

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF FINANCIAL POSITION**  
January 31, 2021 and 2020

	Jan 31, 21	Jan 31, 20
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
1020 · Cash on Hand, Other	420	250
1040 · Till Cash	2,234	2 234
1050 · ATM Account	4 000	4 000
1060 · Deposit Account, #-8763	22 495	6 896
1070 · Savings - Raffle Acct. #970174	2 740	40
1080 · General Checking, #-9891	4 396	362
1110 · House Checking, #- 9123	20 379	4 797
<b>Total Checking/Savings</b>	56 663	18 579
<b>Other Current Assets</b>		
1220 · Credit Card Charges Receivable	0	836
1300 · Inventory	1,824	3,222
<b>Total Other Current Assets</b>	1,824	4,058
<b>Total Current Assets</b>	58 487	22 638
<b>Fixed Assets</b>		
1520 · Equipment	604 536	530 077
1529 · Accum Depr Equipment	-508 313	-469 662
1540 · Land Improvements	25 769	25 769
1549 · Accum. Depr Land Improvements	-25 769	-25 769
<b>Total Fixed Assets</b>	96,223	60,415
<b>TOTAL ASSETS</b>	<b>154,710</b>	<b>83,053</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Other Current Liabilities</b>		
2112 · Credit Card Fees Payable	135	0
2130 · Due to Gordy Skaar	85	140
2210 · Accrued Expenses	1 343	237
2300 · Accrued Payroll Taxes	1 580	1,502
2470 · Deferred Revenue	45 066	47,478
2490 · Deferred Sales Taxes		
2583 · N/P First Nat'l Coleraine 64775		1
<b>Total Other Current Liabilities</b>		9
<b>Total Current Liabilities</b>		9
<b>Long Term Liabilities</b>		
2515 · PPP LOAN PROCEEDS 21192	45 600	0
2584 · N/P First Nat'l Col LOC 64928	52,143	0
2593 · N/P First Nat'l Coleraine 64957	32,678	0
2595 · N/P VGM Financial Services	0	2 100
2596 · DE LAGE LANDEN PUBLIC FINANCE	0	60 846
<b>Total Long Term Liabilities</b>	130,421	62,946
<b>Total Liabilities</b>	181 724	123,455
<b>Equity</b>		
3000 · Retained Earnings		7
Net Income		6
<b>Total Equity</b>		2
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>154,710</b>	<b>83,053</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
January 2021

	Jan 21	Jan 20
<b>Ordinary Income/Expense</b>		
Income		
4900 • ATM Surcharge	0	26
<b>Total Income</b>	<b>0</b>	<b>26</b>
Cost of Goods Sold		
5100 • Cost of Goods Sold	0	75
5600 • Credit Card & Banking Costs	135	102
<b>Total COGS</b>	<b>135</b>	<b>177</b>
<b>Gross Profit</b>	<b>(135)</b>	<b>(151)</b>
Expense		
6100 • Labor	13 512	12 978
6400 • Turf Expenses	1 573	2 203
6500 • Operating Expenses	2 466	5 195
7100 • Interest Expense	289	0
7300 • Depreciation Expense	0	2 160
8920 • Cash (Over) and Short	(0)	0
<b>Total Expense</b>	<b>17,839</b>	<b>22,536</b>
<b>Net Ordinary Income</b>	<b>(17 974)</b>	<b>(22 687)</b>
<b>Other Income/Expense</b>		
Other Income		
9250 • Grants	2 000	0
9310 • Interest Income	2	1
<b>Total Other Income</b>	<b>2,002</b>	<b>1</b>
<b>Net Other income</b>	<b>2,002</b>	<b>1</b>
<b>Net Income</b>	<b>(15,972)</b>	<b>(22,686)</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
January 31, 2021 and 2020

