58,887	\$954
Janitorial	\$13,320	\$15,576	(\$2,256)
Mechanics	\$41,506	\$35,382	\$6,124
<b>Total Salaries</b>	<b>\$533,145</b>	<b>\$535,211</b>	<b>(\$2,066)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$31,479	\$31,043	\$436
Interest Expense Carts	\$6,389	\$5,640	\$749
Cart Maintenance	\$11,891	\$18,414	(\$6,523)
Cart Fuel	\$1,933	\$3,990	(\$2,057)
Tee/POS System	\$383	\$3,660	(\$3,277)
Supplies	\$11,660	\$11,105	\$555
Telephone	\$3,378	\$2,800	\$578
Credit Card Fees	\$9,924	\$9,891	\$33
Clubhouse Maintenance	\$386	\$0	\$386
Handicap Expense	\$1,266	\$1,176	\$90
Courier Service	\$3,888	\$3,600	\$288
Mileage	\$0	\$55	(\$55)
Promotions	\$100	\$0	\$100
<b>Total Operations</b>	<b>\$82,677</b>	<b>\$91,374</b>	<b>(\$8,697)</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$32,998	\$33,815	(\$817)
Employee Clothing	\$2,944	\$1,432	\$1,512
Golf Course Supplies	\$3,625	\$6,097	(\$2,472)
Landscaping	\$1,452	\$2,960	(\$1,508)
Plant Nutrients	\$7,760	\$13,781	(\$6,021)
Sand and Bunker	\$4,680	\$5,256	(\$576)
Seed and Sod	\$3,026	\$3,653	(\$628)
Plant Protectant Materials	\$43,464	\$39,277	\$4,187
Other Conditioners	\$3,076	\$5,540	(\$2,464)
Irrigation Repair & Maint.	\$5,803	\$5,266	\$537
Top Dressing	\$2,624	\$2,560	\$64
General Grounds Maintenance	\$2,238	\$3,689	(\$1,451)
Gasoline and Oil	\$17,563	\$17,043	\$520
Equipment Repair	\$18,567	\$26,249	(\$7,682)
Small Tools	\$1,721	\$2,698	(\$977)
Building Repair & Maintenance	\$3,048	\$1,800	\$1,248
Building Maintenance Labor	\$68	\$0	\$68
Clubhouse Maintenance	\$20,020	\$17,768	\$2,252
Equipment Rental	\$219	\$8,816	(\$8,597)
Interest Expense Carts	\$797	\$805	(\$8)
Heat and Electricity	\$27,363	\$36,126	(\$8,763)
Water and Sewer	\$47,530	\$34,772	\$12,758
Telephone	\$1,616	\$1,440	\$176
Security	\$11,858	\$9,432	\$2,426
Contracted Services	\$3,194	\$2,553	\$641
Tree Maintenance & Replacement	\$20,145	\$10,900	\$9,245
Miscellaneous	\$441	\$600	(\$159)
<b>Total Maintenance</b>	<b>\$287,839</b>	<b>\$294,328</b>	<b>(\$6,489)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$903,662</b>	<b>\$920,913</b>	<b>(\$17,251)</b>

**Appendix C**  
Course Overviews

**2015**

*Note: The following 2015 revenue and expenditure figures provided by the BGMC are preliminary and unaudited.*

**Revenues**

<b>2015</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fee	\$502,483	\$533,294	(\$30,811)
Greens Fee Discounts	(\$10,825)	(\$18,323)	\$7,498
Cart Rental Income	\$127,392	\$131,581	(\$4,189)
Player Card Sales	\$29,648	\$34,491	(\$4,843)
Handicap Fees	\$1,950	\$2,268	(\$318)
Club Rental Income	\$2,484	\$1,286	\$1,198
Other Course Income	\$253	\$5,193	(\$4,940)
<b>Food Service Revenue</b>	\$7,134	\$0	\$7,134
<b>Golf Shop Income</b>	\$35,498	\$34,680	\$818
<b>Other Revenue</b>	\$42,985	\$0	\$42,985
<b>Tournaments/Events Income</b>	\$65	\$0	\$65
<b>TOTAL REVENUE</b>	<b>\$739,066</b>	<b>\$724,470</b>	<b>\$14,596</b>

