

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF FINANCIAL POSITION**  
December 31, 2020 and 2019

	Dec 31, 20	Dec 31, 19
<b>ASSETS</b>		
Current Assets		
Checking/Savings		
1020 · Cash on Hand, Other	420	250
1040 · Till Cash	2 234	2 234
1050 · Savings - ATM Account #976741	4 000	4 000
1060 · Deposit Account, #-8763	33 297	12 949
1070 · Savings - Raffle Acct. #970174	2 740	40
1080 · General Checking, #-9891	-6 056	-680
1110 · House Checking, #- 9123	27 604	17 201
Total Checking/Savings	64 238	35 994
Other Current Assets		
1220 · Credit Card Charges Receivable	1 667	129
1300 · Inventory	1 824	3 264
Total Other Current Assets	3,491	3,393
Total Current Assets	67 730	39 387
Fixed Assets		
1520 · Equipment	604,536	530,077
1529 · Accum Depr Equipment	-	-
1540 · Land Improvements	-	-
1549 · Accum. Depr Land Improvements	-	-
Total Fixed Assets	604,536	530,077
<b>TOTAL ASSETS</b>	<b>163,953</b>	<b>101,962</b>
<b>LIABILITIES &amp; EQUITY</b>		
Liabilities		
Current Liabilities		
Other Current Liabilities		
2130 · Due to Gordy Skaar	-	780
2210 · Accrued Expenses	-	237
2300 · Accrued Payroll Taxes	-	1,560
2470 · Deferred Revenue	-	43,296
2490 · Deferred Sales Taxes	-	2,858
2583 · N/P First Nat'l Coleraine 64775	-	8,001
Total Other Current Liabilities	-	56,733
Total Current Liabilities	-	56,733
Long Term Liabilities		
2515 · PPP LOAN PROCEEDS 21192	-	0
2584 · N/P First Nat'l Col LOC 64928	-	0
2593 · N/P First Nat'l Coleraine 64957	-	0
2595 · N/P VGM Financial Services	-	0
2596 · DE LAGE LANDEN PUBLIC FINANCE	-	6
Total Long Term Liabilities	-	6
Total Liabilities	-	62,739
Equity		
3000 · Retained Earnings	-	73
Net Income	-	7
Total Equity	-	80,172
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>163,953</b>	<b>101,962</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
December 2020

	Dec 20	Dec 19
Ordinary Income/Expense		
Income		
4900 • ATM Surcharge	0	26
Total Income	0	26
Cost of Goods Sold		
5100 • Cost of Goods Sold	873	835
5600 • Credit Card & Banking Costs	820	590
Total COGS	1,693	1,425
Gross Profit	(1 693)	(1 400)
Expense		
6100 • Labor	13 141	15 888
6400 • Turf Expenses	1 566	2 938
6500 • Operating Expenses	12 747	(402)
7100 • Interest Expense	2 672	398
7300 • Depreciation Expense	4 524	7 530
8920 • Cash (Over) and Short	65	(1)
Total Expense	34,715	26,351
Net Ordinary Income	(36 408)	(27 751)
Other Income/Expense		
Other Income		
9310 • Interest Income	2	1
Total Other Income	2	1
Net Other Income	2	1
Net Income	(36,406)	(27,750)

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
January through December 2020

	Jan - Dec 20	Jan - Dec 19
<b>Ordinary Income/Expense</b>		
Income		
4000 • Course Revenue	454 457	391 500
4500 • Concession Revenue	100 597	132 801
4800 • Advertising Income	0	1 300
4900 • ATM Surcharge	342	348
<b>Total Income</b>	<b>555 396</b>	<b>525 949</b>
<b>Cost of Goods Sold</b>		
5100 • Cost of Goods Sold	47 864	55 638
5600 • Credit Card & Banking Costs	12,377	10,020
<b>Total COGS</b>	<b>60,241</b>	<b>65,658</b>
<b>Gross Profit</b>	<b>495 155</b>	<b>460 290</b>
<b>Expense</b>		
6100 • Labor	274 153	270 507
6400 • Turf Expenses	86 290	59 715
6500 • Operating Expenses	82 554	52 466
6915 • Website Maintenance	275	228
7100 • Interest Expense	6 535	5 971
7200 • Bad Debt Expense	0	351
7300 • Depreciation Expense	40 811	37 947
8920 • Cash (Over) and Short	488	126
<b>Total Expense</b>	<b>491,106</b>	<b>477,310</b>
<b>Net Ordinary Income</b>	<b>4 049</b>	<b>32 981</b>
<b>Other Income/Expense</b>		
Other Income		
9100 • Other Income	2 879	2 261
9310 • Interest Income	21	14
<b>Total Other Income</b>	<b>2,899</b>	<b>2,275</b>
<b>Net Other Income</b>	<b>2,899</b>	<b>2,275</b>
<b>Net Income</b>	<b>6,948</b>	<b>35,257</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
December 31, 2020 and 2019

