

Today, golf is in the deep rough. Consider:

- The number of golfers fell about 3% nationally in 2008 from 2007, while the number of "core golfers" — those who play eight or more rounds a year — fell 4.5%, according to the National Golf Foundation (NGF).
- Private-club memberships stand at 2.1 million — 900,000 below the peak of 3 million in the early 1990s. (There are 27.1 million golfers in the U.S. now, down from 30 million in 2005, the NGF says.)
- Golf rounds played nationally to date this year are down 3%, according to Golf Datatech.
- Sales at private golf courses and country clubs — which include membership fees, equipment, merchandise and food, for example — were down 3% last year, and things are expected to be worse this year, says Sageworks, a company that tracks private businesses' sales.

Consequently, as many as 15% of the roughly 4,400 private clubs nationwide reported serious financial challenges, and at least 500 are scrambling to raise their cash flow, according to a recent survey by the NGF.

Private clubs lost an estimated 5% to 15% of their members last year, costing clubs, on average, \$187,000 in annual dues, says Jim Koppenhaver, president of golf-consulting firm Pellucid.

He cautions that at least 400 — and worst case, 1,000 — private clubs will have to close, convert to public play, or be absorbed into healthier clubs before "some semblance of balance returns to the private club market," he says.

Last year, 140 of the nation's roughly 16,000 golf courses closed, while 50 new courses opened, the NGF says.

"The U.S. is clearly in a correctional phase," says Greg Cory, a longtime golf consultant who worked on 75 to 100 projects a year during the go-go days of the 1990s. He has not handled a domestic job the past three years.

"The big challenge is (for) courses driven by real estate, which represented about 65% of new construction in the peak development years," Cory says. "When the homeowners/members cease to support the course because of demographic shifts and increasing costs, how do you capitalize on the value of the land?"

A generational gap?

Golf's current state is a disquieting fall from the early 1990s, when Baby Boomers in their 20s and 30s took up the game. The number of golfers in the U.S. soared then to 25 million from 20 million, presaging a dizzying escalation in golf course construction.

But that very buildup went too far, Cory and others say. When the economy and the real estate market cratered, it hastened the downturn of an industry already faltering.

The rough patch predates the tabloid-tinged travails of Tiger Woods. Golf's popularity has been steadily declining for more than a decade. Woods boosted golf's popularity and ratings on TV, but that didn't translate to an increase in golfers.

A host of issues, both practical and societal, bedevil private courses, says Hud Hinton, CEO of Troon Golf, which manages 160 golf facilities worldwide, 51 of them private.

Once havens for well-to-do scions of the community, private clubs now face withering competition for the money and time of younger consumers, Hinton says. The under-40 crowd works harder and prefers to spend their limited leisure time with family members at facilities with fitness rooms and spas — accoutrements often lacking at private courses, he says.

"It's become a Catch-22," Hinton says. "There are a number of clubs that need facilities to appeal to a younger demographic, but they just don't have the capital to build them."

Many teens and twentysomethings also prefer doodling on an iPhone, iPad, Wii or Facebook over playing golf six to seven hours. "In this era of instant gratification, that's too long," Wizeman says. "Kids play video games indoors and can excel. Golf is outside and hard."

Financial Review

We performed a financial review of the historical data related to the performance of the golf course. This review was based on information provided by the City and includes trend analyses of rounds played, membership levels, fee schedules, revenues and expenses, debt-service, and capital improvements. Historical records were provided for membership levels, rounds played, and fee schedules, while historical audits, the 2009 budget, and 2009 end of year estimates were sources of the financial data.

In the chart below is an overview of the financial activity of the golf course from 2000-2009. There are two columns shown for 2009; the first column is the 2009 budget figure, while the second column is the end of year total based on current estimates, as provided by City Staff.

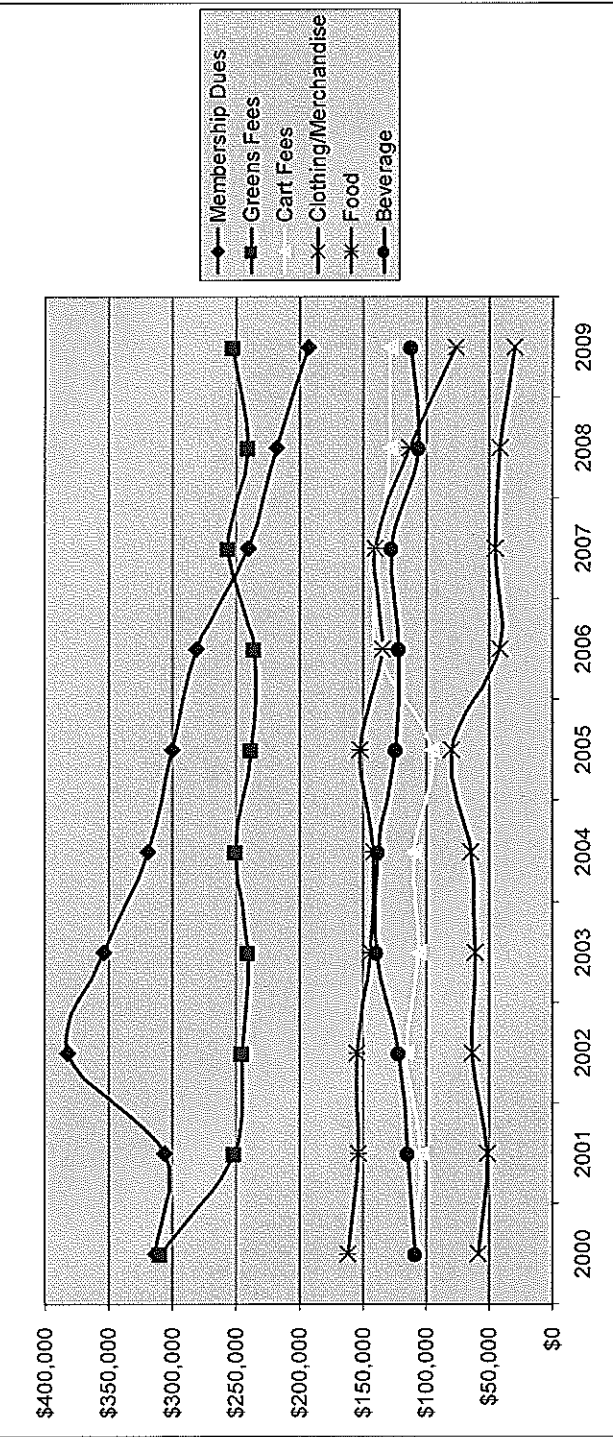
Operation	2000	2001	2002	2003	2004	2005	2006	2007	2008	Budget		Actual (Est)
										2009	2009	
Revenues	1,153,689	1,048,676	1,152,575	1,114,645	1,111,576	1,064,199	994,023	985,137	880,168	922,600	922,600	826,128
Expenses	(1,077,375)	(1,080,269)	(1,063,355)	(1,108,632)	(1,144,637)	(1,103,718)	(1,244,986)	(1,059,355)	(1,037,771)	(913,243)	(913,243)	(926,804)
Operating Profit/(Loss)	76,314	(31,593)	89,220	6,013	(33,061)	(39,559)	(250,963)	(74,218)	(157,603)	9,357	9,357	(100,676)
Non-Operating Revenues												
Investment income	19,268	15,632	6,050	6,253	5,406	4,253	1,673	646	112			
loss on disposal of capital assets									4,700			
Amortization of bond discount							(992)	(992)	(992)			0
Total non-operating revenues	19,268	15,632	6,050	6,253	5,406	4,253	681	(346)	3,820	0	0	0
Net Income (Loss) Before Transfers	95,582	(15,961)	95,270	12,266	(27,655)	(35,306)	(250,282)	(74,564)	(153,783)	9,357	9,357	(100,676)
Operating Transfers												
Transfer In	0	0	6,007	0	4,502	0	225,195	73,500	120,000	45,000	45,000	45,000
Transfer (Out)	(14,335)	(14,553)	(14,578)	(17,984)	(13,500)	(19,099)	(13,500)	(13,500)	0	(21,053)	(21,053)	0
Total Operating Transfers	(14,335)	(14,553)	(8,571)	(17,984)	(8,998)	(19,099)	211,695	60,000	120,000	23,947	23,947	45,000
Net Income (Loss)	81,247	(30,514)	86,699	(5,718)	(36,653)	(54,405)	(38,587)	(14,564)	(33,783)	33,304	33,304	(55,676)
Beginning Cash & Investments												
Net Income	81,247	(30,514)	86,699	(5,718)	(36,653)	(54,405)	(38,587)	(14,564)	(33,783)	33,304	33,304	(55,676)
Depreciation	133,918	147,040	149,408	148,157	140,826	144,600	134,977	130,870	133,042	131,040	131,040	131,040
Amortization	0	0	0	0	0	0	992	992	992	992	992	0
Acquisition	(156,402)	(299,686)	(74,960)	(56,896)	(106,293)	(73,447)	(595,364)	(5,744)	(8,447)	0	0	0
Bond Proceeds	0	0	0	0	0	0	450,125	0	0	0	0	0
Debt Service	(34,545)	(42,071)	(45,799)	(41,544)	(41,116)	(52,202)	(67,408)	(97,517)	(121,057)	(120,814)	(120,814)	(120,814)
Adjustments to Accruals	28,714	4,647	51,713	(35,790)	(31,225)	(59,252)	7,640	62,968	13,477	(4,188)	(4,188)	(4,188)
Investment (Purchase)/Proceeds	(150,000)	150,000										
Ending Cash Balance	174,970	104,386	271,447	279,656	205,195	110,489	2,864	79,869	64,093	103,435	103,435	14,455



