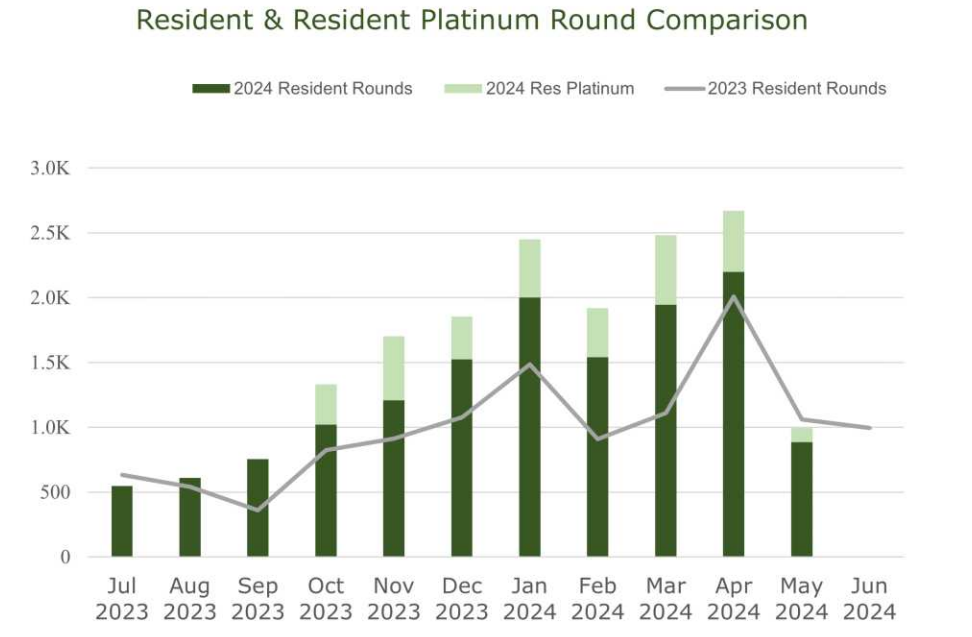
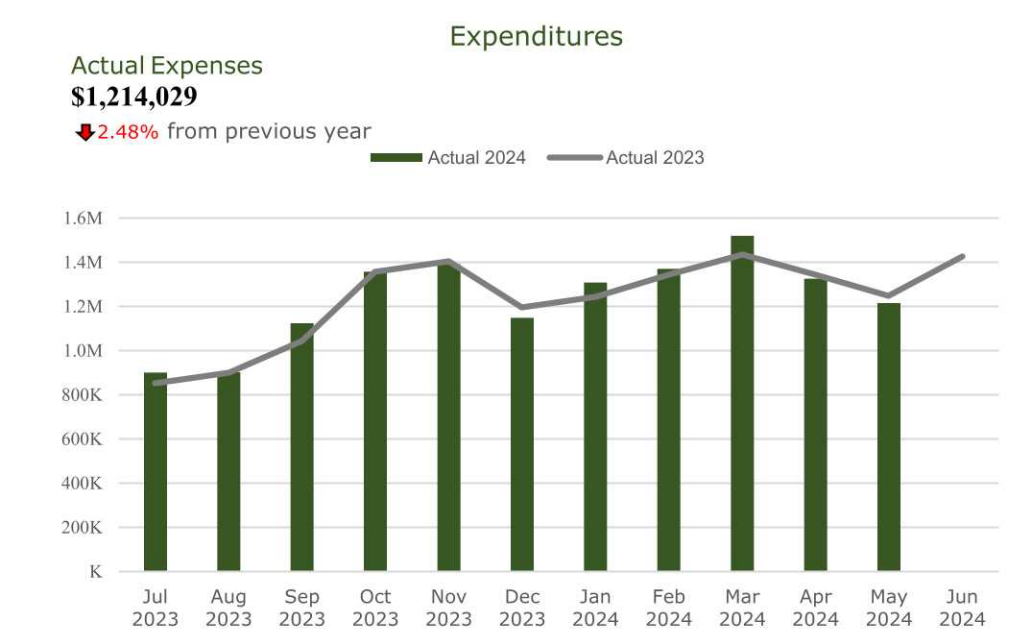
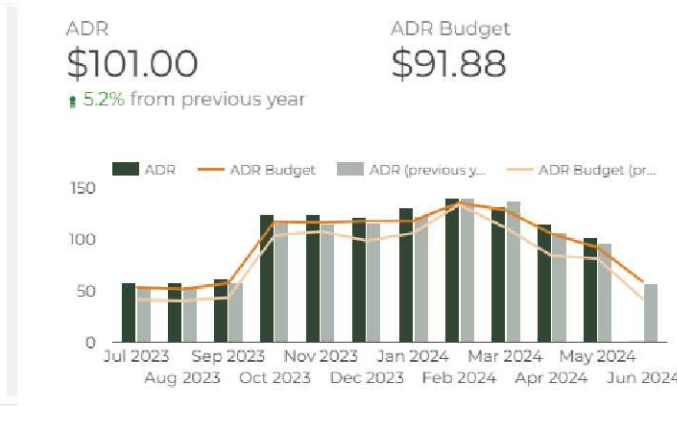
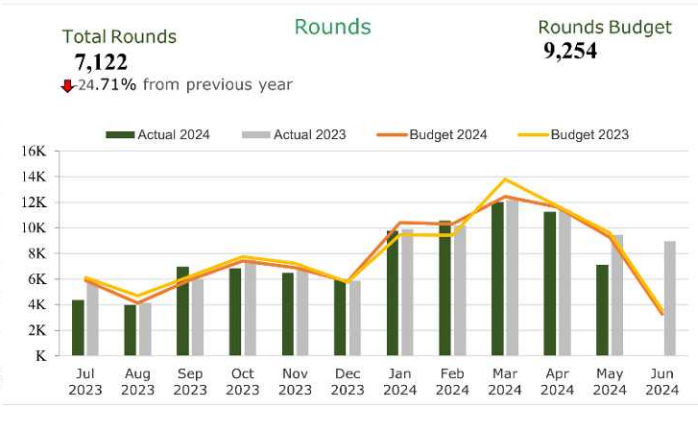