	Dec 20	Dec 19
Ordinary Income/Expense		
Income		
4900 · ATM Surcharge	0	26
Total Income	0	26
Cost of Goods Sold		
5100 · Cost of Goods Sold		
5110 · Beer Purchases	-9	318
5120 · Liquor Purchases	0	53
5130 · Food Purchases	825	460
5140 · Soft Drinks Purchases	57	5
Total 5100 · Cost of Goods Sold	873	836
5600 · Credit Card & Banking Costs	820	590
Total GS	1,693	1,426
Gross Profit	-1,693	-1,400
Expenses		
6100 · Labor		
6110 · ProShop-Salaried & Hourly	4,297	4,171
6120 · Concessions-Salaried & Hourly	0	89
6130 · Grounds-Salaried & Hourly	5,723	5,597
6210 · Health & Dental Insurance	2,322	2,070
6310 · Payroll Tax Expense	800	788
6310 · Work Comp	0	3,173
Total 6100 · Labor	13,141	15,888
6400 · Turf Expenses		
6410 · Fertilizer & Chemicals	0	1,966
6416 · Turf Materials	141	0
6420 · Equipment Repairs	286	72
6460 · Building Rent	1,000	900
6486 · New Equipment Purchases	138	0
Total 6400 · Turf Expenses	1,566	2,938
6500 · Operating Expenses		
6510 · Clubhouse Supplies	1,057	0
6520 · Clubhouse Maintenance	8,111	0
6530 · Clubhouse Equipment	175	173
6800 · Utilities		
6810 · Electricity	402	1,201
6820 · Telephone	182	0
6830 · Garbage Removal	0	81
6840 · Heat	385	562
Total 6800 · Utilities	969	1,843
6860 · Insurance Property & Liability	845	-3,173
6870 · Office Supplies	38	0
6890 · Postage	110	55
6910 · Advertising & Promotion	443	0
6920 · Licenses and Dues	400	0
6940 · Accounting	600	600
6950 · Continuing Education & Travel	0	100
Total 6500 · Operating Expenses	12,747	-402

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
December 31, 2020 and 2019

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	Dec 20	Dec 19
7100 · Interest Expense	2,672	398
7300 · Depreciation Expense	4,524	7,530
8920 · Cash (Over) and Short	65	-1
<b>Total Expense</b>	<b>34,715</b>	<b>26,351</b>
<b>Net Ordinary Income</b>	<b>36,408</b>	<b>-27,751</b>
<b>Other Income/Expense</b>		
Other Income		
9310 · Interest Income	2	1
<b>Total Other Income</b>	<b>2</b>	<b>1</b>
<b>Net Other Income</b>	<b>2</b>	<b>1</b>
<b>Net Income</b>	<b>-36,406</b>	<b>-27,750</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
December 31, 2020 and 2019