Revenues	2000										2001										2002										2003										2004										2005										2006										2007										2008										2009										Actual (Est)																																																																																																																																											
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Membership Dues	313,639	306,049	382,340	353,916	318,931	299,591	281,503	240,999	217,512	225,000	306,049	251,600	245,106	240,124	249,949	238,171	235,136	255,516	240,235	275,000	382,340	245,106	115,164	106,225	109,486	95,259	139,452	136,310	128,175	138,000	353,916	60,885	63,941	60,885	63,941	79,955	41,186	44,750	41,137	39,000	318,931	143,667	154,670	143,667	141,874	151,845	134,941	140,550	112,994	60,000	299,591	114,176	121,121	139,654	138,218	124,189	121,818	126,814	106,442	131,600	281,503	50,469	50,469	51,486	49,271	51,651	17,654	18,614	14,606	22,400	240,999	7,567	7,567	4,604	25,683	10,952	8,900	12,091	12,759	23,600	217,512	1,153,689	\$1,152,575	\$1,114,645	\$1,111,576	\$1,064,159	\$994,023	\$985,137	\$880,280	\$922,600	225,000	193,369	252,000	129,000	30,000	5,200	76,000	112,000	20,506	8,063	275,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	240,999	240,999	240,999	240,999	240,999	240,999	240,999	240,999	240,999	240,999	217,512	217,512	217,512	217,512	217,512	217,512	217,512	217,512	217,512	217,512	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	131,600	131,600	131,600	131,600	131,600	131,600	131,600	131,600	131,600	131,600	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	12,759	12,759	12,759	12,759	12,759	12,759	12,759	12,759	12,759	12,759	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128	\$826,128
Total Revenue	\$1,153,689	\$1,048,676	\$1,152,575	\$1,114,645	\$1,111,576	\$1,064,159	\$994,023	\$985,137	\$880,280	\$922,600																																																																																																																																																																																																																																						

Percentages	2000										2001										2002										2003										2004										2005										2006										2007										2008										2009																																																																																																													
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Membership Dues	27.19%	29.18%	33.17%	31.75%	28.69%	28.15%	28.32%	24.46%	24.71%	24.39%	29.18%	23.99%	21.27%	21.54%	22.49%	22.38%	23.65%	25.94%	27.29%	29.81%	33.17%	21.27%	9.99%	9.53%	9.85%	8.95%	14.03%	13.84%	14.56%	14.96%	31.75%	5.48%	5.48%	5.46%	5.75%	7.51%	4.14%	4.54%	4.67%	4.23%	28.69%	1.26%	1.26%	1.26%	1.28%	1.18%	1.35%	0.96%	0.73%	0.87%	28.15%	14.66%	13.42%	12.89%	12.76%	14.27%	13.58%	14.27%	12.84%	6.50%	24.46%	10.89%	10.51%	12.53%	12.43%	11.67%	12.26%	12.87%	12.09%	14.26%	24.46%	4.79%	4.38%	4.62%	4.43%	4.85%	1.78%	1.89%	1.66%	2.43%	24.71%	0.64%	0.66%	0.41%	2.31%	1.03%	0.90%	1.23%	1.45%	2.56%	24.39%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	29.81%	29.81%	29.81%	29.81%	29.81%	29.81%	29.81%	29.81%	29.81%	29.81%	14.56%	14.56%	14.56%	14.56%	14.56%	14.56%	14.56%	14.56%	14.56%	14.56%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	0.87%	0.87%	0.87%	0.87%	0.87%	0.87%	0.87%	0.87%	0.87%	0.87%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	14.26%	14.26%	14.26%	14.26%	14.26%	14.26%	14.26%	14.26%	14.26%	14.26%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	2.43%	2.43%	2.43%	2.43%	2.43%	2.43%	2.43%	2.43%	2.43%	2.43%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Total Revenue	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%																																																																																																																																																																																														

Major Golf Revenues



NEW PRAGUE GOLF COURSE
ESTIMATED COSTS IF GOLF COURSE CLOSED 12/31/2010

	2011	2012	2013	2014	2015
Outstanding Debt	\$ 91,037	\$ 78,410	\$ 55,893	\$ 55,593	\$ 55,293
Unemployment	\$ 41,990				
Property & Liability Insurance	\$ 6,937	\$ 7,145	\$ 7,359	\$ 7,580	\$ 7,808
Utilities	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502
Maintenance	unknown	unknown	unknown	unknown	unknown
Severance	\$40,231				
Annual Financial Obligation	<u>\$ 143,964</u>	<u>\$ 89,675</u>	<u>\$ 67,496</u>	<u>\$ 67,544</u>	<u>\$ 67,603</u>

Please note assumptions:

Unemployment is only figuring full-time with the full 26 weeks taken in 2011 (3-FTE's)
Insurance and Utilities (water, electric, natural gas) assuming a 3% yearly increase
Maintenance is unknown to the extent of how the grounds would be maintained
Severance is figured with closing of doors 12/31/2010, per personnel policy

*Does not include or assume any sale of fixed assets or equipment that could be used to offset the above expenses.