*\*New categories added in FY15 are shown in bold*

Appendix C  
Course Overviews

Expenditures

2015			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Asst. Golf Professional	0.00	12,555.00	(12,555.00)
Assistant Manager	94,169.27	87,096.00	7,073.27
Golf Professional	53,232.93	73,740.00	(20,507.07)
Cashier	21,133.51	22,743.00	(1,609.49)
Starter	11,152.30	20,108.00	(8,955.70)
Cart Attendant	21,362.24	19,827.00	1,535.24
Marshalls	51,969.14	32,367.00	19,602.14
Junior Golf Instruction	1,798.97	0.00	1,798.97
Superintendents	48,232.65	48,652.00	(419.35)
Assistant Superintendent	41,573.24	36,420.00	5,153.24
Greenskeepers	84,080.01	77,208.00	6,872.01
Groundskeepers	44,198.86	23,225.00	20,973.86
Janitorial	10,787.36	9,965.00	822.36
Mechanics	28,450.41	36,951.00	(8,500.59)
<b>Total Salaries</b>	<b>512,140.89</b>	<b>500,857.00</b>	<b>11,283.89</b>
<b>OPERATIONS</b>			
Payroll taxes-course operations	29,745.71	34,626.00	(4,880.29)
Operations Cost of Benefits	21,178.15	16,200.00	4,978.15
Credit Card Fees	13,744.54	10,552.00	3,192.54
Junior Golf Expense	970.00	0.00	970.00
Golf Car Rental Expense	13,716.68	0.00	13,716.68
Golf Car Repairs	128.92	2,880.00	(2,751.08)
Golf Car Misc Supplies	0.00	738.00	(738.00)
Golf Cars-Interest Exp	1,881.71	5,467.31	(3,585.60)
Golf Car Contracted Maint	12,773.52	6,216.00	6,557.52
Golf Car Fuel	2,340.66	3,990.00	(1,649.34)
Golf Car Battery Replacement	0.00	9,328.00	(9,328.00)
Tee/POS System	0.00	3,000.00	(3,000.00)
Operating Supplies	11,714.12	10,728.00	986.12
Telephone	1,260.51	1,020.00	240.51
Handicap Expense	1,700.00	1,178.00	522.00
Courier Service	3,911.84	3,600.00	311.84
Mileage	59.99	55.00	4.99
<b>Total Operations</b>	<b>115,126.35</b>	<b>109,578.31</b>	<b>5,548.04</b>
<b>MAINTENANCE</b>			
Maintenance Payroll tax - course maintenance	28,968.20	25,357.00	3,611.20
Maintenance Cost of Benefits	52,299.95	56,425.00	(4,125.05)
Employee Clothing	533.82	400.00	133.82
Golf Course Supplies	3,456.22	3,616.00	(159.78)
Landscaping	1,186.62	1,440.00	(253.38)
Plant Nutrients	7,372.60	12,909.00	(5,536.40)
Sand and Bunker	0.00	1,320.00	(1,320.00)
Seed and Sod	2,765.59	2,305.00	460.59
Plant Protectant Materials	35,010.68	43,156.00	(8,145.32)
Other Conditioners	3,165.15	6,996.00	(3,830.85)
Irrigation Repair & Maint	3,752.20	5,227.00	(1,474.80)
Top Dressing	2,686.79	2,260.00	426.79
General Grounds Maintenance	3,718.45	2,574.00	1,144.45
Gasoline and Oil	14,963.48	17,636.00	(2,672.52)
Equipment Repair	21,711.78	22,287.00	(575.22)
Small Tools	1,947.08	1,032.00	915.08
Building Repair & Maintenance	1,736.33	1,500.00	236.33
Building Maintenance - Labor	225.91	0.00	225.91
Clubhouse Maintenance - BLDG RM	16,054.92	17,995.00	(1,940.08)
Equipment Rental	260.20	7,170.00	(6,909.80)
Interest Exp Carts - MAINTENANC	502.10	365.05	137.05
Total Heat and Electricity	25,801.52	35,930.00	(10,128.48)
Water and Sewer	51,682.08	46,679.00	5,003.08
Telephone Expense	2,882.57	720.00	2,162.57
Security	8,936.79	9,434.00	(497.21)
Contracted Services	2,447.88	1,497.00	950.88
Tree Maintenance & Replacement	9,100.00	7,900.00	1,200.00
Miscellaneous Exp (Maintenance)	350.51	600.00	(249.49)
<b>Total Maintenance</b>	<b>303,519.42</b>	<b>334,730.05</b>	<b>(31,210.63)</b>
<b>Total Administrative Expenses</b>	<b>1,077.27</b>	<b>0.00</b>	<b>1,077.27</b>
<b>Total Food and Beverage Expenses</b>	<b>2,319.72</b>	<b>0.00</b>	<b>2,319.72</b>
<b>Total Golf Shop Expenses</b>	<b>1,535.90</b>	<b>2,281.00</b>	<b>(745.10)</b>
<b>Total Tournament/Event Expenses</b>	<b>217.00</b>	<b>0.00</b>	<b>217.00</b>
<b>TOTAL EXPENDITURES</b>	<b>935,936.55</b>	<b>947,446.36</b>	<b>(11,509.81)</b>

\*New categories added in FY15 are shown in bold



**Appendix C**  
Course Overviews

**Mount Pleasant Golf Course**

*18 Holes, Par: 71, Opened 1934*

*6001 Hillen Road, Baltimore, Maryland 21239*

**Rounds Played, 2011-2015**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Mt. Pleasant Rounds Played	42,581	44,782	33,594	31,376	37,202
All BGMC Courses	193,826	199,135	171,973	157,519	148,885

### Mount Pleasant Golf Course Fee Schedule

All Fees Except Juniors include Golf Car Rental	With Classic 5 Player Card	Standard Rates
<b>Adult Rates</b>		
<i>Weekday Mornings</i>	\$37.00	\$43.00
<i>Weekday Afternoons until Twilight</i>	\$35.00	\$41.00
<i>Weekend/Holiday Mornings</i>	\$42.00	\$51.00
<i>Weekend/Holiday Afternoons until Twilight</i>	\$38.00	\$45.00
<b>Early Bird 9-Hole (Back Nine only, first 75 minutes from opening)</b>		
<i>Weekday</i>	\$21.00	\$26.00
<i>Weekend/Holiday</i>	\$23.00	\$28.00
<b>Early Bird 18-Hole (available only on weekdays before 6:30 am)</b>		
<i>Weekday</i>	\$29.00	\$37.00
<b>Twilight: (Times vary with daylight)</b>		
<i>Phase 1 -Weekday</i>	\$30.50	\$35.50
<i>Phase 2 -Weekday</i>	\$24.50	\$29.50
<i>Phase 3 -Weekday</i>	\$18.50	\$23.50
<i>Phase 4 -Weekday</i>	\$12.50	\$17.50
<i>Phase 1 -Weekend/Holiday</i>	\$32.50	\$37.50
<i>Phase 2 -Weekend/Holiday</i>	\$26.50	\$31.50
<i>Phase 3 -Weekend/Holiday</i>	\$20.50	\$25.50
<i>Phase 4 -Weekend/Holiday</i>	\$14.50	\$19.50
<b>Special Rates (Rates below in effect Weekdays anytime)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$34.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$34.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$34.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$33.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$13.00	\$13.00
<b>Special Rates (Rates below in effect Weekend and Holiday afternoons)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$35.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$35.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$35.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$34.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$14.00	\$14.00
<b>9-Hole Rates (Weekdays from 12pm-Twilight; Weekends/Holidays 1pm-Twilight)</b>		
<i>Weekday Afternoons until Twilight</i>	\$21.50	\$26.50
<i>Weekend/Holiday 1pm until Twilight</i>	\$24.50	\$29.50
<b>Replays and Travelers</b>		
<i>Space available basis (No reserved starting time)</i>	\$14.00	\$17.00
<b>Golf Car Fees</b>		
<i>18-Holes</i>	\$7.00	\$7.00
<i>9-Holes and Twilight</i>	\$3.50	\$3.50

Course Financial Performance, 2013-2015

2013

Revenues

2013			
	Actual	Budget	Over/Under Budget
Greens Fees	\$1,074,129	\$1,275,828	(\$201,699)
Greens Fee Discounts	(\$10,194)	(\$25,095)	\$14,901
Cart Rental Income	\$182,746	\$214,088	(\$31,342)
Player Card Sales	\$40,728	\$34,040	\$6,688
Handicap Fees	\$2,975	\$3,824	(\$849)
Club Rental Income	\$2,555	\$2,475	\$80
Other Course Income	\$4,454	\$0	\$4,454
Cash Over Under	(\$262)	\$0	(\$262)
<b>TOTAL REVENUE</b>	<b>\$1,297,131</b>	<b>\$1,505,160</b>	<b>(\$208,029)</b>