	Jan 21	Jan 20	\$ Change
<b>Ordinary Income/Expense</b>			
Income			
4900 · ATM Surcharge	0	26	-26
<b>Total Income</b>	<b>0</b>	<b>26</b>	<b>26</b>
<b>Cost of Goods Sold</b>			
5100 · Cost of Goods Sold			
5130 · Food Purchases	0	75	-75
<b>Total 5100 · Cost of Goods Sold</b>	<b>0</b>	<b>75</b>	<b>-75</b>
5600 · Credit Card & Banking Costs	135	102	33
<b>Total COGS</b>	<b>135</b>	<b>177</b>	<b>-42</b>
<b>Gross Profit</b>	<b>-135</b>	<b>-151</b>	<b>17</b>
<b>Expense</b>			
6100 · Labor			
6130 · ProShop-Salaried & Hourly	4,297	4,171	126
6150 · Grounds-Salaried & Hourly			
6240 · Health & Dental Insurance			
6320 · Payroll Tax Expense			
<b>Total 6100 · Labor</b>	<b>13,512</b>	<b>12,978</b>	<b>534</b>
6400 · Turf Expenses			
6420 · Equipment Repairs	295	16	279
6426 · Equipment Rental	0	1,287	-1,287
6440 · Irrigation	279	0	279
6460 · Building Rent	1,000	900	100
<b>Total 6400 · Turf Expenses</b>	<b>1,573</b>	<b>2,203</b>	<b>-630</b>
6500 · Operating Expenses			
6510 · Clubhouse Supplies	95	-154	249
6530 · Clubhouse Equipment	175	175	0
6800 · Utilities			
6810 · Electricity	408	1,331	-923
6820 · Telephone	182	179	3
6840 · Heat	0	765	-765
<b>Total 6800 · Utilities</b>	<b>591</b>	<b>2,276</b>	<b>-1,685</b>
6860 · Insurance Property & Liability	845	812	33
6870 · Office Supplies	0	124	-124
6880 · Advertising & Promotion	0	879	-879
6890 · Licenses and Dues	160	396	-236
6900 · Repairs	0	87	-87
6910 · Insurance	600	600	0
<b>Total Operating Expenses</b>	<b>2,466</b>	<b>5,195</b>	<b>-2,730</b>
7100 · Miscellaneous Expense	289	0	289
7300 · Depreciation Expense	0	2,160	-2,160
8920 · Other Income and Short			
<b>Total Expense</b>	<b>17,839</b>	<b>22,536</b>	<b>-4,696</b>
<b>Net Ordinary Income</b>	<b>-17,974</b>	<b>-22,687</b>	<b>4,713</b>
<b>Other Income/Expense</b>			
Other Income			
9250 · Grants	2,000	0	2,000
9310 · Interest Income	2	1	1
<b>Total Other Income</b>	<b>2,002</b>	<b>1</b>	<b>1,999</b>
<b>Net Other Income</b>	<b>2,002</b>	<b>1</b>	<b>1,999</b>

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
January 31, 2021 and 2020

	Jan 21	Jan 20	\$ Change
Net Income	-15,972	-22,686	6,714

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**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru January 31, 2021 and 2020

	Jan 21	Jan 20	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Course Revenue			
4010 · Season Passes	0	0	0
4030 · Green Fees	0	0	0
4050 · Specials	0	0	0
4070 · Motorized Cart Rentals	0	0	0
4090 · Pull Cart & Club Rentals	0	0	0
4110 · Range Fees	0	0	0
<b>Total 4000 · Course Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4500 · Concession Revenue			
4510 · Beer Revenue	0	0	0
4520 · Liquor Revenue	0	0	0
4530 · Food Sales	0	0	0
4540 · Pop Sales	0	0	0
<b>Total 4500 · Concession Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4900 · ATM Surcharge	0	26	-26
<b>Total Income</b>	<b>0</b>	<b>26</b>	<b>26</b>
<b>Cost of Goods Sold</b>			
5100 · Cost of Goods Sold			
5130 · Food Purchases	0	75	-75
<b>Total 5100 · Cost of Goods Sold</b>	<b>0</b>	<b>75</b>	<b>-75</b>
5600 · Credit Card & Banking Costs	135	102	33
<b>Total COGS</b>		<b>177</b>	<b>-42</b>
<b>Gross Profit</b>		<b>151</b>	<b>17</b>
<b>Expense</b>			
6100 · Labor			
6130 · ProShop-Salaried & Hourly	4,297	171	125
6150 · Grounds-Salaried & Hourly	.		
6240 · Health & Dental Insurance	.		
6320 · Payroll Tax Expense	.		
<b>Total 6100 · Labor</b>	<b>13,512</b>	<b>12,978</b>	<b>534</b>
6400 · Turf Expenses			
6420 · Equipment Repairs	295	16	279
6426 · Equipment Rental	0	287	-1,287
6440 · Irrigation	279	0	279
6460 · Building Rent	1,000	900	100
<b>Total 6400 · Turf Expenses</b>	<b>1,573</b>	<b>2,203</b>	<b>-630</b>
6500 · Operating Expenses			
6510 · Clubhouse Supplies	95	-154	248
6530 · Clubhouse Equipment	175	175	0
6800 · Utilities			
6810 · Electricity	408	1,331	-923
6820 · Telephone	182	179	3
6840 · Heat	0	765	-765
<b>Total 6800 · Utilities</b>	<b>590</b>	<b>2,275</b>	<b>-1,685</b>
6860 · Insurance Property & Liability	845	812	33
6870 · Office Supplies	0	124	-124
6910 · Advertising & Promotion	0	879	-879
6920 · Licenses and Dues	160	396	-236
6930 · Subscriptions	0	87	-87
6940 · Accounting	600	600	0