## Revenue, Rounds, and ADR

### Expenditures and Resident & Resident Platinum Round Comparison



**Desert Willow Golf Resort**  
**Standard Summary Income Statement**  
For the Eleven Months Ending May 31, 2024

MTD - May 2024

	MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY
<b>REVENUES</b>					
Green Fees & Cart Fees	\$700,612	\$850,590	82%	\$879,283	80%
Merchandise	77,564	86,369	90%	88,931	87%
Other Pro Shop	38,680	11,242	344%	19,573	198%
Range	3,765	3,631	104%	3,315	114%
Food & Beverage	404,205	399,158	101%	448,863	90%
Academy Merchandise	8,989	3,060	294%	8,627	104%
Other Academy	26,081	19,076	137%	25,374	103%
Other G&A Income	1,000	2,000	50%	5,180	19%
<b>TOTAL REVENUE</b>	<b>1,260,895</b>	<b>1,375,126</b>	<b>92%</b>	<b>1,479,145</b>	<b>85%</b>
<b>COST OF SALES</b>					
Merchandise	45,405	47,018	97%	51,800	88%
Academy	6,427	2,387	269%	6,805	94%
Food & Beverage	110,058	128,304	86%	97,649	113%
<b>TOTAL COGS</b>	<b>161,889</b>	<b>177,709</b>	<b>91%</b>	<b>156,254</b>	<b>104%</b>
<b>COGS - Merchandise %</b>	<b>55.3%</b>	<b>54.6%</b>	<b>101.3%</b>	<b>56.9%</b>	<b>97.2%</b>
<b>COGS - Academy %</b>	<b>64.6%</b>	<b>78.0%</b>	<b>82.9%</b>	<b>52.6%</b>	<b>122.8%</b>
<b>COGS - F&amp;B %</b>	<b>28.4%</b>	<b>34.3%</b>	<b>83.0%</b>	<b>34.0%</b>	<b>83.6%</b>
<b>PAYROLL</b>					
Course and Grounds	203,097	188,999	107%	188,655	108%
Carts, Range, Starters, Etc.	58,828	54,093	109%	61,873	95%
Food and Beverage	242,409	247,373	98%	244,524	99%
Pro Shop	67,693	58,347	116%	64,664	105%
Clubhouse Services	24,092	21,184	114%	21,864	110%
Academy	29,293	22,592	130%	26,943	109%
General and Administrative	50,472	48,052	105%	48,197	105%
Marketing	30,171	23,682	127%	27,360	110%
<b>TOTAL PAYROLL</b>	<b>706,054</b>	<b>664,322</b>	<b>106%</b>	<b>684,080</b>	<b>103%</b>
<b>OPERATING EXPENSES</b>					
Course and Grounds	119,465	156,285	76%	153,167	78%
Carts, Range, Starters, Etc.	6,095	9,188	66%	12,762	48%
Food and Beverage	46,819	28,831	162%	51,142	92%
Pro Shop	5,940	9,225	64%	7,536	79%
Clubhouse Services	60,051	51,613	116%	59,541	101%
Academy	1,394	1,925	72%	1,445	96%
General and Administrative	61,652	53,458	115%	51,289	120%
Marketing	5,049	13,774	37%	10,970	46%
<b>TOTAL OPERATING EXPENSES</b>	<b>306,465</b>	<b>324,298</b>	<b>95%</b>	<b>347,852</b>	<b>88%</b>
<b>TOTAL EXPENSES</b>	<b>1,174,409</b>	<b>1,166,328</b>	<b>101%</b>	<b>1,188,186</b>	<b>99%</b>
<b>EBITDA</b>	<b>86,485</b>	<b>208,797</b>	<b>41%</b>	<b>290,960</b>	<b>30%</b>