**Appendix C**  
**Course Overviews**

**Expenditures**

<b>2013</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Golf Professional	\$64,779	\$62,762	\$2,017
Asst. Golf Professional	\$31,420	\$31,044	\$376
Assistant Manager	\$43,107	\$28,272	\$14,835
Cashier	\$35,861	\$26,199	\$9,662
Starter	\$20,906	\$21,406	(\$500)
Cart Attendants	\$20,690	\$28,912	(\$8,222)
Marshalls	\$40,510	\$51,124	(\$10,614)
Junior Golf Instruction	\$775	\$0	\$775
Superintendents	\$65,534	\$65,556	(\$22)
Assistant Superintendent	\$36,524	\$36,424	\$100
Greenskeepers	\$81,642	\$90,960	(\$9,318)
Groundskeepers	\$64,034	\$71,948	(\$7,914)
Janitorial	\$27,311	\$20,292	\$7,019
Mechanics	\$36,118	\$37,716	(\$1,598)
<b>Total Salaries</b>	<b>\$569,211</b>	<b>\$572,615</b>	<b>(\$3,404)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$35,746	\$35,181	\$565
Interest Expense Carts	\$8,183	\$8,255	(\$72)
Cart Maintenance	\$15,385	\$13,957	\$1,428
Cart Maintenance Labor	\$1,091	\$0	\$1,091
Cart Fuel	\$9,169	\$9,169	\$0
Tee/POS System	\$5,294	\$6,504	(\$1,210)
League Expenses	\$372	\$0	\$372
Operating Supplies	\$13,959	\$10,726	\$3,233
Telephone	\$838	\$1,020	(\$182)
Credit Card Fees	\$16,618	\$19,220	(\$2,602)
Clubhouse Maintenance	\$361	\$0	\$361
Handicap Expense	\$3,177	\$2,578	\$599
Courier Service	\$3,689	\$3,600	\$89
Mileage	\$101	\$250	(\$150)
<b>Total Operations</b>	<b>\$113,982</b>	<b>\$110,460</b>	<b>\$3,521</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$35,546	\$38,502	(\$2,956)
Employee Clothing	\$392	\$1,491	(\$1,099)
Golf Course Supplies	\$6,245	\$7,354	(\$1,109)
Landscaping	\$1,530	\$2,650	(\$1,120)
Plant Nutrients	\$8,021	\$18,340	(\$10,319)
Sand and Bunker	\$0	\$1,300	(\$1,300)
Seed and Sod	\$6,200	\$5,383	\$817
Plant Protectant Materials	\$47,598	\$65,093	(\$17,495)
Other Conditioners	\$4,783	\$6,235	(\$1,453)
Irrigation Repair & Maint.	\$4,064	\$6,746	(\$2,682)
Top Dressing	\$440	\$5,540	(\$5,100)
General Grounds Maintenance	\$1,874	\$7,998	(\$6,124)
Gasoline and Oil	\$33,210	\$27,233	\$5,977
Equipment Repair	\$17,770	\$20,652	(\$2,882)
Small Tools	\$1,060	\$1,854	(\$794)
Building Repair & Maintenance	\$3,407	\$2,440	\$967
Clubhouse Maintenance	\$8,571	\$10,976	(\$2,405)
Equipment Rental	\$1,530	\$8,216	(\$6,686)
Interest Expense Carts	\$797	\$805	(\$8)
Heat and Electricity	\$29,550	\$31,532	(\$1,982)
Water and Sewer	\$33,595	\$29,943	\$3,652
Telephone	\$1,708	\$1,440	\$268
Trash Collection	\$3,699	\$4,560	(\$861)
Security	\$3,333	\$2,465	\$868
Contracted Services	\$2,663	\$2,835	(\$172)
Tree Maintenance & Replacement	\$10,350	\$12,400	(\$2,050)
Miscellaneous	\$305	\$900	(\$595)
<b>Total Maintenance</b>	<b>\$268,240</b>	<b>\$324,883</b>	<b>(\$56,643)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$951,433</b>	<b>\$1,007,958</b>	<b>(\$56,526)</b>

**Appendix C**  
Course Overviews

**2014**

**Revenues**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$1,043,536	\$1,134,270	(\$90,734)
Greens Fee Discounts	(\$11,448)	(\$23,405)	\$11,957
Cart Rental Income	\$195,978	\$217,901	(\$21,923)
Player Card Sales	\$40,625	\$36,587	\$4,038
Handicap Fees	\$3,110	\$2,125	\$985
Club Rental Income	\$2,774	\$2,603	\$171
Other Course Income	\$1,618	\$312	\$1,306
Cash Over Under	(\$905)	\$0	(\$905)
<b>TOTAL REVENUE</b>	<b>\$1,275,288</b>	<b>\$1,370,393</b>	<b>(\$95,105)</b>

**Appendix C**  
**Course Overviews**

**Expenditures**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
<b>SALARIES</b>			
Golf Professional	\$65,472	\$67,203	(\$1,731)
Asst. Golf Professional	\$28,733	\$32,131	(\$3,398)
Assistant Manager	\$41,254	\$28,267	\$12,987
Cashier	\$38,086	\$27,801	\$10,285
Starter	\$18,453	\$22,263	(\$3,810)
Cart Attendants	\$17,671	\$24,545	(\$6,874)
Marshalls	\$33,787	\$52,874	(\$19,087)
Junior Golf Instruction	\$62	\$0	\$62
Superintendents	\$65,500	\$65,550	(\$50)
Assistant Superintendent	\$36,423	\$36,420	\$3
Greenskeepers	\$85,227	\$90,960	(\$5,733)
Groundskeepers	\$58,031	\$67,337	(\$9,306)
Janitorial	\$24,217	\$20,295	\$3,922
Mechanics	\$39,976	\$37,716	\$2,260
<b>Total Salaries</b>	<b>\$552,892</b>	<b>\$573,362</b>	<b>(\$20,470)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$31,997	\$30,988	\$1,009
Interest Expense Carts	\$6,230	\$5,946	\$284
Cart Maintenance	\$6,434	\$15,447	(\$9,013)
Cart Fuel	\$4,475	\$6,080	(\$1,605)
Tee/POS System	\$4,681	\$5,340	(\$659)
Supplies	\$15,632	\$12,072	\$3,560
Telephone	\$1,415	\$900	\$515
Credit Card Fees	\$17,139	\$17,148	(\$9)
Clubhouse Maintenance	\$391	\$0	\$391
Handicap Expense	\$2,789	\$3,052	(\$263)
Courier Service	\$5,250	\$3,600	\$1,650
Mileage	\$21	\$200	(\$179)
Promotions	\$1,691	\$0	\$1,691
<b>Total Operations</b>	<b>\$98,145</b>	<b>\$100,773</b>	<b>(\$2,628)</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$32,731	\$35,383	(\$2,652)
Employee Clothing	\$435	\$997	(\$562)
Golf Course Supplies	\$5,118	\$5,756	(\$638)
Landscaping	\$555	\$2,650	(\$2,095)
Plant Nutrients	\$8,846	\$18,340	(\$9,494)
Sand and Bunker	\$0	\$1,320	(\$1,320)
Seed and Sod	\$12,762	\$4,603	\$8,159
Plant Protectant Materials	\$42,963	\$83,330	(\$40,367)
Other Conditioners	\$4,796	\$17,322	(\$12,526)
Irrigation Repair & Maint.	\$6,407	\$4,453	\$1,954
Top Dressing	\$8,051	\$5,140	\$2,911
General Grounds Maintenance	\$2,756	\$3,012	(\$256)
Gasoline and Oil	\$25,867	\$12,246	\$13,621
Equipment Repair	\$17,251	\$13,061	\$4,190
Small Tools	\$925	\$898	\$27
Building Repair & Maintenance	\$3,269	\$2,140	\$1,129
Building Maintenance Labor	\$704	\$0	\$704
Clubhouse Maintenance	\$11,344	\$10,676	\$668
Equipment Rental	\$2,876	\$7,266	(\$4,390)
Interest Expense Carts	\$607	\$580	\$27
Heat and Electricity	\$32,105	\$25,253	\$6,852
Water and Sewer	\$25,453	\$29,340	(\$3,887)
Telephone	\$2,538	\$1,440	\$1,098
Trash Collection	\$3,333	\$4,740	(\$1,407)
Security	\$3,037	\$2,466	\$571
Contracted Services	\$4,078	\$3,063	\$1,015
Tree Maintenance & Replacement	\$8,439	\$12,400	(\$3,961)
Miscellaneous	\$509	\$900	(\$391)
<b>Total Maintenance</b>	<b>\$267,755</b>	<b>\$308,775</b>	<b>(\$41,020)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$918,792</b>	<b>\$982,910</b>	<b>(\$64,118)</b>