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru January 31, 2021 and 2020

	Jan 21	Jan 20	\$ Change
Total 6500 · Operating Expenses	2,466	5,195	-2 730
7100 · Interest Expense	289	0	289
7300 · Depreciation Expense	0	2,160	2 160
8920 · Cash (Over) and Short	-0	0	-0
Total Expense	17,839	22,536	-4,696
Net Ordinary Income	-17 974	-22 687	4 713
Other Income/Expense			
Other Income			
9250 · Grants	2 000	0	2 000
9310 · Interest Income	2	1	1
Total Other Income	2,002	1	2,001
Net Other Income	2,002	1	2,001
Net Income	-15,972	-22,686	6,714

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the one month ended January 31, 2021

	Jan 21	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Course Revenue			
4010 · Season Passes	0 00	100 000.00	100 00 0
4030 · Green Fees	0 00	110 000 00	110 000 0
4050 · Specials	0 00	76 000 00	-76 000 0
4070 · Motorized Cart Rentals	0 00	120 000 00	120 000 00
4090 · Pull Cart & Club Rentals	0 00	500 00	-500.00
4110 · Range Fees	0 00	13 000 00	13,000.00
4170 · Clubhouse Rental			
<b>Total 4000 · Course Revenue</b>	<b>0 00</b>	<b>419 700 00</b>	<b>-419 700 00</b>
4500 · Concession Revenue			
4510 · Beer Revenue	0 00	28,750 00	-28 750 00
4520 · Liquor Revenue	0 00	4,600 00	-4 600 00
4530 · Food Sales	0 00	63,250 00	-63 250 00
4 10 · Pop Sales	0 00	18,400.00	-18 400 00
<b>Total 4500 · Concession Revenue</b>	<b>0 00</b>	<b>115,000 00</b>	<b>115,000 00</b>
4800 · Advertising Income	0 00	1 000 00	-1,000.00
4900 · ATM Surcharge			
<b>Total Income</b>	<b>0 00</b>	<b>536,200 00</b>	<b>-536,200 00</b>
<b>Cost of Goods Sold</b>			
510 · Cost of Goods Sold			
5110 · Beer Purchases	0 00	11,250.00	-11,250.00
5120 · Liquor Purchases	0 00	1,800.00	-1,800.00
5130 · Food Purchases	0 00	24,750.00	-24,750.00
5140 · Soft Drinks Purchases	0.00	7 200 00	-7,200.00
<b>Total 5100 · Cost of Goods Sold</b>	<b>0 00</b>	<b>45,000.00</b>	<b>-45,000 00</b>
5600 · Credit Card & Banking Costs	134.58	10 000 00	-9,865 42
<b>Total COGS</b>	<b>134.58</b>	<b>55 000 00</b>	<b>-54,865 42</b>
<b>Gross Profit</b>	<b>-134 58</b>	<b>481,200.00</b>	<b>-481,334 58</b>
<b>Expense</b>			
6100 · Labor			
6130 · ProShop-Salaried & Hourly	4,296 50	85,000.00	-80,703 50
6140 · Concessions-Salaried & Hourly	0 00	40,000.00	-40,000 00
6150 · Grounds-Salaried & Hourly	5,722 56	95,000.00	-89,277 44
6240 · Health & Dental Insurance	2,432 00	25,000.00	-22 568 00
6320 · Payroll Tax Expense	1,061 03	23,000 00	-21 938 97
6340 · Work Comp	0 00	3 500 00	-3 00 00
<b>Total 6100 · Labor</b>	<b>13 512 09</b>	<b>271 500 00</b>	<b>-257,987 91</b>
6400 · Turf Expenses			
6410 · Fertilizer & Chemicals	0 00	20,000.00	-20 000 00
6416 · Turf Materials	0 00	5,000.00	-5 000 00
6420 · Equipment Repairs	294 77	7,000.00	-6 705 23
6426 · Equipment Rental	0 00	2,000.00	-2 000 00
6440 · Irrigation	278 70	4 00.00	-3 721.30
6456 · Motor Fuels & Lubricants	0 00	1 00.00	-11 000.00
6460 · Building Rent	1 000 00	12 00 00	-11 000.00
6470 · Carts Parts & Repair	0 00	6 00.00	-6 000 00
6476 · Miscellaneous	0 00	2 00.00	-2 000 00
6480 · Construction Projects	0 00	10 000 00	-10 00 00
6486 · New Equipment Purchases	0 00	20 000 00	20 000.00
<b>Total 6400 · Turf Expenses</b>	<b>1 573 47</b>	<b>99 000 00</b>	<b>-97 426 53</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the one month ended January 31, 2021