	<u>\$ Change</u>
<b>Ordinary Income/Expense</b>	
Income	
4900 · ATM Surcharge	-26
<b>Total Income</b>	-26
<b>Cost of Goods Sold</b>	
5100 · Cost of Goods Sold	
5110 · Beer Purchases	-327
5120 · Liquor Purchases	-53
5130 · Food Purchases	365
5140 · Soft Drinks Purchaes	52
<b>Total 5100 · Cost of Goods Sold</b>	37
5600 · Credit Card & Banking Costs	230
<b>Total COGS</b>	268
<b>Gross Profit</b>	-293
<b>Expense</b>	
6100 · Labor	
6130 · ProShop-Salaried & Hourly	125
6140 · Concessions-Salaried & Hourly	-89
6150 · Grounds-Salaried & Hourly	125
6240 · Health & Dental Insurance	253
6320 · Payroll Tax Expense	12
6340 · Work Comp	-3,173
<b>Total 6100 · Labor</b>	-2 747
6400 · Turf Expenses	
6410 · Fertilizer & Chemicals	-1 966
6416 · Turf Materials	141
6420 · Equipment Repairs	214
6460 · Building Rent	100
6486 · New Equipment Purchases	138
<b>Total 6400 · Turf Expenses</b>	-1 372
6500 · Operating Expenses	
6510 · Clubhouse Supplies	1 057
6520 · Clubhouse Maintenance	8 111
6530 · Clubhouse Equipment	2
6800 · Utilities	
6810 · Electricity	-799
6820 · Telephone	182
6830 · Garbage Removal	-81
6840 · Heat	-177
<b>Total 6800 · Utilities</b>	-874
6860 · Insurance Property & Liability	4 018
6870 · Office Supplies	38
6890 · Postage	55
6910 · Advertising & Promotion	443
6920 · Licenses and Dues	400
6940 · Accounting	0
6950 · Continulng Education & Travel	-100
<b>Total 6500 · Operating Expenses</b>	13 149

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
December 31, 2020 and 2019

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	<u>\$ Change</u>
7100 · Interest Expense	2 274
7300 · Depreciation Expense	-3 006
8920 · Cash (Over) and Short	<u>66</u>
Total Expense	<u>8,364</u>
Net Ordinary Income	-8 657
Other Income/Expense	
Other Income	
9310 · Interest Income	<u>1</u>
Total Other Income	<u>1</u>
Net Other Income	<u>1</u>
Net Income	<u><u>-8,655</u></u>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru December 31, 2020 and 2019

	Jan - Dec 20	Jan - Dec 19
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4000 · Course Revenue		
4010 · Season Passes	100,968	101,935
4030 · Green Fees	116,958	104,647
4050 · Specials	101,172	64,023
4070 · Motorized Cart Rentals	118,765	106,343
4090 · Pull Cart & Club Rentals	791	853
4110 · Range Fees	15,804	13,527
4170 · Clubhouse Rental	0	172
<b>Total 4000 · Course Revenue</b>	<b>454,457</b>	<b>391,500</b>
4500 · Concession Revenue		
4510 · Beer Revenue	38,793	50,653
4520 · Liquor Revenue	12,381	17,007
4530 · Food Sales	37,193	54,078
410 · Pop Sales	12,229	11,062
<b>Total 4500 · Concession Revenue</b>	<b>100,597</b>	<b>132,801</b>
4800 · Advertising Income	0	1,300
4900 · ATM Surcharge	342	348
<b>Total Income</b>	<b>555,396</b>	<b>525,949</b>
<b>Cost of Goods Sold</b>		
5100 · Cost of Goods Sold		
5110 · Beer Purchases	13,181	16,437
5120 · Liquor Purchases	2,924	4,148
5130 · Food Purchases	22,747	27,869
5140 · Soft Drinks Purchases	9,011	7,184
<b>Total 5100 · Cost of Goods Sold</b>	<b>47,864</b>	<b>55,638</b>
5500 · Credit Card & Banking Costs	12,377	10,020
<b>Total COGS</b>	<b>60,241</b>	<b>65,658</b>
<b>Gross Profit</b>	<b>495,155</b>	<b>460,290</b>
<b>Expense</b>		
6100 · Labor		
6120 · Wages & Salaries	751	91
6130 · ProShop-Salaried & Hourly	88,885	83,741
6140 · Concessions-Salaried & Hourly	43,003	49,591
6150 · Grounds-Salaried & Hourly	93,169	90,009
6240 · Health & Dental Insurance	26,077	21,867
6320 · Payroll Tax Expense	22,269	22,036
6340 · Work Comp	0	3,173
<b>Total 6100 · Labor</b>	<b>274,153</b>	<b>270,507</b>
6400 · Turf Expenses		
6410 · Fertilizer & Chemicals	20,779	16,517
6416 · Turf Materials	3,429	1,428
6420 · Equipment Repairs	7,192	8,254
6426 · Equipment Rental	1,437	3,471
6430 · Turf Operating Supplies	3,780	951
6440 · Irrigation	5,745	3,951
6450 · Landscaping Materials	169	122
6456 · Motor Fuels & Lubricants	9,386	10,046
6460 · Building Rent	11,400	10,800
6470 · Carts Parts & Repair	11,286	4,175
6480 · Construction Projects	11,549	0
6486 · New Equipment Purchases	138	0
<b>Total 6400 · Turf Expenses</b>	<b>86,290</b>	<b>59,715</b>
6500 · Operating Expenses		