NEW PRAGUE MUNICIPAL GOLF CLUB
 Outstanding Debt Issues
 September 24, 2010

Debt Issue Obligations	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1997 Elevator Project Bond	\$34,544	\$34,544	\$34,544	\$22,217									
2006 Clubhouse Remodel Bond	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$44,243	\$22,121
2004 2nd St. Project Bond	\$10,741	\$10,741	\$10,741	\$10,741	\$10,741	\$10,741							
2006 Parking Lot / Street Bond	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989
2008 Equipment Lease (Greens Mower, Toro Sand Pro, Toro Groundsmaster)	\$23,540	\$23,540	\$23,540	\$23,540									
Total Annual P/I Payments	\$121,057	\$121,057	\$121,057	\$108,730	\$62,973	\$62,973	\$52,232	\$52,232	\$52,232	\$52,232	\$52,232	\$52,232	\$30,110
2009 G.O. Bond Equipment Lease Refinancing	\$	2,400	\$ 12,250	\$ 11,950	\$ 11,650	\$ 11,350	\$ 11,050	\$ 15,675	\$ 15,225				
Less 2008 Equipment Lease	\$	(23,540)	\$ (23,540)	\$ (23,540)									
Revised Total Annual P/I Payments	\$99,917	\$109,767	\$97,140	\$74,623	\$74,323	\$63,282	\$67,907	\$67,457	\$52,232	\$52,232	\$52,232	\$52,232	\$30,110
2004 2nd Street and 2006 Parking Lot / Street Paid By City Debt Service Levy		\$18,730	\$18,730	\$18,730	\$18,730	\$18,730	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989	\$7,989
Current Annual Golf P/I Payments	\$81,187	\$91,037	\$78,410	\$55,893	\$55,593	\$55,293	\$59,918	\$59,468	\$44,243	\$44,243	\$44,243	\$44,243	\$22,121

New Prague Golf Club Rounds Played

Year	Rounds	Difference
2002	35,500	
2003	37,500	+2,000
2004	36,100	-1,400
2005	33,200	-2,900
2006	27,000 (15,200 member, 11,800 non)	-6,200
2007	26,000 (13,200 member, 12,800 non)	-1,000
2008	23,000 (11,000 member, 12,000 non)	-3,000
2009	23,600 (11,200 member, 12,400 non)	+600
2010	Projected 21,000 (9,000 member, 12,000 non)	-2,600

Note: A round is defined as a number #1tee start, regardless of how many holes are played. Member rounds have been broken out since the acquisition of the new p.o.s. system in 2006.

NEW PRAGUE

Membership Type	2006		2007		2008		2009		2010	
	sold	avg price	sold	avg price	sold	avg price	sold	avg price	sold	avg price
resident single	71	\$637	58	\$705	42	\$794	47	\$726	41	\$901
resident family	79	\$854	79	\$896	66	\$1,052	63	\$961	59	\$1,136
non-resident single	97	\$757	77	\$822	67	\$924	65	\$817	40	\$992
non-resident family	53	\$969	50	\$1,016	34	\$1,173	31	\$1,085	19	\$1,260
high school	32	\$178	34	\$193	17	\$258	18	\$258	12	\$352
college	6	\$263	3	\$305	2	\$352	5	\$352	4	\$446
discounted passes	36	\$423	22	\$417	13	\$431	11	\$347	8	\$450
totals / revenue generated	374	\$281,500	323	\$241,000	241	\$218,000	240	\$194,000	183	\$170,500
number of households taking										
max discount	98 / 32%		109 / 33%		115 / 47%		183 / 76%		122 / 67%	
\$\$ amounts are pre-tax dollars										

Golf Price Data for Area Map - 2010

<u>Location</u>	<u>18-hole Greens Fee</u>		<u>Cart Fee</u>
1. New Prague GC	\$33 WD	\$36 WE	\$15
2. Creeks Bend	\$31 WD	\$38 WE	\$15.50
3. Ridges at Sand Creek	\$37.50 WD	\$43.50 WE	\$15
4. Montgomery	\$22 WD	\$25 WE	\$13, \$15
5. Valley View	\$31 WD	\$36 WE	\$16
6. Heritage Links	\$29 WD	\$35 WE	\$15
7. Boulder Pointe	\$30 WD	\$35 WE	\$15
8. Willingers	\$43 WD	\$48 WE	\$15
9. Meadows at Mystic	\$85 includes cart		
10. Cleary Lake	\$14----9 hole golf course no carts		
11. Legends	\$79		\$15
12. The Wilds	\$80		\$15
13. Stonebrooke	\$52 WD	\$58 WE	\$16
14. Bracketts	PRIVATE		
15. Dahlgreen	\$36 WD	\$42 WE	\$15
16. Chaska	\$16----9 hole golf course no carts		
17. Bluff Creek	\$36 WD	\$42 WE	\$15.50
18. Halla Greens	\$14/\$16----9 hole course no carts		
19. Chaska Town	\$54 WD	\$60 WE	\$16
20. Minnesota Valley	PRIVATE		
21. Hazeltine	PRIVATE		

WD – weekday

WE - weekend

New Prague Golf Club



New Prague G.C.