	Jan 21	Budget	\$ Over Budget
<b>6500 · Operating Expenses</b>			
6510 · Clubhouse Supplies	94 91	5,000.00	-4,905 09
6520 · Clubhouse Maintenance	0 00	10,000.00	-10,000.00
6530 · Clubhouse Equipment	175 27	5,000.00	-4,824.73
6540 · Range Supplies	0 00	2,000.00	-2,000.00
<b>6800 · Utilities</b>			
6810 · Electricity	408 44	12,000.00	-11,591.56
6820 · Telephone	182 15	2,000.00	-1,817.85
6830 · Garbage Removal	0 00	2,000.00	-2,000.00
6840 · Heat	0.00	4 000 00	-4,000.00
<b>Total 6800 · Utilities</b>	<b>590 59</b>	<b>20,000.00</b>	<b>-19,409.41</b>
<b>6860 · Insurance Property &amp; Liability</b>	<b>844 73</b>	<b>7,500.00</b>	<b>-6,655.27</b>
6880 · Printing	0 00	2,000.00	-2,000.00
6890 · Postage	0 00	2,000.00	-2,000.00
6910 · Advertising & Promotion	0 00	3,000.00	-3,000.00
6920 · Licenses and Dues	160 00	5,000.00	-4,840.00
6940 · Accounting	600.00	8 000 00	-7,400.00
<b>Total 6500 · Operating Expenses</b>	<b>2 465 50</b>	<b>69,500.00</b>	<b>-67,034 50</b>
<b>7100 · Interest Expense</b>	<b>288 61</b>		
<b>8920 · Cash (Over) and Short</b>	<b>-0.22</b>		
<b>Total Expense</b>	<b>17,839.45</b>	<b>440 000 00</b>	<b>-422,160 55</b>
<b>Net Ordinary Income</b>	<b>-17 974 03</b>	<b>41,200.00</b>	<b>-59,174 03</b>
<b>Other Income/Expense</b>			
Other Income			
9250 · Grants	2 000 00		
9310 · Interest Income	2.20		
<b>Total Other Income</b>	<b>2 002 20</b>		
<b>Net Other Income</b>	<b>2,002.20</b>		
<b>Net Income</b>	<b>-15,971.83</b>	<b>41,200.00</b>	<b>-57,171.83</b>

See Accountant's Report



## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:42 AM

Register: 1060 Deposit Account, #-8763

01/01/2021 through 01/31/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/04/2021	DM	Grinnell Mutual	6500	Operating Expe...	JAN PREMI M	844.73	X	24,952.57
01/29/2021	DEP		9250	Grants	Donation, Cart ...		X	2,000.00
01/29/2021	TRANSF...		1080	General Checki.	Funds Transfer	10,000.00	X	16,952.57
01/31/2021			9310	Interest Income	Interest		X	2.20
01/31/2021		CASH	-split-				X	5,539.87