**Desert Willow Golf Resort**  
**Standard Summary Income Statement**  
For the Eleven Months Ending May 31, 2024

MTD - May 2024

	MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY
<b>EBITDA</b>	<b>86,485</b>	<b>208,797</b>	<b>41%</b>	<b>290,960</b>	<b>30%</b>
<b>MANAGEMENT FEES</b>	<b>(22,500)</b>	<b>(21,667)</b>	<b>104%</b>	<b>(21,667)</b>	<b>104%</b>
<b>FINANCING ACITIVITY</b>					
Interest Expense - Debt	(3,333)	(4,167)	80%	(19,747)	17%
Interest Expense - Leases	(5,788)	(5,272)	110%	(7,586)	76%
Interest Income	19,981	4,420	452%	18,920	106%
<b>TOTAL FINANCING ACTIVITY</b>	<b>10,860</b>	<b>(5,019)</b>	<b>-216%</b>	<b>(8,413)</b>	<b>-129%</b>
<b>OTHER INCOME (EXPENSE)</b>					
Non-Operating Revenue	-	75	0%	-	0%
Facility Rent	(8,000)	(8,000)	100%	(8,000)	100%
Depreciation & Amortization	(138,940)	(95,003)	146%	(115,874)	120%
Taxes	1	21	5%	301	0%
<b>TOTAL OTHER INCOME (EXPENSE)</b>	<b>(146,939)</b>	<b>(102,906)</b>	<b>143%</b>	<b>(123,573)</b>	<b>119%</b>
<b>NET INCOME</b>	<b>(72,093)</b>	<b>79,205</b>	<b>-91%</b>	<b>137,307</b>	<b>-53%</b>
Paid Rounds	6,929	9,056	77%	9,243	75%
Other Rounds	193	198	97%	217	89%
Total Rounds	7,122	9,254	77%	9,460	75%
Revenue/Paid Rounds	182	152	120%	160	114%
Revenue/Total Rounds	177	149	119%	156	113%
Green Fees / Cart Fees per Paid Rounds	101	94	108%	95	106%
Green Fees / Cart Fees per Total Rounds	98	92	107%	93	106%
F&B Revenue/Total Rounds	57	43	132%	47	120%
Merchandise Revenue/Total Rounds	15	11	128%	12	120%