2010 Unlimited Golf Memberships

Purchase one of our unlimited golf memberships and receive all of these great benefits:

- **Unlimited golf**
- **Reciprocal Play** - play participating area golf courses for as little as \$20 (cart included)
 - **Unlimited use** of the practice range
- **FREE 2010 Player Card (\$50 value)** - perfect for guests, (take \$5 off each 18-hole fee, \$2.50 off 9-holes)
 - **(4) FREE** guest passes for family MBS, **(2) FREE** guest passes for single MBS
 - Discounts on daily cart seat rentals
 - Discounts on Club Tournaments
 - 2-week advance tee times

	<u>Pay By Jan 1</u>	<u>Pay by Feb 15</u>	<u>Pay by April 1</u>	<u>After 4-1</u>
New Prague Residents:				
Single	\$845	\$895	\$945	\$1,045
Family	\$1,135	\$1,185	\$1,235	\$1,335
Non – Residents:				
Single	\$1,025	\$1,075	\$1,125	\$1,225
Family	\$1,310	\$1,360	\$1,410	\$1,510
		Junior (ages 18 & under)	\$350	
		College (ages 19-22)	\$450	

(*) Prices Include Sales Tax

Seasonal Rentals:

Season drive-on trail fee	\$370
Season Single-Seat Cart Pass	\$475
Season Double-Seat Cart Pass	\$675
Cart Storage	\$375, gas / \$450 electric

Retail Scenario	2006	2006	2007	2007	2008	2008	2009	2009	2010	2010
pre-tax dollars	max retail amount	pay early discount	max retail amount	pay early discount	max retail amount	pay early discount	max retail amount	pay early discount	max retail amount	pay early discount - (3) deadlines
		\$30		\$30		recruit program 20% - 60%		\$100 - \$350		
resident single	\$648	\$620	\$718	\$690	\$859	recruit program	\$953	859 or 718	\$978	\$791, \$837, \$884
resident family	\$864	\$836	\$934	\$906	\$1,122	recruit program	\$1,216	1122 or 934	\$1,249	\$1,062, \$1,109, \$1,156
non-resident single	\$765	\$737	\$836	\$807	\$977	recruit program	\$1,117	977 or 836	\$1,146	\$959, \$1,006, \$1,053
non-resident family	\$977	\$948	\$1,047	\$1,019	\$1,235	recruit program	\$1,376	1235 or 1047	\$1,413	\$1,226, \$1,273, \$1,319
high school	\$178	na	\$192	na	\$258	na	\$258	na	\$328	na
college	\$282	na	\$305	na	\$352	na	\$352	na	\$421	na

New Prague Golf Club

Greens Fees History

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Greens Fee 18 hole WD	\$27	\$28	\$28	\$28	\$29	\$29	\$31	\$32	\$32	\$33
Greens Fee 18 hole WE	\$32	\$33	\$33	\$33	\$34	\$35	\$36	\$36	\$34	\$36
Greens Fee 9 hole WD						\$16	\$17	\$17	\$17	\$18
Greens Fee 9 hole WE						\$17	\$18	\$18	\$19	\$20

Daily Cart Fees - New Prague GC

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Cart Fee 9 hole	\$16	\$16	\$16	\$16	\$17	\$18	\$18	\$18	\$18	\$18
Cart Fee 18 hole	\$27	\$28	\$28	\$28	\$29	\$30	\$30	\$30	\$30	\$30

2010 GOLF CLUB
BUDGET COSTS
FOR PERSONNEL
WAGES / BENEFITS

A. Golf Operations

DEPARTMENTAL EXPENDITURES

	2010 CURRENT BUDGET	
603-4-4511-101	WAGES FULL-TIME	79,330.00
603-4-4511-102	WAGES OVERTIME	0.00
603-4-4511-103	WAGES PART-TIME	40,000.00
603-4-4511-113	EMPLOYEE BENEFITS	0.00
603-4-4511-115	VACATION ACCRUAL	0.00
603-4-4511-121	EMPLOYER CONT. P E R A	7,500.00
603-4-4511-122	EMPLOYER CONT. F I C A	7,400.00
603-4-4511-130	EMPLOYER PAID INSURANCE	16,990.00
603-4-4511-151	WORKER'S COMP PREMIUMS	5,100.00
TOTAL EMPLOYEE WAGES & BENEFIT		156,320.00

40.0% OF PERSONNEL COSTS (GOLF OPERATIONS)

B. Food & Beverage

603-4-4512-102	WAGES OVERTIME	0.00
603-4-4512-103	WAGES PART-TIME	39,000.00
603-4-4512-104	GRATUITIES	0.00
603-4-4512-113	EMPLOYEE BENEFITS	0.00
603-4-4512-121	EMPLOYER CONT. P E R A	1,500.00
603-4-4512-122	EMPLOYER CONT. F I C A	3,200.00
603-4-4512-130	EMPLOYER PAID INSURANCE	0.00
TOTAL EMPLOYEE WAGES & BENEFIT		43,700.00

11.2% OF PERSONNEL COSTS (FOOD + BEVERAGE)

C. Maintenance

603-4-4513-101	WAGES FULL-TIME	103,834.00
603-4-4513-102	WAGES OVERTIME	0.00
603-4-4513-103	WAGES PART-TIME	45,000.00
603-4-4513-113	EMPLOYEE BENEFITS	550.00
603-4-4513-115	VACATION ACCRUAL	0.00
603-4-4513-121	EMPLOYER CONT. P E R A	9,000.00
603-4-4513-122	EMPLOYER CONT. F I C A	9,200.00
603-4-4513-130	EMPLOYER PAID INSURANCE	22,858.00
TOTAL EMPLOYEE WAGES & BENEFIT		190,442.00

48.8% OF PERSONNEL COSTS (MAINTENANCE)

COMBINED TOTAL EMPLOYEE WAGES & BENEFIT 390,462.00

100.0%

COMBINED A+B+C =

603-4-xxxx-101	WAGES FULL-TIME	183,164.00
603-4-xxxx-102	WAGES OVERTIME	0.00
603-4-xxxx-103	WAGES PART-TIME	124,000.00
603-4-xxxx-104	GRATUITIES	0.00
603-4-xxxx-113	EMPLOYEE BENEFITS	550.00
603-4-xxxx-115	VACATION ACCRUAL	0.00
603-4-xxxx-121	EMPLOYER CONT. P E R A	18,000.00
603-4-xxxx-122	EMPLOYER CONT. F I C A	19,800.00
603-4-xxxx-130	EMPLOYER PAID INSURANCE	39,848.00
603-4-xxxx-151	WORKER'S COMP PREMIUMS	5,100.00
TOTAL EMPLOYEE WAGES & BENEFIT		390,462.00

+ \$10,000 CONTRACTED SERVICES = \$400,462 (42.4%) OF TOTAL OPERATING EXP.

2009 - 2.0%
2010 - FOSSEE, BUT
ALLOW 1 STEPS

2010 GOLF BUDGET - (3 FULL-TIME EMPLOYEES)

6.2% 1.45% 7.0% 90/10% 100% 100% 100% 100%

PT	FULL-TIME EMPLOYEE	POSITION	PAY GRADE	STEP	HOURLY SALARY	YEARLY SALARY	FICA EMPLOYER	MEDICARE EMPLOYER	PERA EMPLOYER	HEALTH INSURANCE	VESA CONTRIBUTION	DENTAL	DISABILITY	LIFE	WORKERS COMP	TOTAL PER/EMPL BY DEPT/FUND
F	Nordland, K	GM-GOLF PRO	12	6	\$ 38.14	\$ 79,231.20	\$ 4,918.53	\$ 1,150.30	\$ 5,553.18	\$ 13,246.20	\$ 2,400.00	\$ 1,206.00	\$ 55.20	\$ 79.80	\$ 565.41	\$ 106,505.83
F	Pint, J.	GOLF SUPERINTENDENT	8	5	\$ 26.20	\$ 54,496.00	\$ 3,378.75	\$ 790.19	\$ 3,814.72	\$ 4,136.40	\$ 1,200.00	\$ 408.12	\$ 55.20	\$ 69.00	\$ 281.59	\$ 68,629.98
F	Stocker, S.	GOLF MECHANIC	6	7	\$ 23.72	\$ 49,337.60	\$ 3,058.93	\$ 715.40	\$ 3,453.63	\$ 13,246.20	\$ 2,400.00	\$ 1,206.00	\$ 55.20	\$ 79.80	\$ 254.94	\$ 73,807.70
	Fund Total					\$ 183,164.80	\$ 11,356.22	\$ 2,655.89	\$ 12,821.54	\$ 30,628.80	\$ 6,000.00	\$ 2,820.12	\$ 165.60	\$ 228.60	\$ 1,101.94	\$ 250,943.50