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:43 AM

Register: 1080 General Checking, -9891

01/01/2021 through 01/31/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/ /2021	DM	NORTH AST SRVC	6100 Labor.6240 · H...	JAN 2021	110.00	X		1,333.62
01/ /2021	EFT	Internal Revenue Ser	- split-	41-1810668	1,041.82	X		291.80
01/ /2021	EFT	Minn. Department of	2300 Accrued Payroll...	2180857	226.00	X		65.80
01/ /2021	18662	Johnson, Adam A	-split-		1,658.71	X		-1,592.91
01/ /2021	18663	Skaar, Gordon B	-split-		1,451.41	X		-3,044.32
01/ /2021	18664	Johnson, Kurt S	-split-		1,247.37	X		-4,291.69
01/ /2021	18665	Burgraff's Ace Hard	2110 Accounts Payable		80.92	X		-4,372.61
01/ /2021	18666	Gordy Skaar	2110 Accounts Payable	December Pro ..	404.88	X		-4,777.49
01/ /2021	18667	L & M Supply	2110 Accounts Payable		213.85	X		-4,991.34
01/ /2021	18668	Marlin Bank	2110 Account Payable		175.27	X		-5,166.61
01/ /2021	18669	Minnesota Power & ...	2110 Accounts Payable		408.44	X		-5,575.05
01/ /2021	18670	Roessler Co., Ltd	2110 Accounts Payable	December Serv ..	600.00	X		-6,175.05
01/ /2021	18671	SCI Broad Band	2110 Accounts Payable		182.15	X		-6,357.20
01/ /2021	TRANSF...		1110 House Checkin ..	Funds Transfer		X	10,000.00	3,642.80
01/ /2021	EFT	Internal Revenue Ser	-split-	41-1810668	1,305.08	X		2,337.72
01/ /2021	EFT	Minn. Department of...	2300 Accrued Payroll...	2180857	240.00	X		2,097.72
01/ /2021	DM	NORTHEAST SRVC	6100 Labor 6240 · H...	JAN 2021	2,831.00	X		-733.28
01/ /2021	TRANSF.		1060 Deposit Accoun...	Funds Transfer		X	10,000.00	9,266.72
01/ /2021	EFT	Minnesota UI Fund	-split-	01542232	322.00	X		8,944.72
01/ /2021	18672	Johnson, Adam A	-split-		1,658.70	X		7,286.02
01/ /2021	18673	Skaar, Gordon B	-split-		1,451.41	X		5,834.61
01/ /2021	18674	Dr. V. M. Baich	2110 · Accounts Payable	Rent	1,000.00	X		4,834.61
01/ /2021	18675	Gordy Skaar	2110 · Accounts Payable	2020 DNR wat...	278.70	X		4,555.91
01/ /2021	18676	Itasca County Sheriff...	2110 · Accounts Payable		10.00	X		4,545.91
01/ /2021	18677	USGA	2110 · Accounts Payable	Annual Dues	150.00	X		4,395.91

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:44 AM

Register: 1110 - House Checking, #- 9123

{ 01/01/2021 through 01/31/2021

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/05/2021	4847	Fraboni's	6500 · Operating Expe...	CLUBHOUS S...	94.91	X		27,509.28
01/15/2021	TRANSF...		1080 · General Checki...	Funds Transfer	10,000.00	X		17,509.28
01/31/2021	DEP		1220 · Credit Card Cha...	CC DEP LESS ...		X	2,869.57	20,378.85

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF FINANCIAL POSITION**  
February 28, 2021 and 2020

	Feb 28, 21	Feb 29, 20
<b>ASSETS</b>		
Current Assets		
Checking/Savings		
1020 · Cash on Hand, Other	420	250
1040 · Till Cash	2,234	2,234
1050 · ATM Account	·	
1060 · Deposit Account, #-8763	·	
1070 · Savings - Raffle Acct. #970174	·	
1080 · General Checking, #-9891	·	
1110 · House Checking, #- 9123	·	
Total Checking/Savings	39,508	1,156
Other Current Assets		
1220 · Credit Card Charges Receivable	0	2,179
1300 · Inventory	1,824	3,222
Total Other Current Assets	1,824	5,402
Total Current Assets	41,332	6,558
Fixed Assets		
1520 · Equipment	604,536	530,077
1529 · Accum Depr Equipment	-508,313	-471,822
1540 · Land Improvements	25,769	25,769
1549 · Accum. Depr Land Improvements	-25,769	-25,769
Total Fixed Assets	96,223	58,255
<b>TOTAL ASSETS</b>	<b>137,556</b>	<b>64,813</b>
<b>LIABILITIES &amp; EQUITY</b>		
Liabilities		
Current Liabilities		
Other Current Liabilities		
2112 · Credit Card Fees Payable	140	0
2130 · Due to Gordy Skaar	85	20
2210 · Accrued Expenses	1,603	281
2300 · Accrued Payroll Taxes	1,834	1,768
2470 · Deferred Revenue	46,026	49,089
2490 · Deferred Sales Taxes	3,171	3,265
2583 · N/P First Nat'l Coleraine 64775	0	8,001
Total Other Current Liabilities	52,858	62,425
Total Current Liabilities	52,858	62,425
Long Term Liabilities		
2515 · PPP LOAN PROCEEDS 21192	45,600	0
2582 · N/P First Nat'l Col LOC 64249	0	718
2584 · N/P First Nat'l Col LOC 64928	52,143	0
2593 · N/P First Nat'l Coleraine 64957	32,678	0
2595 · N/P VGM Financial Services	0	2,100
2596 · DE LAGE LANDEN PUBLIC FINANCE	0	60,846
Total Long Term Liabilities	130,421	63,664
Total Liabilities	183,279	126,090
Equity		
3000 · Retained Earnings	-11,042	-17,717
Net Income		
Total Equity	-11,042	-17,717
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>137,556</b>	<b>64,813</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
February 2021