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru December 31, 2020 and 2019

	Jan - Dec 20	Jan - Dec 19
6510 · Clubhouse Supplies	4 473	2,881
6520 · Clubhouse Maintenance	20 469	4,025
6530 · Clubhouse Equipment	2 103	3,932
6540 · Range Supplies	964	211
6800 · Utilities		
6810 · Electricity	17 276	8,910
6820 · Telephone	2 183	2,152
6830 · Garbage Removal	1 241	1,387
6840 · Heat	3 563	4,362
Total 6800 · Utilities	24 262	16,812
6860 · Insurance Property & Liability	10 346	6,774
6870 · Office Supplies	774	536
6880 · Printing	10	1,506
6890 · Postage	330	255
6910 · Advertising & Promotion	2 843	3,331
6920 · Licenses and Dues	3 900	4,504
6930 · Subscriptions	260	149
6940 · Accounting	11 700	7,200
6950 · Continuing Education & Travel	120	100
6990 · Miscellaneous	0	249
Total 6500 · Operating Expenses	82 554	52,466
6915 · Website Maintenance	275	228
7100 · Interest Expense	6 535	5,971
7200 · Bad Debt Expense	0	351
7300 · Depreciation Expense	40 811	37,947
8920 · Cash (Over) and Short	488	126
Total Expense	491,106	477 310
Net Ordinary Income	4 049	32,981
Other Income/Expense		
Other Income		
9100 · Other Income	2 879	2,261
9310 · Interest Income	21	14
Total Other Income	2,899	2 276
Net Other Income	2,899	2 276
Net Income	6,948	35,257

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru December 31, 2020 and 2019

	<u>\$ Change</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4000 · Course Revenue	
4010 · Season Passes	-967
4030 · Green Fees	12 311
4050 · Specials	37 149
4070 · Motorized Cart Rentals	12 422
4090 · Pull Cart & Club Rentals	-62
4110 · Range Fees	2 277
4170 · Clubhouse Rental	-172
<b>Total 4000 · Course Revenue</b>	<b>62 957</b>
4500 · Concession Revenue	
4510 · Beer Revenue	-11 861
4520 · Liquor Revenue	-4 626
4530 · Food Sales	-16 885
4540 · Pop Sales	1 167
<b>Total 4500 · Concession Revenue</b>	<b>32 204</b>
4800 · Advertising Income	-1 300
4900 · ATM Surcharge	-6
<b>Total Income</b>	<b>29 447</b>
<b>Cost of Goods Sold</b>	
5100 · Cost of Goods Sold	
5110 · Beer Purchases	-3 256
5120 · Liquor Purchases	-1 224
5130 · Food Purchases	-5 122
5140 · Soft Drinks Purchases	1 827
<b>Total 5100 · Cost of Goods Sold</b>	<b>-7 775</b>
5600 · Credit Card & Banking Costs	2,357
<b>Total COGS</b>	<b>-5,418</b>
<b>Gross Profit</b>	<b>34 864</b>
<b>Expense</b>	
6100 · Labor	
6120 · Wages & Salaries	661
6130 · ProShop-Salaried & Hourly	5 144
6140 · Concessions-Salaried & Hourly	-6 588
6150 · Grounds-Salaried & Hourly	3,159
6240 · Health & Dental Insurance	4 210
6320 · Payroll Tax Expense	233
6340 · Work Comp	-3,173
<b>Total 6100 · Labor</b>	<b>3 645</b>
6400 · Turf Expenses	
6410 · Fertilizer & Chemicals	4 262
6416 · Turf Materials	2 001
6420 · Equipment Repairs	-1 062
6426 · Equipment Rental	-2 034
6430 · Turf Operating Supplies	2 829
6440 · Irrigation	1 793
6450 · Landscaping Materials	47
6456 · Motor Fuels & Lubricants	-660
6460 · Building Rent	600
6470 · Carts Parts & Repair	7 111
6480 · Construction Projects	11 549
6486 · New Equipment Purchases	138
<b>Total 6400 · Turf Expenses</b>	<b>26 575</b>
6500 · Operating Expenses	