**Desert Willow Golf Resort**  
**Standard Summary Income Statement**  
For the Eleven Months Ending May 31, 2024

YTD - May 2024

	YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>REVENUES</b>							
Green Fees & Cart Fees	\$9,463,013	\$9,501,352	100%	\$9,467,668	100%	\$9,689,934	\$9,945,620
Merchandise	1,089,254	1,000,655	109%	1,129,428	96%	1,024,999	1,149,792
Other Pro Shop	531,589	441,457	120%	473,283	112%	443,753	547,340
Range	74,045	73,704	100%	71,930	103%	74,571	76,845
Food & Beverage	4,392,199	4,397,549	100%	4,547,049	97%	4,542,220	4,720,941
Academy Merchandise	93,173	33,048	282%	85,875	108%	34,548	97,347
Other Academy	387,939	318,329	122%	351,936	110%	332,820	401,369
Other G&A Income	30,828	38,529	80%	41,801	74%	40,529	33,257
<b>TOTAL REVENUE</b>	<b>16,062,041</b>	<b>15,804,623</b>	<b>102%</b>	<b>16,168,970</b>	<b>99%</b>	<b>16,183,376</b>	<b>16,972,511</b>
<b>COST OF SALES</b>							
Merchandise	602,910	546,885	110%	629,354	96%	560,213	631,327
Academy	65,402	25,778	254%	64,447	101%	26,948	68,602
Food & Beverage	1,185,838	1,395,868	85%	1,268,203	94%	1,444,466	1,259,890
<b>TOTAL COGS</b>	<b>1,854,151</b>	<b>1,968,530</b>	<b>94%</b>	<b>1,962,004</b>	<b>95%</b>	<b>2,031,627</b>	<b>1,959,819</b>
<b>COGS - Merchandise %</b>	<b>55.1%</b>	<b>54.7%</b>	<b>100.8%</b>	<b>55.5%</b>	<b>99.3%</b>	<b>54.7%</b>	<b>654.8%</b>
<b>COGS - Academy %</b>	<b>70.1%</b>	<b>78.0%</b>	<b>89.8%</b>	<b>74.6%</b>	<b>93.9%</b>	<b>78.0%</b>	<b>805.2%</b>
<b>COGS - F&amp;B %</b>	<b>29.5%</b>	<b>34.2%</b>	<b>86.4%</b>	<b>31.9%</b>	<b>92.4%</b>	<b>34.3%</b>	<b>354.7%</b>
<b>PAYROLL</b>							
Course and Grounds	2,031,570	2,053,888	99%	2,001,058	102%	2,249,711	2,225,177
Carts, Range, Starters, Etc.	631,733	590,823	107%	586,357	108%	636,724	681,597
Food and Beverage	2,618,923	2,454,636	107%	2,548,343	103%	2,643,163	2,861,628
Pro Shop	659,107	642,026	103%	613,060	108%	709,181	729,459
Clubhouse Services	226,114	228,488	99%	223,673	101%	249,025	245,065
Academy	365,487	300,909	121%	328,760	111%	318,591	385,667
General and Administrative	494,576	518,594	95%	489,825	101%	583,258	557,331
Marketing	257,549	247,651	104%	260,314	99%	283,449	298,931
<b>TOTAL PAYROLL</b>	<b>7,285,059</b>	<b>7,037,014</b>	<b>104%</b>	<b>7,051,390</b>	<b>103%</b>	<b>7,673,101</b>	<b>7,984,855</b>
<b>OPERATING EXPENSES</b>							
Course and Grounds	1,684,893	1,768,119	95%	1,786,116	94%	1,910,494	1,841,764
Carts, Range, Starters, Etc.	92,280	92,144	100%	110,486	84%	101,317	97,112
Food and Beverage	598,572	495,765	121%	635,973	94%	522,637	654,162
Pro Shop	77,604	92,836	84%	83,195	93%	97,499	87,302
Clubhouse Services	638,469	552,352	116%	540,429	118%	603,338	693,602
Academy	31,703	30,005	106%	34,417	92%	32,457	33,398
General and Administrative	726,384	621,306	117%	631,552	115%	666,237	793,249
Marketing	103,135	153,247	67%	86,408	119%	163,985	112,988
<b>TOTAL OPERATING EXPENSES</b>	<b>3,953,039</b>	<b>3,805,774</b>	<b>104%</b>	<b>3,908,576</b>	<b>101%</b>	<b>4,097,964</b>	<b>4,313,576</b>
<b>TOTAL EXPENSES</b>	<b>13,092,248</b>	<b>12,811,318</b>	<b>102%</b>	<b>12,921,970</b>	<b>101%</b>	<b>13,802,692</b>	<b>14,258,250</b>
<b>EBITDA</b>	<b>2,969,793</b>	<b>2,993,305</b>	<b>99%</b>	<b>3,247,000</b>	<b>91%</b>	<b>2,380,684</b>	<b>2,714,261</b>

**Standard Summary Income Statement**  
For the Eleven Months Ending May 31, 2024

YTD - May 2024

	YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
<b>EBITDA</b>	<b>2,969,793</b>	<b>2,993,305</b>	<b>99%</b>	<b>3,247,000</b>	<b>91%</b>	<b>2,380,684</b>	<b>2,714,261</b>
<b>MANAGEMENT FEES</b>	<b>(247,500)</b>	<b>(238,333)</b>	<b>104%</b>	<b>(237,911)</b>	<b>104%</b>	<b>(460,000)</b>	<b>(469,167)</b>
<b>FINANCING ACITIVITY</b>							
Interest Expense - Debt	(36,667)	(45,833)	80%	(33,053)	111%	(50,000)	(57,638)
Interest Expense - Leases	(71,952)	(65,458)	110%	(55,794)	129%	(70,594)	(79,389)
Interest Income	185,762	48,620	382%	100,149	185%	53,040	204,445
<b>TOTAL FINANCING ACTIVITY</b>	<b>77,143</b>	<b>(62,671)</b>	<b>-123%</b>	<b>11,302</b>	<b>683%</b>	<b>(67,554)</b>	<b>67,418</b>
<b>OTHER INCOME (EXPENSE)</b>							
Non-Operating Revenue	205,632	75,900	271%	75,600	272%	101,100	343,549
Facility Rent	(88,000)	(88,000)	100%	(88,000)	100%	(96,000)	(96,000)
Depreciation & Amortization	(1,478,568)	(1,000,270)	148%	(1,077,763)	137%	(1,095,273)	(1,625,781)
Taxes	(15,252)	(22,877)	67%	(26,181)	58%	(22,856)	(16,297)
<b>TOTAL OTHER INCOME (EXPENSE)</b>	<b>(1,376,188)</b>	<b>(1,035,247)</b>	<b>133%</b>	<b>(1,116,344)</b>	<b>123%</b>	<b>(1,113,029)</b>	<b>(1,394,529)</b>
<b>NET INCOME</b>	<b>1,423,248</b>	<b>1,657,054</b>	<b>86%</b>	<b>1,904,047</b>	<b>75%</b>	<b>740,101</b>	<b>917,983</b>
Paid Rounds	83,599	88,049	95%	87,621	95%	91,224	177,861
Other Rounds	1,697	2,086	81%	1,978	86%	2,169	3,551
Total Rounds	85,296	90,135	95%	89,599	95%	93,393	181,412
Revenue/Paid Rounds	192	179	107%	185	104%	177	95
Revenue/Total Rounds	188	175	107%	180	104%	173	94
Green Fees / Cart Fees per Paid Rounds	113	108	105%	108	105%	106	56
Green Fees / Cart Fees per Total Rounds	111	105	105%	106	105%	104	55
F&B Revenue/Total Rounds	51	49	106%	51	101%	49	26
Merchandise Revenue/Total Rounds	17	15	118%	17	105%	15	9