New Prague Golf

City of NEW PRAGUE

GENERAL MANAGER

Position Title: General Manager
Department: Golf Course
Department Head: General Manager
Immediate Supervisor: City Administrator
Pay Grade: 12

APPROVED:	_____
NEXT	_____
REVIEW:	_____
REVISED:	_____
REVISED:	_____

Purpose

Serves as department head performing *supervisory* professional and administrative work to manage the daily operation of the City's golf club/course including golfing, event/meeting and retail activities.

Organizational Relationships

Reports to: Golf Board, City Council

Communicates with: *Internally* - Other department heads, various City and golf course committees; *Externally* - Various vendors/suppliers, chamber of commerce, consultants, advertisers and media, and facility users, current and prospective members, professional associations, and the general public.

Supervises: *Directly* - Golf Superintendent, Food & Beverage Manager, Director of Golf, Mechanic, *Indirectly* - All other club employees

ESSENTIAL FUNCTIONS

Plans for and directs the immediate and long range operations of the department; develops and maintains an effective department through periodic review of operations and policies/procedures; makes recommendations to Golf Board regarding services and programs.

Prepares and submits, to the City Administrator, monthly status reports.

Attends all Golf Board meetings and provides agenda and administrative support; prepares reports and compiles information necessary for the decision making process.

Directs the preparation of annual capital, operating, and improvement budgets for the department and submits to the Board on a monthly basis and City Administrator on an annual basis; administers Council-approved budget and invests excess funds following applicable policies and laws.

Recommends, to the Golf Board, pricing for fees and other charges for services and ensures increases are made in accordance with sound business principles.

Establishes priorities and standards for various projects and departmental work; assigns personnel; reviews project assignments; responds to emergencies and unanticipated needs with an appropriate action plan; advises the Board and City Administrator of work planned, work completed, emergencies and problems encountered.

Represents the City before and speaks at various club, educational, and civic functions.

Undertakes or effectively recommends the full compliment of personnel actions including interviewing applicants, hiring, transfer, rewarding and promotion, training, assigning and prioritizing work, coaching and performance evaluation, and discipline/suspension/discharge; consults with City Administrator and the Board as appropriate.

Keeps up-to-date on golf industry trends and developments, club management practices, and other critical knowledge areas.

GENERAL MANAGER

ESSENTIAL FUNCTIONS (cont.)

Oversees all operations through regular contact and interaction with subordinate managers; participates in event planning as necessary; conducts follow-ups and deals with customer complaints.

Leads the management team in marketing and promotional efforts.

Establishes and oversees department's safety and risk management program for employees and guests; instructs or oversees the training of departmental employees in safety policies and procedures; oversees compliance with safety efforts.

Establishes a system for and oversees the maintenance of all departmental records; prepares departmental reports; enforces relevant City policies and ordinances.

Other Duties and Responsibilities

Attends Council and other meetings as required.

Performs other related duties as assigned by Supervisor or apparent.

Required Knowledge, Skills, and Abilities

Knowledge of accounting procedures, retail sales, food and beverage operations, marketing, facilities management, personnel, customer relations, and course management.

Knowledge of golf rules, fundamentals, and teaching practices.

Knowledge of City policies and ordinances and course policies, procedures, and practices.

Skill in preparing and administering a budget.

Skill in communicating verbally and in writing with a variety of groups and individuals.

Skill in responding to difficult and irate customers.

Skill in working with staff, vendors, customers, and elected/appointed officials.

Ability to read and comprehend applicable laws, rules, and regulations.

Ability to operate a golf cart and motor vehicle.

Ability to organize, plan, and direct staff.

Ability to attend trade shows, workshops/seminars, and other training to maintain knowledge.

Machines, tools, and equipment used: Computer, cash registers, fax, phone, charge card machine, building equipment/machines/systems, golf carts, and practice range ball dispenser.

MINIMUM QUALIFICATIONS

Bachelor's degree in recreation, leisure services, business administration, public administration or related field and considerable experience including supervisory, budgetary, retail/merchandising, and food service responsibilities.

Preferred Qualifications

Two or more years of experience at the level of Assistant Manager or higher at a golf course.

Working Conditions

Works in typical office environment with frequent movement in and around club buildings and course grounds. Operates a vehicle and golf cart. Can stand, walk, and sit for extended periods of time. Works with inventory items and building equipment and systems. Regularly works beyond normal hours including weekends, evenings, and holidays.

GOLF SUPERINTENDENT

Position Title: Golf Superintendent
Department: Golf Course
Division: Course Maintenance
Department Head: General Manager
Immediate Supervisor: General Manager
Pay Grade: 8

APPROVED:	_____
NEXT	_____
REVIEW:	_____
REVISED:	_____
REVISED:	_____

Purpose

Performs *supervisory* technical, administrative and manual work to oversee and participate in the maintenance and operation of the golf course. Supervises golf course maintenance staff. Identifies needs for new equipment and improvement projects.

Organizational Relationships

Reports to: General Manager

Communicates with: *Internally* - Green committee members, board members, other golf superintendents, Minnesota Golf Course Superintendent Association, and other

City departments; *Externally* - Golfers, machinery dealers, contractors, sales people, parts & service suppliers, product and chemical suppliers, and electricians.

Supervises: Assistant Superintendent, Mechanic, seasonal employees.

ESSENTIAL FUNCTIONS

Plans and oversees all course maintenance activities including, seeding/fertilizing/seeding, chemical spraying, top dressing and aeration, tee and greens construction/reconstruction, and mowing.

Oversees the maintenance of facilities such as the irrigation system, drainage system, and course buildings.

Supervises subordinate employees: interviews and recommends hiring, assigns and directs work, trains, counsels and evaluates performance; takes disciplinary actions according to established policies; refers severe actions to General Manager.

Oversees safety program for employees ensuring applicable City and state/federal requirements are followed.

Ensures related equipment is inventoried, maintained, and repaired/replaced.

Provides input to General Manager regarding operating and capital budget items; purchases approved supplies, equipment, and services; and secures/oversees work of contractors.

Maintains a system of detailed records and files on all activities.

Ensures tee markers and cups are changed/rotated on a daily or as-needed basis.