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru December 31, 2020 and 2019

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	<u>\$ Change</u>
6510 • Clubhouse Supplies	1 592
6520 • Clubhouse Maintenance	16 444
6530 • Clubhouse Equipment	-1 829
6540 • Range Supplies	753
6800 • Utilities	
6810 • Electricity	8,365
6820 • Telephone	31
6830 • Garbage Removal	-146
6840 • Heat	-800
<b>Total 6800 • Utilities</b>	<b>7 450</b>
6860 • Insurance Property & Liability	3 572
6870 • Office Supplies	238
6880 • Printing	-1 497
6890 • Postage	75
6910 • Advertising & Promotion	-488
6920 • Licenses and Dues	-604
6930 • Subscriptions	111
6940 • Accounting	4 500
6950 • Continuing Education & Travel	20
6990 • Miscellaneous	-249
<b>Total 6500 • Operating Expenses</b>	<b>30 088</b>
6915 • Website Maintenance	48
7100 • Interest Expense	564
7200 • Bad Debt Expense	-351
7300 • Depreciation Expense	2 864
8920 • Cash (Over) and Short	363
<b>Total Expense</b>	<b>63,797</b>
<b>Net Ordinary Income</b>	<b>-28 932</b>
<b>Other Income/Expense</b>	
<b>Other Income</b>	
9100 • Other Income	617
9310 • Interest Income	6
<b>Total Other Income</b>	<b>624</b>
<b>Net Other Income</b>	<b>624</b>
<b>Net Income</b>	<b>-28,309</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the twelve months ended December 31, 2020

	Jan - Dec 20	Budget
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4000 · Course Revenue		
4010 · Season Passes	100,968 07	105,000.00
4030 · Green Fees	116,958 02	112,000.00
4050 · Specials	101,171 87	62,000.00
4070 · Motorized Cart Rentals	118,764 74	110,000.00
4090 · Pull Cart & Club Rentals	790 73	500.00
4110 · Range Fees	15,803 55	13,000.00
4130 · Prints Sales	0 00	0.00
4170 · Clubhouse Rental	0.00	500.00
<b>Total 4000 · Course Revenue</b>	<b>454 456 98</b>	<b>403,000 00</b>
4500 · Concession Revenue		
4510 · Beer Revenue	38,792 61	32,500.00
4520 · Liquor Revenue	12,381 25	5,200.00
4530 · Food Sales	37,193 23	71,500.00
4		20 800.00
<b>Total</b>		<b>130,000 00</b>
4800		3,000 00
4900 ·		1 000.00
<b>Total Inco</b>		<b>537,000 00</b>
<b>Cost of Go</b>		
5100 · C		
5110		15,500.00
5120 ·		2,480 00
5130 · F		34,100 00
5140 · Soft Drinks Purchaes	9 010 99	9,920.00
<b>Total 5100 · Cost of Goods Sold</b>	<b>47 863 92</b>	<b>62,000 00</b>
5600 · Credit Card & Banking Costs	12,376.96	8 000.00
<b>Total COGS</b>	<b>60 240 88</b>	<b>70,000 00</b>
<b>Gross Profit</b>	<b>495 154 67</b>	<b>467,000 00</b>
<b>Expense</b>		
6100 · Labor		
6120 · Wages & Salaries	751 32	
6130 · ProShop-Salaried & Hourly	88 884 55	83,000 00
6140 · Concessions-Salaried & Hourly	43 002 50	48,000 00
6150 · Grounds-Salaried & Hourly	93 168 92	108,000 00
6240 · Health & Dental Insurance	26 076 50	26,000 00
6320 · Payroll Tax Expense	22 269 00	22,000 00
<b>Total 6100 · Labor</b>	<b>274 152 79</b>	<b>287 000.00</b>
6400 · Turf Expenses		
6410 · Fertilizer & Chemicals	20 779 40	,000 00
6416 · Turf Materials	3 428 90	,000 00
6420 · Equipment Repairs	7 191 97	,000 00
6426 · Equipment Rental	1 436 83	,000 00
6430 · Turf Operating Supplies	3 780 31	
6440 · Irrigation	5 744 87	3,000 00
6450 · Landscaping Materials	168 98	
6456 · Motor Fuels & Lubricants	9 386 18	9,000 00
6460 · Building Rent	11 400 00	10,600 00
6470 · Carts Parts & Repair	11 285 97	5,000 00
6476 · Miscellaneous	0 00	1,400 00
6480 · Construction Projects	11 548 75	3,000 00
6486 · New Equipment Purchases	138.12	27 000.00
<b>Total 6400 · Turf Expenses</b>	<b>86 290 28</b>	<b>92 000.00</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the twelve months ended December 31, 2020