**Appendix C**  
Course Overviews

**2015**

*Note: The following 2015 revenue and expenditure figures provided by the BGMC are preliminary and unaudited.*

**Revenues**

<b>2015</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fee	\$1,011,203	\$1,032,177	(\$20,974)
Greens Fee Discounts	(\$13,780)	(\$18,533)	\$4,753
Cart Rental Income	\$194,709	\$198,513	(\$3,804)
Player Card Sales	\$38,342	\$47,168	(\$8,826)
Handicap Fees	\$3,065	\$2,803	\$262
Club Rental Income	\$2,090	\$2,459	(\$369)
Other Course Income	\$92	\$156	(\$64)
<b>Food Service Revenue</b>	\$201,082	\$215,389	(\$14,307)
<b>Golf Shop Income</b>	\$72,864	\$69,904	\$2,960
<b>Other Revenue</b>	\$2,866	\$0	\$2,866
<b>Tournaments/Events Income</b>	\$1,630	\$0	\$1,630
<b>TOTAL REVENUE</b>	<b>\$1,514,164</b>	<b>\$1,550,036</b>	<b>(\$35,872)</b>

*\*New categories added in FY15 are shown in bold*

Appendix C  
Course Overviews

Expenditures

<b>2015</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Asst. Golf Professional	29,075.62	32,496.00	(3,420.38)
Assistant Manager	41,506.83	28,272.00	13,234.83
Golf Professional	65,078.17	65,496.00	(417.83)
Cashier	35,061.75	26,603.00	8,458.75
Starter	11,320.80	19,338.00	(8,017.20)
Cart Attendant	23,652.23	17,760.00	5,892.23
Marshalls	41,008.69	33,867.00	7,141.69
Superintendents	66,005.41	65,556.00	449.41
Assistant Superintendent	36,699.23	36,424.00	275.23
Greenskeepers	84,104.16	90,957.00	(6,852.84)
Groundskeepers	63,833.73	58,997.00	4,836.73
Janitorial	28,006.02	20,295.00	7,711.02
Mechanics	38,237.76	37,716.00	521.76
<b>Total Salaries</b>	<b>563,590.40</b>	<b>533,777.00</b>	<b>29,813.40</b>
<b>OPERATIONS</b>			
Payroll taxes-course operations	27,964.07	28,201.00	(236.93)
Operations Cost of Benefits	33,719.16	21,096.00	12,623.16
Credit Card Fees	28,298.39	20,270.00	8,028.39
Golf Car Rental Expense	7,988.44	0.00	7,988.44
Golf Car Repairs	1,941.17	3,798.00	(1,856.83)
Golf Car Misc Supplies	49.07	801.00	(751.93)
Golf Cars-Interest Exp	6,019.55	5,572.12	447.43
Golf Car Contracted Maint	4,820.20	1,512.00	3,308.20
Golf Car Fuel	3,197.85	7,728.00	(4,530.15)
Golf Car Battery Replacement	0.00	7,308.00	(7,308.00)
Tee/POS System	3,661.75	4,716.00	(1,054.25)
Operating Supplies	12,503.93	13,236.00	(732.07)
Telephone	1,641.19	936.00	705.19
Handicap Expense	2,695.00	3,056.00	(361.00)
Courier Service	3,966.73	3,600.00	366.73
Mileage	480.17	200.00	280.17
Promotions - Operations	175.27	0.00	175.27
<b>Total Operations</b>	<b>139,121.94</b>	<b>122,030.12</b>	<b>17,091.82</b>
<b>MAINTENANCE</b>			
Maintenance Payroll tax - course maintenance	43,533.75	36,202.00	7,331.75
Maintenance Cost of Benefits	71,311.53	67,188.00	4,123.53
Employee Clothing	493.98	1,279.00	(785.02)
Golf Course Supplies	4,877.82	4,407.00	470.82
Landscaping	1,010.00	2,550.00	(1,540.00)
Plant Nutrients	8,178.60	17,279.00	(9,100.40)
Sand and Bunker	896.00	1,320.00	(424.00)
Seed and Sod	3,279.00	2,733.00	546.00
Plant Protectant Materials	65,946.02	64,991.00	955.02
Other Conditioners	185.00	7,542.00	(7,357.00)
Irrigation Repair & Maint	2,759.01	5,035.00	(2,275.99)
Top Dressing	5,626.01	1,460.00	4,166.01
General Grounds Maintenance	5,252.95	1,893.00	3,359.95
Gasoline and Oil	17,329.95	30,395.00	(13,065.05)
Equipment Repair	18,989.31	19,233.00	(243.69)
Small Tools	1,943.87	987.00	956.87
Building Repair & Maintenance	3,445.46	2,140.00	1,305.46
Building Maintenance - Labor	1,950.52	0.00	1,950.52
Clubhouse Maintenance - BLDG RM	16,689.07	11,578.00	5,111.07
Equipment Rental	1,855.13	6,670.00	(4,814.87)
Interest Exp Carts - MAINTENANC	550.82	365.05	185.77
Total Heat and Electricity	21,085.36	32,108.00	(11,022.64)
Water and Sewer	36,567.98	36,967.00	(399.02)
Telephone Expense	5,288.30	1,440.00	3,848.30
Trash Collection	0.00	0.00	0.00
Security	4,556.94	2,465.00	2,091.94
Contracted Services	2,689.86	1,779.00	910.86
Tree Maintenance & Replacement	7,140.00	7,900.00	(760.00)
Miscellaneous Exp (Maintenance)	497.02	600.00	(102.98)
<b>Total Maintenance</b>	<b>353,929.26</b>	<b>368,506.05</b>	<b>(14,576.79)</b>
<b>Total Administrative Expenses</b>	<b>1,267.93</b>	<b>0.00</b>	<b>1,267.93</b>
<b>Total Food and Beverage Expenses</b>	<b>153,060.61</b>	<b>105,654.00</b>	<b>47,406.61</b>
<b>Total Golf Shop Expenses</b>	<b>2,662.95</b>	<b>3,694.00</b>	<b>(1,031.05)</b>
<b>Total Tournament/Event Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL EXPENDITURES</b>	<b>1,213,633.09</b>	<b>1,133,661.17</b>	<b>79,971.92</b>