Participates in maintenance tasks, regularly and as needed.

Other Duties and Responsibilities

Performs other related duties as assigned or apparent.

Required Knowledge, Skills, and Abilities

Knowledge of the policies, practices and procedures regarding the golf course maintenance.

Knowledge of relevant City policies and ordinances, Course policies and procedures.

Knowledge of building codes and special permits.

Knowledge of chemical application practices and procedures.

GOLF SUPERINTENDENT

Required Knowledge, Skills, and Abilities (cont.)

Ability to calculate figures and amounts such as proportions, percentages, areas, circumferences and volumes.

Ability to solve practical problems.

Ability to interpret and use a variety of instructions, technical manuals, and other reference materials.

Ability to stand, walk, bend, stoop, crouch, kneel, and twist while performing duties and lift objects weighing up to 50 pounds.

Ability to safely run a motor vehicle and all equipment.

Ability to work with occasional exposure to irritants, fumes, and hazardous chemicals such as fertilizer, fungicides and herbicides.

Ability to speak and hear and communicate, orally and in writing.

Ability to work with employees, members/golfers, and the general public.

Machines, Tools, and Equipment Used: Welder, grinders, air compressors, impact tools, all hand tools, reel grinder, bed knife grinder, torch kit, drill press, chain saw, blower, pickup, dump truck, tractor, skid loader, cushman, greens mower, rough mower, fairway mower, sod cutter, trap machine, rotary mowers, weed whips, snow blower, top dresser, golf carts, aerators, fertilizer spreaders, seeders, power washer, hydro-jet, calculator, computer, phone, copy machine, hand-held radios and radio control module, and computerized irrigation systems.

MINIMUM QUALIFICATIONS

High school degree and two-year degree (or working towards) in a related vocational/technical area and two or more years of experience either as an assistant superintendent or higher level.

Must have a pesticide license or ability to obtain. Must be a golfer or knowledgeable about the game.

Preferred Qualifications

Two- or four-year degree in turf grass management.

Working Conditions

Time is spent outdoors performing maintenance work and indoors performing office tasks. Works at some heights while trimming trees. Regularly uses fine motors skills to coordinate eyes, hands, and feet for the operation of a variety of course tools, machines or equipment. Regularly uses large motor skills to exert moderate to considerable physical effort while performing a variety of movements such as bending, crouching, pushing/pulling, twisting/turning, digging, and lifting. may be used depending on the particular task. Temperature extremes can include heat, cold, rain, and snow. Exposure to irritants/fumes, chemicals for spraying weeds and greens treatment, vibrations, and noise can be occasional to frequent depending on task. Can work outside normal hours including weekends.

MECHANIC

Position Title: Mechanic
Department: Golf Course
Department Head: General Manager
Immediate Supervisor: Golf Superintendent
Pay Grade: 5

APPROVED:	_____
NEXT	_____
REVIEW:	_____
REVISED:	_____
REVISED:	_____

Purpose

Performs *non-supervisory* technical, skilled, and manual work to maintain and repair golf course equipment and machines. Assists with other tasks during minority of time. Must be able to operate all golf course equipment.

Organizational Relationships

Communicates with: *Internally* - Assistant Golf Superintendent, other course maintenance employees; *Externally* - Local suppliers and vendors.
Supervises: None

ESSENTIAL FUNCTIONS

Receives work direction from Supervisor on non-routine tasks; keeps Supervisor informed of any pertinent matters.

Performs preventive and routine maintenance and repair on all golf course equipment including changing oil, sharpening/lapping/repairing reels, and using the necessary machines/tools for repair.

Records all maintenance and repair information and keeps related files and records.

Observes and listens to operating equipment, talking to operators as needed, to diagnose malfunctions; determines needed adjustments and/or repairs including use of outside shops.

Dismantles equipment to examine parts for defect or to remove and replace.

Repairs or replaces faulty wiring, switches or relays.

Assembles and test operates equipment to verify proper functioning; fits and assembles parts to repair equipment.

Monitors inventory according to Course policy; orders parts and supplies when needed; checks with supervisor on larger purchases; and recommends, to supervisor, replacement of major equipment items.

Sets up, uses and maintains a variety of shop tools and equipment; properly disposes of scrap steel, waste oil, used filters and garbage; maintains shop for cleanliness and safety.

Assist in golf course maintenance tasks as directed.

Other Duties and Responsibilities

Performs other related duties as assigned by Supervisor.

Required Knowledge, Skills, and Abilities

Knowledge of all Course equipment, tools, and machinery.

Knowledge of relevant maintenance and repair practices and procedures.

Skill in trouble shooting and diagnosing equipment malfunctions and problems.

Skill in using a variety of shop tools and equipment.

MECHANIC

Required Knowledge, Skills, and Abilities (cont.)

Ability to read and comprehend documents such as safety rules, and technical manuals/instructions, and other reference materials.

Ability to work in confined spaces, sometimes under adverse weather conditions.

Ability to lift, move, and/or carry objects and equipment weighing up to 60 pounds.

Ability to work independently and with minimal supervisory direction.

Ability to record and maintain complete and accurate records.

Ability to safely operate course maintenance equipment and a motor vehicle.

Ability to understand applicable safety precautions and procedures.

Ability to communicate with coworkers and vendors/suppliers.

Machines, tools, and equipment used: Torch, welder, air compressor, impact tool, numerous hand tools, drill press, chargers, work stands and jacks,

MINIMUM QUALIFICATIONS

High school degree or equivalent and some vocational/technical training in equipment maintenance and repair and one to two years of practical experience including familiarity with welding, hydraulics, and small engines.

Working Conditions

Majority of time is spent indoors, in shop building, performing work with some tasks carried out in confined spaces or at various heights and some time spent outdoors. Regularly uses fine motor skills to coordinate eyes and hands, use tools, and operate machinery for the repair and maintenance of a variety of course equipment. Operates equipment to observe and diagnose problems. Regularly uses large motor skills to exert moderate to considerable physical effort while performing a variety of movements such as bending, crouching, pushing/pulling, twisting/turning, and lifting. All vision abilities and senses, with the exception of taste, may be used depending on the particular task. Exposure to irritants/fumes such as welding dust, hazardous chemicals such as oil/gas, lubricants and other shop supplies, vibrations, and noise can be occasional to frequent.