	Jan - Dec 20	Budget
<b>6500 · Operating Expenses</b>		
6510 · Clubhouse Supplies	4 473 44	4 000 00
6520 · Clubhouse Maintenance	20 469 01	6 000 00
6530 · Clubhouse Equipment	2 103 24	3 000 00
6540 · Range Supplies	964 02	2,000 00
<b>6800 · Utilities</b>		
6810 · Electricity	17 275 56	10,000 00
6820 · Telephone	2 183 02	2,000 00
6830 · Garbage Removal	1 240 63	2,000 00
6840 · Heat	3 562 50	4,000 00
<b>Total 6800 · Utilities</b>	24 261 71	18,000 00
<b>6860 · Insurance Property &amp; Liability</b>	10 346 04	10,000 00
<b>6870 · Office Supplies</b>	773 86	
<b>6880 · Printing</b>	9 51	2,000 00
<b>6890 · Postage</b>	330 00	2,000 00
<b>6910 · Advertising &amp; Promotion</b>	2 842 73	4,000 00
<b>6920 · Licenses and Dues</b>	3 900 00	5,000 00
<b>6930 · Subscriptions</b>	260 13	
<b>6940 · Accounting</b>	11 700 00	8,000 00
<b>6950 · Continuing Education &amp; Travel</b>	120,00	
<b>Total 6500 · Operating Expenses</b>	82 553 69	64 000 00
<b>6915 · Website Maintenance</b>	275 25	
<b>7100 · Interest Expense</b>	6 534 99	
<b>7300 · Depreciation Expense</b>	40 811 00	
<b>8920 · Cash (Over) and Short</b>	488,16	
<b>Total Expense</b>	491,106,16	443,000,00
<b>Net Ordinary Income</b>	4 048 51	24,000 00
<b>Other Income/Expense</b>		
<b>Other Income</b>		
9100 · Other Income	2 878 54	
9310 · Interest Income	20,90	
<b>Total Other Income</b>	2 899 44	
<b>Net Other Income</b>	2,899,44	
<b>Net Income</b>	6,947.95	24,000.00

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the twelve months ended December 31, 2020