\*New categories added in FY15 are shown in bold

**Appendix D**  
Required City Forms

**Pine Ridge Golf Course**

*18 Holes, Par: 72, Opened 1958*

*2101 Dulaney Valley Road, Lutherville, MD 21093*

**Rounds Played, 2011-2015**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Pine Ridge Rounds Played	55,212	57,659	47,702	43,051	42,728
All BGMC Courses	193,826	199,135	171,973	157,519	148,885

## Pine Ridge Golf Course Fee Schedule

All Fees Except Juniors include Golf Car Rental	With Classic 5 Player Card	Standard Rates
<b>Adult Rates</b>		
<i>Weekday Mornings</i>	\$41.00	\$48.00
<i>Weekday Afternoons until Twilight</i>	\$39.00	\$46.00
<i>Weekend/Holiday Mornings</i>	\$53.00	\$62.00
<i>Weekend/Holiday Afternoons until Twilight</i>	\$44.00	\$51.00
<b>Early Bird 9-Hole (Back Nine only, first 75 minutes from opening)</b>		
<i>Weekday</i>	\$25.00	\$30.00
<i>Weekend/Holiday</i>	\$27.00	\$32.00
<b>Early Bird 18-Hole (available only on weekdays before 6:30 am)</b>		
<i>Weekday</i>	\$34.00	\$41.00
<b>Twilight: (Times vary with daylight)</b>		
<i>Phase 1 -Weekday</i>	\$32.50	\$37.50
<i>Phase 2 -Weekday</i>	\$26.50	\$31.50
<i>Phase 3 -Weekday</i>	\$20.50	\$25.50
<i>Phase 4 -Weekday</i>	\$14.50	\$19.50
<i>Phase 1 -Weekend/Holiday</i>	\$34.50	\$39.50
<i>Phase 2 -Weekend/Holiday</i>	\$28.50	\$33.50
<i>Phase 3 -Weekend Holiday</i>	\$22.50	\$27.50
<i>Phase 4 -Weekend/Holiday</i>	\$16.50	\$21.50
<b>Special Rates (Rates below in effect Weekdays anytime)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$39.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$39.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$39.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$38.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$16.00	\$16.00
<b>Special Rates (Rates below in effect Weekend and Holiday afternoons)</b>		
<i>Senior (62+ years of age, must have Classic 5 Player Card)</i>	\$40.00	Std. Adult Rates Apply
<i>Police and Firefighters (Must have Classic 5 Player Card)</i>	\$40.00	Std. Adult Rates Apply
<i>Active Duty Military (Must have Current Military ID)</i>	\$40.00	
<i>Full-Time Student (Must have Current Student ID, a Classic 5 Player Card, and be under the age of 25)</i>	\$39.00	Std. Adult Rates Apply
<i>Junior (Age 17 - under)</i>	\$17.00	\$17.00
<b>9-Hole Rates (Weekdays from 12pm-Twilight; Not Available Weekends or Holidays)</b>		
<i>Weekday Afternoons until Twilight</i>	\$26.50	\$31.50
<i>Weekend/Holiday</i>	N/A	N/A
<b>Replays and Travelers</b>		
<i>Space available basis (No reserved starting time)</i>	\$14.00	\$17.00
<b>Golf Car Fees</b>		
<i>18-Holes</i>	\$7.00	\$7.00
<i>9-Holes and Twilight</i>	\$3.50	\$3.50

**Appendix C**  
Course Overviews

**Course Financial Performance, 2013-2015**

**2013**

**Revenues**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$1,673,225	\$1,873,411	(\$200,186)
Greens Fee Discounts	(\$9,115)	(\$34,391)	\$25,276
Cart Rental Income	\$239,682	\$268,105	(\$28,423)
Player Card Sales	\$61,933	\$63,285	(\$1,352)
Handicap Fees	\$7,530	\$6,949	\$581
Club Rental Income	\$3,299	\$3,954	(\$655)
Other Course Income	\$26,991	\$0	\$26,991
Cash Over Under	(\$1,811)	\$0	(\$1,811)
<b>TOTAL REVENUE</b>	<b>\$2,001,734</b>	<b>\$2,181,313</b>	<b>(\$179,579)</b>