2010 GOLF CLUB PART-TIME EMPLOYEES

<u>EMP #</u>	<u>Position</u>	<u>Dept</u>	<u>2010 Rates</u>
0009	Grille Cook	F&B	\$9.00
0010	Bartender	F&B	\$8.00
0012	Snack Shack	F&B	\$7.00
0014	Snack Shack	F&B	\$7.50
0015	Bartender	F&B	\$8.00
0028	Bartender	F&B	\$7.50
0034	Grille Cook	F&B	\$9.00
0035	Bartender	F&B	\$8.00
0037	Grille Cook	F&B	\$9.00
0038	Bartender	F&B	\$7.50
0140	Bartender	F&B	\$8.50
0160	Bartender	F&B	\$8.50
0175	Bartender	F&B	\$8.00
0222	Bartender	F&B	\$7.50
0260	Bartender	F&B	\$7.00
0293	Bartender	F&B	\$7.50
0338	Grille Cook	F&B	\$10.00
0355	Snack Shack	F&B	\$7.50
0125	Bartender	F&B	\$8.50
0032	Grille Cook	F&B-Snack Shack	\$7.50
		F&B - Grill	\$9.00
0020	Outside Services	Golf Op	\$7.50
0024	Outside Services	Golf Op	\$7.50
0029	Outside Services	Golf Op	\$7.50
0030	Outside Services	Golf Op	\$7.50
0036	Outside Services	Golf Op	\$7.50
0112	Outside Services	Golf Op	\$8.00
0114	Junior Golf	Golf Op	\$10.00
0127	Gol Shop Clerk	Golf Op	\$11.00
0139	Bartender/Server	Golf Op	\$9.00
		F&B	\$9.00
0146	Gol Shop Clerk	Golf Op	\$9.00
0152	Gol Shop Clerk	Golf Op	\$9.50
0201	Outside services	Golf Op	\$7.50
0215	Custodian	Golf Op	\$8.25
		F&B	\$8.25
0314	Outside Services	Golf Op	\$7.50
0321	Outside Services	Golf Op	\$7.50
0337	Outside Services	Golf Op	\$7.50
0342	Outside Services	Golf Op	\$8.00
0354	Outside Services	Golf Op	\$7.50
0007	Gol Shop Clerk	Golf Op	\$8.75
0323	Pre-Apprentice Pro	Golf Op	\$11.00

Outside Services - Carts/Range, assisting Customers

2010 GOLF CLUB PART-TIME EMPLOYEES

<u>EMP #</u>	<u>Position</u>	<u>Dept</u>	<u>2010 Rates</u>
0011	Flowers	Maint	\$9.00
0016	Grounds	Maint	\$9.00
0019	Grounds	Maint	\$9.00
0023	Grounds	Maint	\$8.25
0150	Grounds	Maint	\$9.75
0172	Grounds	Maint	\$9.00
0192	Grounds	Maint	\$9.75
0214	Grounds	Maint	\$9.75
0236	Grounds	Maint	\$9.75
0237	Grounds	Maint	\$9.75
0249	Grounds	Maint	\$9.75
0264	Grounds	Maint	\$9.00
0310	Grounds	Maint	\$9.75
0312	Grounds	Maint	\$9.75
0334	Grounds	Maint	\$9.00
0348	Grounds	Maint	\$9.75
0349	Grounds	Maint	\$8.25
0351	Grounds	Maint	\$8.25

Grounds - Maintaining Turf and Course

F&B - Food and Beverage

2010 Pay Range

- | | |
|---------------|------------------|
| • Bartender | \$7.00 - \$9.00 |
| • Grille Cook | \$9.00 - \$10.00 |
| • Snack Shack | \$7.00 - \$7.50 |

Golf Op - Golf Operation

2010 Pay Range

- | | |
|----------------------|------------------|
| • Custodian | \$8.25 |
| • Golf Shop Clerk | \$8.75 - \$11.00 |
| • Junior Golf | \$10.00 |
| • Outside Services | \$7.50 - \$8.00 |
| • Pre-Apprentice Pro | \$11.00 |

Maint - Maintenance

2010 Pay Range

- | | |
|-----------|-----------------|
| • Flowers | \$9.00 |
| • Grounds | \$8.25 - \$9.75 |

"CIP" For Golf Course

New Prague GC - Mftee. Equipment Replacement List

Purch	Equipment Name	Description	Useful Life	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1														
2														
3														
4	Thompson Spreader	Fertilizer Spreader	12		\$1,500									
5	Core Harvester Conv. Kit	Kit to attach Core Harvester to Toro				\$1,800								
6	Lely Fert Spreader	Fertilizer Spreader	20	\$4,150										
7		<i>to be purchased from mftee fund</i>												
8	Yamaha Hauler	Work Cart	10		\$9,100									
9	Yamaha G-2	Work Cart	10		\$7,500									
10	Ryan Core Harvester	Picks up cones after certification	18		\$8,900									
11	Greens Roller	smooths putting surfaces		\$12,990										
12	Ford F460 Dump Truck		20											
13	Ryan Greensaire	Greens / Tee aerifier	18		\$24,000									
14	Ryan Greensaire GA 30	Greens / Tee aerifier	18		\$24,000									
15	Skid Loader		15		\$24,000									
16	Ryan Sod Cutter		20+		\$8,000	\$5,500								
17	Yamaha G-2	Work Cart	10		\$8,000	\$8,000							8500	
18	Yamaha G-2	Work Cart	10		\$8,000	\$8,000								
19	Cushman Truckster 1975	Utility Vehicle	14		\$21,000									
20	Jacobson Greensking IV #1	Triplox Green / Tee Mower	9		\$38,000	\$25,000								30000
21	John Deere 3215A	Fairway Mower	10			\$24,000								
22	Jacobson Greensking IV #2	Triplox Green / Tee Mower	12			\$23,000								
23	John Deere 2653A	Utility Mower	12		\$8,000									
24	Club car	Work Cart	10					\$7,700						
25	Buffalo Blower	Leaf Blower	10							\$24,000				
26	National 94'	Utility Mower	15											
27	Jacobson Greensking IV #5	Triplox Green / Tee Mower	12			\$25,000								
28	Cushman Truckster 1995	Utility Vehicle	14					\$21,500						
29	Oliatho Seeder	Silt Seeder	20+							\$25,000				
30	Toro Hydro-jet	Water injection aerifier	15											
31	Toro Hydro-jet	Attachment for Sand Pro	20+											
32	Top Dresser	Applies sand to greens	15				\$14,000							
33	International tractor	Tractor	20	\$23,990										
34	Cushman, GA 60	Fairway Aerifier	20	\$21,228										
35	Toro Sprayer		10		\$25,000									
36	Jacobson F3400	Fairway Mower	10			\$40,000								
37	Jacobson Greensking IV #4	Triplox Green / Tee Mower	9			\$25,000								
38	Toro 4100D	Rough Mower	8			\$46,000								
39	Toro Workman	Utility Vehicle	14					\$22,500						
40	Toro Blower 2613	Leaf Blower	20								16000			
41	Toro Overseeder	Silt Seeder	20+											
42	Jacobson G Plex	Greensmower	8						\$27,500					
43	Toro Sand Pro	Trap Machine	9							24000				
44	Toro 4700	Rough Mower	7						\$58,000					
45	Toro Workman	Utility Vehicle	14											23000
46	Buffalo Blower	Leaf Blower	10								6000			
47	EZ GO 1000 Electric	Work Cart	10						\$7,500					
48	EZ GO 1000 Electric	Work Cart	10						\$7,500					
49	Jacobson G Plex	Greensmower	8											
50	Vibratory Rollers	Roller Attachment for Triplox	15					\$27,000						
51	Verti-outters	Attachment for Triplox	10											
52	Duel Express Grinder	Reel Sharpener	20+											
53	EZ GO 1000 Electric	Work Cart	10			\$7,500								
54	EZ GO 1200 Gas	Work Cart	10			\$7,500								
55	Dakota Topdresser	Spin Topdresser	20+											16000
56														
57														
58	Totals			\$62,368	\$128,100	\$149,700	\$157,500	\$78,700	\$73,000	\$98,300	48000	0	38500	103500
59				2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
60														