	<u>\$ Over Budget</u>
<b>Ordinary Income/Expense</b>	
Income	
4000 · Course Revenue	
4010 · Season Passes	-4,031 93
4030 · Green Fees	4,958 02
4050 · Specials	39,171 87
4070 · Motorized Cart Rentals	8,764 74
4090 · Pull Cart & Club Rentals	290 73
4110 · Range Fees	2,803 55
4130 · Prints Sales	0 00
4170 · Clubhouse Rental	-500.00
Total 4000 · Course Revenue	51 456 98
4500 · Concession Revenue	
4510 · Beer Revenue	6,292 61
4520 · Liquor Revenue	7,181 25
4530 · Food Sales	-34,306 77
4540 · Pop Sales	-8 570.52
Total 4500 · Concession Revenue	-29 403 43
4800 · Advertising Income	-3 000 00
4900 · ATM Surcharge	-658.00
Total Income	18 395 55
Cost of Goods Sold	
5100 · Cost of Goods Sold	
5110 · Beer Purchases	-2 318 74
5120 · Liquor Purchases	444 43
5130 · Food Purchases	-11,352 76
5140 · Soft Drinks Purchaes	-909.01
Total 5100 · Cost of Goods Sold	-14 136 08
5600 · Credit Card & Banking Costs	4 376 96
Total COGS	-9 759 12
Gross Profit	28 154 67
Expense	
6100 · Labor	
6120 · Wages & Salaries	
6130 · ProShop-Salaried & Hourly	5 884 55
6140 · Concessions-Salaried & Hourly	-4 997 50
6150 · Grounds-Salaried & Hourly	-14 831 08
6240 · Health & Dental Insurance	76 50
6320 · Payroll Tax Expense	269.00
Total 6100 · Labor	-12 847 21
6400 · Turf Expenses	
6410 · Fertilizer & Chemicals	-1,220 60
6416 · Turf Materials	428 90
6420 · Equipment Repairs	191 97
6426 · Equipment Rental	436 83
6430 · Turf Operating Supplies	
6440 · Irrigation	2 744 87
6450 · Landscaping Materials	
6456 · Motor Fuels & Lubricants	386 18
6460 · Building Rent	800 00
6470 · Carts Parts & Repair	6 285 97
6476 · Miscellaneous	-1 400 00
6480 · Construction Projects	8 548 75
6486 · New Equipment Purchases	-26 861 88
Total 6400 · Turf Expenses	5 709 72

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the twelve months ended December 31, 2020

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	<u>\$ Over Budget</u>
6500 · Operating Expenses	
6510 · Clubhouse Supplies	473.44
6520 · Clubhouse Maintenance	14,469.01
6530 · Clubhouse Equipment	-896.76
6540 · Range Supplies	-1,035.98
6800 · Utilities	
6810 · Electricity	7,275.56
6820 · Telephone	183.02
6830 · Garbage Removal	-759.37
6840 · Heat	-437.50
Total 6800 · Utilities	6,261.71
6860 · Insurance Property & Liability	346.04
6870 · Office Supplies	
6880 · Printing	1,990.49
6890 · Postage	-1,670.00
6910 · Advertising & Promotion	-1,157.27
6920 · Licenses and Dues	-1,100.00
6930 · Subscriptions	
6940 · Accounting	3,700.00
6950 · Continuing Education & Travel	
Total 6500 · Operating Expenses	18,553.69
6915 · Website Maintenance	
7100 · Interest Expense	
7300 · Depreciation Expense	
8920 · Cash (Over) and Short	
Total Expense	48,106.16
Net Ordinary Income	-19,951.49
Other Income/Expense	
Other Income	
9100 · Other Income	
9310 · Interest Income	
Total Other Income	
Net Other Income	
Net Income	<u><u>-17,052.05</u></u>

See Accountant's Report

## EAGLE RIDGE MANAGEMENT COMPANY

1/13/2021 8:40 AM

Register: 1060 Deposit Account, -8763

From 12/01/2020 through 12/31/2020

Sorted by: Date, Type Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
12/ /2020	DM	Grinnell Mutual	6500	Operating Expe...	DEC PREMI M	844.73	X	25,350.08
12/ /2020	DM	First National Bank	2210	Accrued xpens...		249.04	X	25,101.04
12/ /2020			1080	General Checki...	Funds Transfer	5,000.00	X	20,101.04
12/ /2020	DM		2130	Due to Gordy S...	Funds Transfer	200.00	X	19,901.04
12/ /2020		CASH	-split-				X	12,273.55
12/ /2020		CASH	-split-				X	2,660.57
12/ /2020	DEP		1300	Inventory:1320 ..	B D BEER R.		X	25.00
12/ /2020	DEP		1300	Inventory:1320 ...	B D BE R R		X	284.50
12/ /2020			1080	General Checki...		10,000.00	X	25,144.66
12/ /2020		CASH	-split-				X	3,350.54
12/ /2020			9310	Interest Income	Interest		X	2.10