**Expenditures**

**Appendix C**  
**Course Overviews**

<b>2013</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Golf Professional	\$72,812	\$73,740	(\$928)
Asst. Golf Professional	\$61,114	\$61,077	\$37
Assistant Manager	\$12,150	\$11,736	\$414
Cashier	\$44,334	\$41,375	\$2,959
Starter	\$25,491	\$28,437	(\$2,946)
Cart Attendants	\$28,323	\$31,364	(\$3,041)
Marshalls	\$40,332	\$44,650	(\$4,318)
Junior Golf Instruction	\$436	\$0	\$436
Superintendents	\$67,820	\$69,504	(\$1,684)
Assistant Superintendent	\$38,405	\$38,604	(\$199)
Greenskeepers	\$78,246	\$89,244	(\$10,998)
Groundskeepers	\$76,378	\$103,492	(\$27,114)
Janitorial	\$14,855	\$14,463	\$392
Mechanics	\$27,551	\$37,716	(\$10,165)
<b>Total Salaries</b>	<b>\$588,247</b>	<b>\$645,402</b>	<b>(\$57,155)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$46,700	\$41,249	\$5,451
Interest Expense Carts	\$8,390	\$8,469	(\$79)
Cart Maintenance	\$13,537	\$13,517	\$20
Cart Maintenance Labor	\$4,729	\$0	\$4,729
Cart Fuel	\$12,137	\$12,077	\$60
Tee/POS System	\$6,533	\$6,204	\$329
League Expenses	(\$105)	\$0	(\$105)
Supplies	\$13,456	\$14,760	(\$1,304)
Telephone	\$1,404	\$1,440	(\$36)
Credit Card Fees	\$29,405	\$31,613	(\$2,208)
Handicap Expense	\$5,700	\$4,584	\$1,116
Courier Service	\$3,902	\$3,600	\$302
Mileage	\$0	\$60	(\$60)
<b>Total Operations</b>	<b>\$145,789</b>	<b>\$137,573</b>	<b>\$8,216</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$38,300	\$45,640	(\$7,341)
Employee Clothing	\$726	\$3,621	(\$2,895)
Golf Course Supplies	\$8,510	\$8,623	(\$113)
Landscaping	\$887	\$3,400	(\$2,513)
Plant Nutrients	\$12,819	\$21,215	(\$8,396)
Sand and Bunker	\$1,516	\$2,380	(\$864)
Seed and Sod	\$6,312	\$4,420	\$1,892
Plant Protectant Materials	\$69,048	\$78,590	(\$9,542)
Other Conditioners	\$7,634	\$7,652	(\$18)
Irrigation Repair & Maint.	\$5,023	\$10,917	(\$5,894)
Top Dressing	\$653	\$2,220	(\$1,567)
General Grounds Maintenance	\$9,611	\$4,774	\$4,837
Gasoline and Oil	\$22,066	\$25,678	(\$3,612)
Equipment Repair	\$12,837	\$17,676	(\$4,839)
Small Tools	\$1,899	\$1,648	\$251
Building Repair & Maintenance	\$2,306	\$3,100	(\$794)
Building Maintenance Labor	\$3,859	\$0	\$3,859
Clubhouse Maintenance	\$9,708	\$16,925	(\$7,217)
Equipment Rental	\$893	\$7,498	(\$6,605)
Interest Expense Carts	\$797	\$804	(\$7)
Heat and Electricity	\$33,836	\$47,984	(\$14,148)
Water and Sewer	\$35,758	\$28,043	\$7,715
Telephone	\$815	\$1,440	(\$625)
Trash Collection	\$5,208	\$7,410	(\$2,202)
Security	\$1,761	\$2,373	(\$612)
Contracted Services	\$1,537	\$5,803	(\$4,266)
Tree Maintenance & Replacement	\$17,380	\$19,160	(\$1,780)
Miscellaneous	\$2,230	\$1,980	\$250
<b>Total Maintenance</b>	<b>\$313,930</b>	<b>\$380,974</b>	<b>(\$67,044)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,047,965</b>	<b>\$1,163,949</b>	<b>(\$115,983)</b>

**2014**

**Revenues**

**Appendix C**  
**Course Overviews**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fees	\$1,606,759	\$1,745,822	(\$139,063)
Greens Fee Discounts	(\$12,173)	(\$29,759)	\$17,586
Cart Rental Income	\$248,356	\$277,788	(\$29,432)
Player Card Sales	\$58,338	\$62,400	(\$4,062)
Handicap Fees	\$7,550	\$7,120	\$430
Club Rental Income	\$3,782	\$3,607	\$175
Other Course Income	\$26,794	\$20,231	\$6,563
Cash Over Under	(\$9,765)	\$0	(\$9,765)
<b>TOTAL REVENUE</b>	<b>\$1,929,641</b>	<b>\$2,087,209</b>	<b>(\$157,568)</b>

**Appendix C**  
Course Overviews

**Expenditures**

<b>2014</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Golf Professional	\$73,744	\$73,744	\$0
Asst. Golf Professional	\$63,864	\$63,326	\$538
Assistant Manager	\$13,812	\$11,740	\$2,072
Cashier	\$37,313	\$39,427	(\$2,114)
Starter	\$21,889	\$28,455	(\$6,566)
Cart Attendants	\$25,831	\$30,549	(\$4,718)
Marshalls	\$35,234	\$47,050	(\$11,816)
Junior Golf Instruction	\$431	\$0	\$431
Superintendents	\$73,713	\$69,504	\$4,209
Assistant Superintendent	\$39,463	\$68,963	(\$29,500)
Greenskeepers	\$79,081	\$70,266	\$8,815
Groundskeepers	\$79,053	\$104,708	(\$25,655)
Janitorial	\$12,297	\$14,834	(\$2,537)
Mechanics	\$36,938	\$37,716	(\$778)
<b>Total Salaries</b>	<b>\$592,663</b>	<b>\$660,282</b>	<b>(\$67,619)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$40,155	\$35,975	\$4,180
Interest Expense Carts	\$6,392	\$6,100	\$292
Cart Maintenance	\$10,314	\$13,314	(\$3,000)
Cart Maintenance Labor	\$3,883	\$7,805	(\$3,922)
Cart Fuel	\$4,162	\$5,040	(\$878)
Tee/POS System	\$11,911	\$12,732	(\$821)
League Expenses	\$1,668	\$1,440	\$228
Supplies	\$28,973	\$30,987	(\$2,014)
Telephone	\$7,221	\$5,285	\$1,936
Credit Card Fees	\$28	\$0	\$28
Handicap Expense	\$5,318	\$3,600	\$1,718
Courier Service	\$0	\$40	(\$40)
Mileage	(\$43)	\$0	(\$43)
<b>Total Operations</b>	<b>\$119,982</b>	<b>\$122,318</b>	<b>(\$2,336)</b>
<b>MAINTENANCE</b>			
Payroll Taxes	\$36,104	\$41,427	(\$5,323)
Employee Clothing	\$262	\$2,165	(\$1,903)
Golf Course Supplies	\$7,718	\$6,049	\$1,669
Landscaping	\$947	\$3,140	(\$2,193)
Plant Nutrients	\$12,481	\$21,215	(\$8,734)
Sand and Bunker	\$1,517	\$1,980	(\$463)
Seed and Sod	\$4,050	\$4,105	(\$55)
Plant Protectant Materials	\$47,531	\$78,761	(\$31,230)
Other Conditioners	\$16,852	\$18,012	(\$1,160)
Irrigation Repair & Maint.	\$7,585	\$7,530	\$55
Top Dressing	\$8,236	\$4,220	\$4,016
General Grounds Maintenance	\$3,502	\$3,380	\$122
Gasoline and Oil	\$20,466	\$20,075	\$391
Equipment Repair	\$12,855	\$9,928	\$2,927
Small Tools	\$537	\$1,933	(\$1,396)
Building Repair & Maintenance	\$1,612	\$2,800	(\$1,188)
Building Maintenance Labor	\$1,178	\$0	\$1,178
Clubhouse Maintenance	\$8,440	\$16,625	(\$8,185)
Equipment Rental	\$154	\$7,498	(\$7,344)
Interest Expense Carts	\$607	\$580	\$27
Heat and Electricity	\$45,730	\$44,513	\$1,217
Water and Sewer	\$9,215	\$8,661	\$554
Telephone	\$1,432	\$1,440	(\$8)
Trash Collection	\$6,245	\$8,284	(\$2,039)
Security	\$1,523	\$2,376	(\$853)
Contracted Services	\$1,189	\$6,031	(\$4,842)
Tree Maintenance & Replacement	\$17,120	\$19,160	(\$2,040)
Miscellaneous	\$2,145	\$1,980	\$165
<b>Total Maintenance</b>	<b>\$277,233</b>	<b>\$343,868</b>	<b>(\$66,635)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$989,878</b>	<b>\$1,126,468</b>	<b>(\$136,590)</b>