CLUBHOUSE -
Equipment Name

Equipment Name	Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Ice Machine	85 lb - 144 lb ice amker & bin	1800	-	<i>BUGHT USED</i>								
Bar ice bins	ice wells for bar stations	1000										
Banquet Chairs & Tables	200 new banquet chairs & tables for banquet sales and casual dining in 19th hole bar & grille	4000	<i>DID NOT BUY</i>									
Bar Glasswasher	Under-counter bar glasswasher		4500									
Walk-in cooler & freezer	medium scale walk-in cooler & freezer for kitchen goods						15000					
Totals		6800	4500	0	0	0	15000	0	0	0	0	0
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

NEW PRAGUE GOLF
SCENARIO'S
09/24/2010

Scenario #1							
General Manager Salary from \$79,331 (gross) to \$50,000 (gross) and provide full time benefits.							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
General Manager/Golf Pro	\$ 38.14	\$ 79,331	12	\$ 4,919	\$ 1,150	\$ 5,752	\$ 91,152
Insurance		\$ 16,987					\$ 16,987
		\$ 96,318		\$ 4,919	\$ 1,150	\$ 5,752	\$ 108,139
General Manager	\$ 24.04	\$ 50,003	12	\$ 3,100	\$ 725	\$ 3,625	\$ 57,454
Insurance		\$ 16,987					\$ 16,987
		\$ 66,990		\$ 3,100	\$ 725	\$ 3,625	\$ 74,441
Gross Savings		\$ 29,328		\$ 1,818	\$ 425	\$ 2,126	\$ 33,698
Severance	1-time cost						\$ (12,862)
Unemployment	26 wks @ \$585						\$ (15,210)
							\$ (28,072)
Net Savings							\$ 5,626
Scenario #2							
Reduce General Manager Salary from \$79,331 to \$50,000, make position full-time from March to Dec and 1/2 time for Jan and February and eliminate insurances							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
General Manager/Golf Pro	\$ 38.14	\$ 79,331	12	\$ 4,919	\$ 1,150	\$ 5,752	\$ 91,152
Insurance		\$ 16,987					\$ 16,987
		\$ 96,318		\$ 4,919	\$ 1,150	\$ 5,752	\$ 108,139
General Manager	\$ 24.04	\$ 41,669	10	\$ 2,583	\$ 604	\$ 3,021	\$ 47,878
General Manager	\$ 24.04	\$ 4,167	1	\$ 258	\$ 60	\$ 302	\$ 4,788
		\$ 45,836		\$ 2,842	\$ 665	\$ 3,323	\$ 52,666
Gross Savings		\$ 50,482		\$ 2,077	\$ 486	\$ 2,428	\$ 55,473
Severance	1-time cost						\$ (12,862)
Unemployment	26 wks @ \$585						\$ (15,210)
							\$ (28,072)
Net Savings							\$ 27,401
Scenario #3							
Reduce Golf Superintendent salary of \$54,496 by 10%							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
Superintendent	\$ 26.20	\$ 54,496	12	\$ 3,379	\$ 790	\$ 3,951	\$ 62,616
	\$ 23.58	\$ 49,046	12	\$ 3,041	\$ 711	\$ 3,556	\$ 56,354
Savings		\$ 5,450		\$ 338	\$ 79	\$ 395	\$ 6,262
Scenario #4							
Reduce Golf Superintendent position from full-time to part-time (12 mos. to 9 mos.- March to Nov.) and eliminate Insurances							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
Superintendent	\$ 26.20	\$ 54,496	12	\$ 3,379	\$ 790	\$ 3,951	\$ 62,616
	\$ 26.20	\$ 40,872	9	\$ 2,534	\$ 593	\$ 2,963	\$ 46,962
		\$ 13,624		\$ 845	\$ 198	\$ 988	\$ 15,654
No Insurances							\$ 5,869
Unemployment (Annual)	13 wks @ \$560						\$ (7,280)
Savings							\$ 14,243

NEW PRAGUE GOLF
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Scenario #5							
Reduce Golf Mechanic salary of \$49,338 by 10%							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
Mechanic	\$ 23.72	\$ 49,338	12	\$ 3,059	\$ 715	\$ 3,577	\$ 56,689
	\$ 21.35	\$ 44,408	12	\$ 2,753	\$ 644	\$ 3,220	\$ 51,025
Savings		\$ 4,930		\$ 306	\$ 71	\$ 357	\$ 5,664
Scenario #6							
Reduce Golf Mechanic position from full-time to part-time (12 mos. to 8 mos.- March to October) and eliminate insurances							
	Hrly Wage	Annual Salary	Months	FICA	Medica	PERA	Total
Mechanic	\$ 23.72	\$ 49,338	12	\$ 3,059	\$ 715	\$ 3,577	\$ 56,689
	\$ 23.72	\$ 32,892	8	\$ 2,039	\$ 477	\$ 2,385	\$ 37,793
		\$ 16,446		\$ 1,020	\$ 238	\$ 1,192	\$ 18,896
No Insurances							\$ 16,897
Unemployment	17 wks @ \$470						\$ (7,990)
Savings							\$ 27,804
Scenario #7							
Consider across the board reductions in part-time wages budgeted for 2010 of \$124,000 using 5%, 10% and 15%. Does not include PERA Estimates							
	Cost	FICA/Medicare		Savings			
Part-time Wages	\$ 124,000	\$ 9,486.00	5%	\$ 6,674			
	\$ 124,000	\$ 9,486.00	10%	\$ 13,349			
	\$ 124,000	\$ 9,486.00	15%	\$ 20,023			
Scenario #8							
Reduce Fertilizer and chemical costs for the golf course using 2010 budget of \$32,000							
	Cost			Savings			
Reduce Chemical costs	\$ 32,000		5%	\$ 1,600			
	\$ 32,000		10%	\$ 3,200			
	\$ 32,000		15%	\$ 4,800			
	\$ 32,000		20%	\$ 6,400			
Scenario #9							
Reduce water utility bill for watering the golf course using 2010 budget of \$44,500							
	Cost			Savings			
Reduce Water Utility	\$ 44,500		5%	\$ 2,225			
	\$ 44,500		10%	\$ 4,450			
Scenario #10							
Reduce repair and maintenance (golf course general improvements using 2010 budget of \$11,000							
	Cost			Savings			
Reduce GC-General Impr.	\$ 11,000		10%	\$ 1,100			
	\$ 11,000		20%	\$ 2,200			

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