**Desert Willow Golf Resort**  
**Budget and Cash Flow Analysis**

OPERATIONAL INCOME STATEMENT	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actuals	Actuals	Actuals	Actuals	Actuals	Estimated
<b>Beginning Cash Balance</b>	<b>3,327,774</b>	<b>3,596,022</b>	<b>2,374,599</b>	<b>3,817,067</b>	<b>4,911,680</b>	<b>7,074,899</b>
<b>REVENUES</b>						
Green Fees & Cart Fees	7,080,240	5,582,594	7,481,139	9,060,713	9,950,274	9,478,534
Merchandise	809,498	713,947	785,205	1,060,234	1,189,967	1,114,030
Other Pro Shop	501,340	517,703	491,579	482,003	489,034	507,285
Range	43,827	35,476	67,454	77,941	74,730	73,692
Food & Beverage	2,869,768	2,216,719	2,181,902	3,975,953	4,875,792	4,450,716
Academy Merchandise	92,285	76,911	77,263	64,932	90,049	88,877
Other Academy	216,465	173,351	268,967	323,023	365,365	392,195
Other G&A Income	24,542	28,722	14,504	37,621	44,230	26,023
<b>Transfer in from GF</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE</b>	<b>11,637,965</b>	<b>9,345,423</b>	<b>11,368,013</b>	<b>15,082,421</b>	<b>17,079,440</b>	<b>16,131,351</b>
<b>EXPENDITURES</b>						
Cost of Good Sold	1,355,396	1,121,263	1,200,530	1,719,241	2,067,673	1,911,711
Payroll	5,264,339	5,171,186	5,410,712	6,661,711	7,736,206	7,921,719
Operating Expenses	3,086,672	2,954,736	2,918,415	3,624,504	4,251,906	4,318,776
Equipment/Leases	636,885	450,384	469,030	988,548	670,162	720,000
Other Expense	609,758	513,878	557,776	518,614	604,061	510,703
<b>Loan Repayment from City (\$1M still outstanding)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Capital Improvement Plan</b>						
Firecliff Golf Course Renovation	-	-	-	-	-	350,000
Annual DWGR Capital Replacement Expenditures	658,476	271,100	459,151	414,346	687,227	555,500
Annual Perimeter & DW Drive Expenditures	142,881	182,157	187,417	190,454	195,855	1,460,000
<b>Total CIP</b>	<b>801,357</b>	<b>453,257</b>	<b>646,568</b>	<b>604,801</b>	<b>883,082</b>	<b>2,365,500</b>
<b>TOTAL EXPENDITURES</b>	<b>11,754,407</b>	<b>10,664,704</b>	<b>11,203,031</b>	<b>14,617,418</b>	<b>16,713,090</b>	<b>18,248,409</b>
<b>Net Surplus/(Deficit)</b>	<b>(116,442)</b>	<b>(1,319,281)</b>	<b>164,982</b>	<b>465,003</b>	<b>366,350</b>	<b>(2,117,058)</b>
<i>Transfer in from Capital Reserve</i>	<i>657,435</i>	<i>367,697</i>	<i>577,065</i>	<i>464,767</i>	<i>883,082</i>	<i>2,200,000</i>
<i>Accrual to Cash Basis Adjustment</i>	<i>(272,745)</i>	<i>(269,839)</i>	<i>700,421</i>	<i>164,843</i>	<i>913,787</i>	
<b>OPERATIONS RESERVE PLAN/ANALYSIS</b>						
<b>Ending DW Cash Balance/Reserve</b>	<b>3,596,022</b>	<b>2,374,599</b>	<b>3,817,067</b>	<b>4,911,680</b>	<b>7,074,899</b>	<b>7,157,842</b>
Restricted for Outstanding Operational Loan	2,000,000	2,000,000	2,000,000	1,500,000	1,000,000	1,000,000
90 Day Operations Reserve	2,738,262	2,552,862	2,639,116	3,378,154	3,832,502	3,845,727
<b>Reserve Surplus/(Deficit) *</b>	<b>(1,142,240)</b>	<b>(2,178,263)</b>	<b>(822,049)</b>	<b>33,525</b>	<b>2,242,397</b>	<b>2,312,114</b>

\* - Risk to General Fund

\*CIP Reserve is currently fully funded by Amenity Fee from TimeShares/Capital Reserve Fund Balance is held by the City.