**2015**

**Appendix C**  
Course Overviews

*Note: The following 2015 revenue and expenditure figures provided by the BGMC are preliminary and unaudited, and include the Driving Range.*

**Revenues**

<b>2015</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Greens Fee	\$1,626,932	\$1,598,580	\$28,352
Greens Fee Discounts	(\$5,024)	(\$23,213)	\$18,189
Cart Rental Income	\$255,288	\$246,973	\$8,315
Player Card Sales	\$56,663	\$78,616	(\$21,954)
Handicap Fees	\$6,422	\$7,745	(\$1,323)
Club Rental Income	\$7,095	\$3,584	\$3,511
Other Course Income	\$19,211	\$20,127	(\$916)
Cash Over Under	\$0	\$0	\$0
<b>BGA/Golf Academy Program</b>	\$157,628	\$134,549	\$23,079
<b>Driving Range Fees</b>	\$446,735	\$442,480	\$4,255
<b>Food Service Revenue</b>	\$328,929	\$303,965	\$24,964
<b>Golf Shop Income</b>	\$127,928	\$123,565	\$4,363
<b>Other Revenue</b>	(\$899)	\$0	(\$899)
<b>Tournaments/Events Income</b>	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,026,908</b>	<b>\$2,936,971</b>	<b>\$89,937</b>

*\*New categories added in FY15 are shown in bold*

**Appendix C**  
**Course Overviews**

**Expenditures**

	2015		
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Asst. Golf Professional	44,475.37	65,808.00	(21,332.63)
Assistant Manager	87,521.67	58,344.00	29,177.67
Golf Professional	74,556.74	73,740.00	816.74
Cashier	34,695.72	29,996.00	4,699.72
Range Attendants	16,870.70	29,105.00	(12,234.30)
Starter	9,092.22	22,016.00	(12,923.78)
Cart Attendant	30,259.86	22,982.00	7,277.86
Marshalls	50,171.72	35,205.00	14,966.72
Range Cashiers	12,925.07	11,933.00	992.07
Junior Golf Instruction	(47.69)	0.00	(47.69)
Superintendents	55,124.76	51,242.00	3,882.76
Assistant Superintendent	30,011.73	38,604.00	(8,592.27)
Greenskeepers	80,169.27	71,352.00	8,817.27
Groundskeepers	66,950.53	78,964.00	(12,013.47)
Janitorial	11,094.64	12,016.00	(921.36)
Mechanics	40,089.67	37,716.00	2,373.67
<b>Total Salaries</b>	<b>643,961.98</b>	<b>639,023.00</b>	<b>4,938.98</b>
<b>OPERATIONS</b>			
Payroll taxes-course operations	43,484.34	47,783.00	(4,298.66)
Operations Cost of Benefits	24,647.17	21,612.00	3,035.17
Credit Card Fees	54,879.56	40,128.00	14,751.56
Golf Car Rental Expense	7,988.40	1,224.00	6,764.40
Golf Car Repairs	2,238.96	1,998.00	240.96
Golf Car Misc Supplies	0.00	927.00	(927.00)
Golf Cars-Interest Exp	6,194.59	5,754.44	440.15
Golf Car Contracted Maint	4,708.53	1,512.00	3,196.53
Golf Car Fuel	4,079.97	8,500.00	(4,420.03)
Golf Car Battery Replacement	0.00	7,560.00	(7,560.00)
Tee/POS System	2,972.70	4,616.00	(1,643.30)
Operating Supplies	9,929.12	16,092.00	(6,162.88)
Telephone	1,532.68	936.00	596.68
Handicap Expense	5,095.00	4,584.00	511.00
Range Supplies	34,794.45	36,484.00	(1,689.55)
Courier Service	3,952.10	3,600.00	352.10
Mileage	156.05	0.00	156.05
Promotions - Operations	275.67	0.00	275.67
<b>Total Operations</b>	<b>206,929.29</b>	<b>203,310.44</b>	<b>3,618.85</b>
<b>MAINTENANCE</b>			
Maintenance Payroll tax - course maintenance	32,179.80	34,222.00	(2,042.20)
Maintenance Cost of Benefits	70,455.41	67,185.96	3,269.45
Employee Clothing	645.16	1,898.00	(1,252.84)
Driving Range Maintenance	1,743.51	0.00	1,743.51
Golf Course Supplies	3,603.47	6,253.00	(2,649.53)
Landscaping	3,201.87	2,090.00	1,111.87
Plant Nutrients	15,831.65	19,861.00	(4,029.35)
Sand and Bunker	1,522.95	1,980.00	(457.05)
Seed and Sod	1,143.34	17,863.00	(16,719.66)
Plant Protectant Materials	68,249.05	61,615.00	6,634.05
Other Conditioners	5,910.10	8,069.00	(2,158.90)
Irrigation Repair & Maint	13,324.98	7,439.00	5,885.98
Top Dressing	3,644.37	1,460.00	2,184.37
General Grounds Maintenance	3,624.74	2,467.00	1,157.74
Gasoline and Oil	20,290.71	21,972.00	(1,681.29)
Equipment Repair	10,717.15	14,407.00	(3,689.85)
Small Tools	1,648.00	2,262.00	(614.00)
Building Repair & Maintenance	4,196.21	2,800.00	1,396.21
Building Maintenance - Labor	1,240.60	0.00	1,240.60
Clubhouse Maintenance - BLDG RM	13,480.68	14,027.00	(546.32)
Equipment Rental	1,831.97	6,902.00	(5,070.03)
Interest Exp Carts - MAINTENANC	641.33	365.05	276.28
Heat and Electricity	41,040.63	45,645.00	(4,604.37)
Water and Sewer	5,744.97	29,936.00	(24,191.03)
Telephone Expense	3,719.74	720.00	2,999.74
Trash Collection	3,719.74	720.00	2,999.74
Security	2,398.10	2,373.00	25.10
Contracted Services	2,702.46	4,997.00	(2,294.54)
Tree Maintenance & Replacement	10,800.00	12,400.00	(1,600.00)
Miscellaneous Exp (Maintenance)	5,545.56	1,680.00	3,865.56
<b>Total Maintenance</b>	<b>354,798.25</b>	<b>393,609.01</b>	<b>(38,810.76)</b>
<b>Total Administrative Expenses</b>	<b>2,256.93</b>	<b>0.00</b>	<b>2,256.93</b>
<b>Total Baltimore Golf Academy Expenses</b>	<b>124,330.87</b>	<b>155,239.00</b>	<b>(30,908.13)</b>
<b>Total Food and Beverage Expenses</b>	<b>145,801.86</b>	<b>143,635.00</b>	<b>2,166.86</b>
<b>Total Golf Shop Expenses</b>	<b>4,483.18</b>	<b>7,594.00</b>	<b>(3,110.82)</b>
<b>Total Tournament/Event Expenses</b>	<b>7,737.99</b>	<b>0.00</b>	<b>7,737.99</b>
<b>TOTAL EXPENDITURES</b>	<b>1,490,300.35</b>	<b>1,542,410.45</b>	<b>(52,110.10)</b>