## EAGLE RIDGE MANAGEMENT COMPANY

11/13/2021 8:25 AM

Register: 1080 General Checking. -9891

From 12/01/2020 through 12/31/2020

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
12/ /2020	TRANSF...		1110 House Checkin...	Funds Transfer		X	7,500.00	-3,917.78
12/ /2020	EFT	Minn. Department of.	2300 Accrued Payroll...	2180857	226.00	X		-4,143.78
12/ /2020	EFT	Internal Revenue Ser...	-split-	41-1810668	1,066.32	X		-5,210.10
12/ /2020	EFT	Internal Revenue Ser...	-split-	41-1810668	612.00	X		-5,822.10
12/ /2020	TRANSF.		1110 House Checkin...			X	7,500.00	1,677.90
12/ /2020	18642	Johnson, Kurt S	-split-		1,245.37	X		432.53
12/ /2020	18643	Johnson, Adam A	-split-		1,655.71	X		-1,223.18
12/ /2020	18644	Skaar, Gordon B	-split-		1,450.41	X		-2,673.59
12/ /2020	18645	Burgraff's Ace Hard	2110 Accounts Payable		182.75	X		-2,856.34
12/ /2020	18646	L & M Supply	2110 Accounts Payable		103.66	X		-2,960.00
12/ /2020	18647	Marlin Bank	2110 Accounts Payable		175.27	X		-3,135.27
12/ /2020	18648	Minnesota Power & ..	2110 Accounts Payable		401.79	X		-3,537.06
12/ /2020	18649	Range Bottle Gas	2110 Accounts Payable		385.00	X		-3,922.06
12/ /2020	18650	Roessler Co., Ltd	2110 Accounts Payable	October Services	600.00	X		-4,522.06
12/ /2020	18651	SCI Broad Band	2110 Accounts Payable		182.15	X		-4,704.21
12/ /2020	TRANSF..		1060 Deposit Accoun...	Funds Transfer		X	5,000.00	295.79
12/ /2020	EFT	Internal Revenue Ser.	-split-	41-1810668	1,311.08	X		-1,015.29
12/ /2020	EFT	Minn. Department of.	2300 Accrued Payroll...	2180857	240.00	X		-1,255.29
12/ /2020	DM	NORTHEAST SRVC	6100 Labor:6240 Hl...	DEC 2020	2,831.00	X		-4,086.29
12/ /2020	TRANSF...		1060 Deposit Accoun...			X	10,000.00	5,913.71
12/ /2020	18652	Johnson, Adam A	-split-		1,655.71	X		4,258.00
12/ /2020	18653	Skaar, Gordon B	-split-		1,450.41			2,807.59
12/ /2020	18654	Dr. V. M. Baich	2110 Accounts Payable	Rent	1,000.00			1,807.59
12/ /2020	18655	GCSAA	2110 Accounts Payable		400.00			1,407.59
12/ /2020	18656	Gordy Skaar	2110 Accounts Payable		548.92			858.67
12/ /2020	18657	Lefty's Rent-A-Tent	2110 Accounts Payable		778.69			79.98
12/ /2020	18658	Sandstrom's	2110 Accounts Payable		74.92			5.06
12/ /2020	18659	sun Mountain Sports	2110 Accounts Payable		309.94			-304.88
12/ /2020	18660	TNT Aggregates	2110 Accounts Payable	Clubhouse Fou	8,110.50			-8,415.38
12/ /2020	18661	Wm. Schwartz & So...	2110 Accounts Payable		141.00			-8,556.38
12/ /2020	TRANSF...		1110 House Checkin...	Funds Transfer		X	10,000.00	1,443.62

## EAGLE RIDGE MANAGEMENT COMPANY

1/13/2021 8:47 AM

Register: 1110 · House Checking, #- 9123

From 12/01/2020 through 12/31/2020

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
12/01/2020			1080 · General Checki...	Funds Transfer	7,500.00	X		27,294.09
12/07/2020			1080 · General Checki...		7,500.00	X		19,794.09
12/16/2020	4845	US Post Office	6500 · Operating Expe...	STAMPS	110.00	X		19,684.09
12/30/2020	4846	Stokes Printing	6500 · Operating Expe...		38.37			19,645.72
12/31/2020			1080 · General Checki...	Funds Transfer	10,000.00	X		9,645.72
12/31/2020	DEP		1220 · Credit Card Cha...	CC DEP LESS ...		X	17,958.47	27,604.19