**DWGR  
Round Mix Analysis  
For the Month Ended May 31, 2024**

Category	Rounds								Dollars							
	2023/2024	%	Budget	%	Variance	2022/2023	%	Variance	2023/2024	%	Budget	%	Variance	2022/2023	%	Variance
Public Rack	2,162	31%	2,822	31%	(660)	3,104	34%	(942)	\$ 227,822	33%	326,008	38%	\$ (98,186)	\$ 334,575	38%	\$ (106,753)
Residents	996	14%	974	11%	22	1,060	12%	(64)	\$ 56,212	8%	54,831	6%	\$ 1,381	\$ 55,039	6%	\$ 1,173
Outings	2,624	38%	2,311	26%	313	3,004	33%	(380)	\$ 316,059	45%	224,873	26%	\$ 91,186	\$ 316,525	36%	\$ (466)
Wholesale	689	10%	1,958	22%	(1,269)	1,276	14%	(587)	\$ 66,604	10%	\$ 171,054	20%	\$ (104,450)	\$ 122,204	14%	\$ (55,600)
Loyalty/Special	458	7%	991	11%	(533)	673	7%	(215)	\$ 32,751	5%	\$ 73,524	9%	\$ (40,773)	\$ 50,000	6%	\$ (17,249)
<b>Total</b>	<b>6,929</b>		<b>9,056</b>		<b>(2,127)</b>	<b>9,117</b>		<b>(2,188)</b>	<b>\$ 699,448</b>		<b>\$ 850,290</b>		<b>\$ (150,842)</b>	<b>\$ 878,343</b>		<b>\$ (178,895)</b>
					-23%			-24%					-18%			-20%
Comp/Employee	193		198		(5)	343		(150)	\$ -		\$ -		\$ -		\$ -	
<b>Total</b>	<b>7,122</b>		<b>9,254</b>		<b>(2,132)</b>	<b>9,460</b>		<b>(2,338)</b>	<b>\$ 699,448</b>		<b>\$ 850,290</b>		<b>\$ (150,842)</b>	<b>\$ 878,343</b>		<b>\$ (178,895)</b>

	Average Dollars per Round		
	2023/2024	Budget	2022/2023
Public Rack	\$ 105	\$ 116	\$ 108
Residents	\$ 56	\$ 56	\$ 52
Outings	\$ 120	\$ 97	\$ 105
Wholesale	\$ 97	\$ 87	\$ 96
Loyalty/Special	\$ 72	\$ 74	\$ 74
<b>Total</b>	<b>\$ 101</b>	<b>\$ 94</b>	<b>\$ 96</b>

**DWGR**  
**Round Mix Analysis**  
**For the Eleven Months Ending May 31, 2024**

Category	Rounds							
	2023/2024	%	Budget	%	Variance	2022/2023	%	Variance
Public Rack	24,714	30%	26,074	30%	(1,360)	27,732	32%	(3,018)
Residents	17,317	21%	10,993	12%	6,324	10,919	13%	6,398
Outings	16,830	20%	15,633	18%	1,197	17,547	20%	(717)
Wholesale	9,805	12%	16,031	18%	(6,226)	14,128	16%	(4,323)
Loyalty/Special	14,685	18%	19,318	22%	(4,633)	16,934	19%	(2,249)
<b>Total</b>	<b>83,351</b>		<b>88,049</b>		<b>(4,698)</b>	<b>87,260</b>		<b>(3,909)</b>
Comp/Employee	1,951		2,086		(135)	2,339		(388)
<b>Total</b>	<b>85,302</b>		<b>90,135</b>		<b>(4,833)</b>	<b>89,599</b>		<b>(4,297)</b>

Category	Dollars							
	2023/2024	%	Budget	%	Variance	2022/2023	%	Variance
Public Rack	\$ 3,234,473	34%	\$ 3,523,048	37%	\$ (288,575)	\$ 3,591,438	38%	\$ (356,965)
Residents	\$ 1,129,864	12%	\$ 596,243	6%	\$ 533,621	\$ 551,170	6%	\$ 578,695
Outings	\$ 2,407,716	25%	\$ 1,931,236	20%	\$ 476,480	\$ 2,261,711	24%	\$ 146,005
Wholesale	\$ 1,127,449	12%	\$ 1,669,021	18%	\$ (541,572)	\$ 1,529,623	16%	\$ (402,174)
Loyalty/Special	\$ 1,553,127	16%	\$ 1,777,807	19%	\$ (224,680)	\$ 1,527,103	16%	\$ 26,024
<b>Total</b>	<b>\$ 9,452,629</b>		<b>\$ 9,497,355</b>		<b>\$ (44,726)</b>	<b>\$ 9,461,044</b>		<b>\$ (8,415)</b>
Comp/Employee	\$ -		\$ -		0%	\$ -		0%
<b>Total</b>	<b>\$ 9,452,629</b>		<b>\$ 9,497,355</b>		<b>\$ (44,726)</b>	<b>\$ 9,461,044</b>		<b>\$ (8,415)</b>