\*New categories added in FY15 are shown in bold

**Appendix C**  
Course Overviews

**Pine Ridge Driving Range**

*2101 Dulaney Valley Road, Lutherville, MD 21093*

Adjacent to the Pine Ridge Golf Course, the range offers:

- 22 covered pads for all weather use
- 45 lighted stations
- Putting and chipping greens
- Lessons available

Current hours of operation are until 10:00PM in season.

**Current Fee Schedule**

**Range Ball Prices**

<b>Small Bucket</b>	<b>40 Balls</b>	<b>\$4.50</b>
<b>Medium Bucket</b>	<b>85 Balls</b>	<b>\$8.25</b>
<b>Large Bucket</b>	<b>160 Balls</b>	<b>\$12.00</b>

**The Driving Range Bonus Card enables golfers to purchase range balls at a discount**

**Driving Range Bonus Card Prices**

	<b>25% Plan</b>	<b>30% Plan</b>	<b>35% Plan</b>	<b>37.5% Plan</b>
<b>Price Paid</b>	<b>\$20</b>	<b>\$50</b>	<b>\$100</b>	<b>\$200</b>
<b>Card Value</b>	<b>\$25</b>	<b>\$65</b>	<b>\$135</b>	<b>\$275</b>

**Appendix C**  
Course Overviews

**Course Financial Performance, 2013-2015**

**2013**

**Revenues**

<b>2013</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Driving Range Fees	\$478,022	\$458,999	\$19,022
Range Card Discounts	(\$36,547)	\$0	(\$36,547)
Range Lesson Income	\$12,844	\$16,940	(\$4,096)
Range Misc Income	\$3,330	\$0	\$3,330
Beer Revenue	\$201,454	\$0	\$201,454
Food Revenue	\$305,250	\$823,461	(\$518,211)
Snack	\$50,125	\$0	\$50,125
Beverage	\$183,014	\$0	\$183,014
Player Card Sales	\$195,201	\$185,940	\$9,261
Cash Over (Under)	(\$1,013)	\$0	(\$1,013)
<b>TOTAL REVENUE</b>	<b>\$1,391,679</b>	<b>\$1,485,340</b>	<b>(\$93,661)</b>

**Appendix C**  
**Course Overviews**

**Expenditures**

<b>2013</b>			
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Director of Instruction	\$336,918	\$341,667	(\$4,750)
Assistant Manager	\$258,591	\$284,804	(\$26,213)
Range Cashiers	\$10,462	\$11,027	(\$565)
Range Attendants	\$31,498	\$25,936	\$5,562
<b>Total Salaries</b>	<b>\$637,469</b>	<b>\$663,434</b>	<b>(\$25,965)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$181,574	\$172,321	\$9,253
Tee/POS System	\$22,777	\$30,444	(\$7,667)
Operating Supplies	\$58,709	\$47,524	\$11,185
Software Support	\$995	\$0	\$995
Telephone	\$7,717	\$7,648	\$69
Credit Card Fees	\$82,885	\$88,808	(\$5,923)
Range Supplies	\$37,419	\$36,258	\$1,161
Driving Range Maintenance	\$1,415	\$15,000	(\$13,585)
Interest Expense	\$3,920	\$3,960	(\$40)
Security	\$24,563	\$19,357	\$5,206
Range Maintenance Labor	\$1,870	\$9,000	(\$7,130)
<b>Total Operations</b>	<b>\$423,844</b>	<b>\$430,320</b>	<b>(\$6,476)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,061,313</b>	<b>\$1,093,754</b>	<b>(\$32,441)</b>

**Appendix C**  
Course Overviews

**2014**

**Revenues**

<b>2014</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/Under Budget</b>
Driving Range Fees	\$293,256	\$323,072	(\$29,816)
Range Card Discounts	\$128,790	\$139,068	(\$10,278)
Range Lesson Income	\$13,762	\$12,000	\$1,762
Beer Revenue	\$2,945	\$0	\$2,945
Awards Revenue	(\$5,625)	\$0	(\$5,625)
Snack Revenue	\$1,909	\$0	\$1,909
Beverage Revenue	\$9,398	\$0	\$9,398
Player Card Sales	\$3,500	\$0	\$3,500
Cash Over (Under)	\$9	\$0	\$9
<b>TOTAL REVENUE</b>	<b>\$447,944</b>	<b>\$474,140</b>	<b>(\$26,196)</b>

**Appendix C**  
**Course Overviews**

**Expenditures**

	2014		
	Actual	Budget	Over/Under Budget
<b>SALARIES</b>			
Director of Instruction	\$50,505	\$50,477	\$28
Assistant Manager	\$54,556	\$63,962	(\$9,406)
Range Cashiers	\$11,834	\$11,027	\$807
Range Attendants	\$25,018	\$25,935	(\$917)
<b>Total Salaries</b>	<b>\$141,913</b>	<b>\$151,401</b>	<b>(\$9,488)</b>
<b>OPERATIONS</b>			
Payroll Taxes	\$12,640	\$18,525	(\$5,885)
Tee/POS System	\$91	\$200	(\$109)
Operating Supplies	(\$13)	\$0	(\$13)
Software Support	\$777	\$0	\$777
Telephone	\$835	\$800	\$35
Credit Card Fees	\$5,249	\$6,971	(\$1,722)
Range Supplies	\$14,666	\$36,256	(\$21,590)
Driving Range Maintenance	\$519	\$15,000	(\$14,481)
Interest Expense	\$143	\$137	\$6
Security	\$1,034	\$0	\$1,034
Range Maintenance Labor	\$2,307	\$9,000	(\$6,693)
<b>Total Operations</b>	<b>\$38,248</b>	<b>\$86,889</b>	<b>(\$48,641)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$180,161</b>	<b>\$238,290</b>	<b>(\$58,129)</b>

*Note: 2015 revenues and expenditures for the driving range are included in the 2015 financials for the Pine Ridge Course. These figures as provided by the BGMC are preliminary and unaudited.*