Category	Average Dollars per Round		
	2023/2024	Budget	2022/2023
Public Rack	\$ 131	\$ 135	\$ 130
Residents	\$ 65	\$ 54	\$ 50
Outings	\$ 143	\$ 124	\$ 129
Wholesale	\$ 115	\$ 104	\$ 108
Loyalty/Special	\$ 106	\$ 92	\$ 90
<b>Total</b>	<b>\$ 113</b>	<b>\$ 108</b>	<b>\$ 108</b>



**Desert Willow/PDRFC**  
**Statement of Cash Flows-Combined**  
**Indirect Method Reconciliation**  
5/31/2024

**Cash Flows from Operating Activities**

Net Income (Loss)		1,423,248
Adjustments to reconcile net loss to net cash provided by operating activities		
Depreciation & Amortization expense	1,478,568	
Bad Debt expense	-	
Gain on disposal of assets	-	
(Increase) Decrease in assets		
Accounts Receivable	(9,114)	
Due from Employees	-	
Inventories	36,781	
Prepaid expenses	(36,890)	
Increase (Decrease) in liabilities		
Accounts Payable	(154,982)	
Accrued Liabilities	(255,211)	
Deferred Revenue	(29,502)	
Interest	-	
Due to Affiliates	88,000	
		<u>1,117,650</u>
<b>Net cash flows from operating activities</b>		<u><u>2,540,898</u></u>

**Desert Willow/PDRFC**  
**Statement of Cash Flows-Combined**  
**Direct Method**  
5/31/2024

**Cash Flows from Operating Activities**

Cash Received From Customers	16,319,094
Interest Received	185,762
Other Operating Cash Receipts	205,632
Cash Paid to Suppliers and Employees	(14,045,719)
Interest Paid	(108,619)
Taxes Paid	(15,252)
<b>Net cash flows from operating activities</b>	<u>2,540,898</u>

**Cash Flows from Investing Activities**

Contributed Capital	-
Purchases of Property and Equipment	(1,092,509)
Proceeds from sale of Property and Equipment	-
<b>Net cash flows from investing activities</b>	<u>(1,092,509)</u>

**Cash Flows from Financing Activities**

Loan proceeds-KSM/CITY	-
Principal payments	(793,831)
<b>Net cash flows from financing activities</b>	<u>(793,831)</u>

**Net change in cash** 654,558

**Cash at beginning of period** 7,074,899

**Cash at end of period** 7,729,457

**DWGR**  
**F&B Revenue Analysis**  
**Year-to-Date Revenue Analysis**  
**6/30/2024**

<b>Dining Analysis</b>				
	<b>2023.2024</b>	<b>2022.2023</b>	<b>Variance</b>	<b>%</b>
Dining Covers	73,200	73,501	(301)	0%
Dining Revenue	\$ 1,885,449	\$ 1,838,315	47,134	3%
Dining - Ave Check	\$ 25.76	\$ 25.01	\$ 0.75	3%

<b>Catering Analysis</b>				
	<b>2023.2024</b>	<b>2022.2023</b>	<b>Variance</b>	<b>%</b>
Catering Covers	18,570	22,532	\$ (3,962)	-18%
Catering Revenue	\$ 1,665,585	\$ 1,966,266	\$ (300,681)	-15%
Catering Ave Check	\$ 89.69	\$ 87.27	\$ 2.43	3%

<b>Outlet Analysis</b>				
	<b>2023.2024</b>	<b>2022.2023</b>	<b>Variance</b>	<b>%</b>
Outlet Rounds	85,295	89,534	\$ (4,239)	-5%
Outlet Revenue	\$ 644,056	\$ 631,917	\$ 12,139	2%
Outing Ave Check	\$ 7.55	\$ 7.06	\$ 0.49	7%

<b>Total F&amp;B Revenue</b>	<b>\$ 4,195,091</b>	<b>\$ 4,436,498</b>	<b>\$ (241,407)</b>	<b>-5%</b>
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**PDRFC COVER ANALYSIS**

**2023.2024**

	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Dining Covers	1,976	1,745	3,417	5,284	7,817	5,821	8,176	11,402	13,124	8,580	5,858
Catering Covers	374	545	1,221	1,937	1,561	1,982	1,579	1,405	2,893	2,717	2,356
	<b>2,350</b>	<b>2,290</b>	<b>4,638</b>	<b>7,221</b>	<b>9,378</b>	<b>7,803</b>	<b>9,755</b>	<b>12,807</b>	<b>16,017</b>	<b>11,297</b>	<b>8,214</b>
Dining Revenue	\$ 53,982	\$ 50,437	\$ 96,162	\$ 131,415	\$ 234,699	\$ 137,044	\$ 197,154	\$ 284,558	\$ 339,062	\$ 220,556	\$ 140,381
Catering Revenue	\$ 26,330	\$ 67,215	\$ 126,757	\$ 194,865	\$ 182,439	\$ 162,301	\$ 99,960	\$ 216,191	\$ 261,525	\$ 164,565	\$ 163,436
	<b>\$ 80,312</b>	<b>\$ 117,652</b>	<b>\$ 222,919</b>	<b>\$ 326,280</b>	<b>\$ 417,139</b>	<b>\$ 299,345</b>	<b>\$ 297,114</b>	<b>\$ 500,748</b>	<b>\$ 600,587</b>	<b>\$ 385,121</b>	<b>\$ 303,817</b>
Dining - Ave Check	\$ 27.32	\$ 28.90	\$ 28.14	\$ 24.87	\$ 30.02	\$ 23.54	\$ 24.11	\$ 24.96	\$ 25.84	\$ 25.71	\$ 23.96
Catering - Ave Check	\$ 70.40	\$ 123.33	\$ 103.81	\$ 100.60	\$ 116.87	\$ 81.89	\$ 63.31	\$ 153.87	\$ 90.40	\$ 60.57	\$ 69.37
Outlet Revenue	\$ 22,744	\$ 22,032	\$ 48,439	\$ 66,304	\$ 51,507	\$ 46,044	\$ 75,773	\$ 82,935	\$ 85,382	\$ 82,797	\$ 60,097
Rounds	4,371	3,962	6,950	6,837	6,485	5,950	9,793	10,566	12,013	11,247	7,121
\$'s per Round	\$ 5.20	\$ 5.56	\$ 6.97	\$ 9.70	\$ 7.94	\$ 7.74	\$ 7.74	\$ 7.85	\$ 7.11	\$ 7.36	\$ 8.44

**2022.2023**

Dining Covers	2,493	2,232	3,222	5,344	8,091	4,780	7,996	9,969	14,274	8,886	6,214
Catering Covers	609	622	1,776	2,672	1,825	2,812	1,225	2,130	3,173	2,802	2,886
	<b>3,102</b>	<b>2,854</b>	<b>4,998</b>	<b>8,016</b>	<b>9,916</b>	<b>7,592</b>	<b>9,221</b>	<b>12,099</b>	<b>17,447</b>	<b>11,688</b>	<b>9,100</b>
Dining Revenue	\$ 58,206	\$ 53,320	\$ 79,143	\$ 130,449	\$ 223,044	\$ 108,659	\$ 197,607	\$ 256,242	\$ 320,177	\$ 237,176	\$ 174,292
Catering Revenue	\$ 27,779	\$ 50,761	\$ 105,412	\$ 347,003	\$ 194,570	\$ 219,101	\$ 101,182	\$ 269,151	\$ 316,462	\$ 159,297	\$ 175,548
	<b>\$ 85,985</b>	<b>\$ 104,081</b>	<b>\$ 184,555</b>	<b>\$ 477,452</b>	<b>\$ 417,614</b>	<b>\$ 327,760</b>	<b>\$ 298,789</b>	<b>\$ 525,393</b>	<b>\$ 636,639</b>	<b>\$ 396,473</b>	<b>\$ 349,840</b>
Dining - Ave Check	\$ 23.35	\$ 23.89	\$ 24.56	\$ 24.41	\$ 27.57	\$ 22.73	\$ 24.71	\$ 25.70	\$ 22.43	\$ 26.69	\$ 28.05
Catering - Ave Check	\$ 45.61	\$ 81.61	\$ 59.35	\$ 129.87	\$ 106.61	\$ 77.92	\$ 82.60	\$ 126.36	\$ 99.74	\$ 56.85	\$ 60.83
Outlet Revenue	\$ 18,415	\$ 12,700	\$ 37,835	\$ 64,612	\$ 46,955	\$ 36,303	\$ 70,822	\$ 82,368	\$ 88,874	\$ 89,056	\$ 83,977
Rounds	5,952	4,166	6,000	7,504	6,961	5,811	9,885	10,170	12,190	11,435	9,460
\$'s per Round	\$ 3.09	\$ 3.05	\$ 6.31	\$ 8.61	\$ 6.75	\$ 6.25	\$ 7.16	\$ 8.10	\$ 7.29	\$ 7.79	\$ 8.88