	Feb 21	Feb 20
<b>Ordinary Income/Expense</b>		
Income		
4900 · ATM Surcharge	2	26
<b>Total Income</b>	2	26
<b>Cost of Goods Sold</b>		
5600 · Credit Card & Banking Costs	140	61
<b>Total COGS</b>	140	61
<b>Gross Profit</b>	(138)	(36)
<b>Expense</b>		
6100 · Labor	13 493	12 962
6400 · Turf Expenses	1 122	2 119
6500 · Operating Expenses	3 698	3 555
7100 · Interest Expense	261	44
7300 · Depreciation Expense	n	2,160
<b>Total Expense</b>	18,574	20,839
<b>Net Ordinary Income</b>	(18 712)	(20 875)
<b>Other Income/Expense</b>		
Other Income		
9310 · Interest Income	2	0
<b>Total Other Income</b>	2	0
<b>Net Other Income</b>	2	0
<b>Net Income</b>	(18,710)	(20,874)

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
January through February 2021

	Jan - Feb 21	Jan - Feb 20
<b>Ordinary Income/Expense</b>		
Income		
4900 · ATM Surcharge	2	51
<b>Total Income</b>	2	51
<b>Cost of Goods Sold</b>		
5100 · Cost of Goods Sold	0	75
5600 · Credit Card & Banking Costs	274	163
<b>Total COGS</b>	274	238
<b>Gross Profit</b>	(273)	(187)
<b>Expense</b>		
6100 · Labor	27 005	25 939
6400 · Turf Expenses	2 696	4 322
6500 · Operating Expenses	6 163	8 750
7100 · Interest Expense	549	44
7300 · Depreciation Expense	0	4 320
8920 · Cash (Over) and Short	(0)	0
<b>Total Expense</b>	36,413	43,375
<b>Net Ordinary Income</b>	(36 686)	(43 562)
<b>Other Income/Expense</b>		
Other Income		
9250 · Grants	2 000	0
9310 · Interest Income	4	2
<b>Total Other Income</b>	2,004	2
<b>Net Other Income</b>	2,004	2
<b>Net Income</b>	<b>(34,682)</b>	<b>(43,560)</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
February 28, 2021 and 2020

	Feb 21	Feb 20	\$ Change
<b>Ordinary Income/Expense</b>			
Income			
4900 · ATM Surcharge	2	26	-24
<b>Total Income</b>	<b>2</b>	<b>26</b>	<b>24</b>
Cost of Goods Sold			
5600 · Credit Card & Banking Costs	140	61	78
<b>To COGS</b>	<b>140</b>	<b>61</b>	<b>78</b>
Gross Profit	-138	-36	-102
Expense			
6000 · Labor	12,297	11,171	1,125
	13,493	12,962	531
	122	144	-21
	0	575	-575
	1,000	900	100
	0	500	500
	1,122	2,119	-996
	175	175	0
6800 Utilities			
6810 · Electricity	435	1,196	-761
6820 · Telephone	188	182	6
6830 · Garbage Removal	85	0	85
6840 · Heat	600	0	600
<b>Total 6800 · Utilities</b>	<b>1,308</b>	<b>1,378</b>	<b>-71</b>
6860 · Insurance Property & Liability	845	812	33
6920 · Licenses and Dues	740	590	150
6940 · Accounting	630	600	30
<b>Total 6500 · Operating Expenses</b>	<b>3,698</b>	<b>3,555</b>	<b>142</b>
7100 · Interest Expense	261	44	217
7300 · Depreciation Expense	0	2,160	-2,160
<b>Total Expense</b>	<b>18,574</b>	<b>20,839</b>	<b>-2,265</b>
<b>Net Ordinary Income</b>	<b>-18,712</b>	<b>-20,875</b>	<b>2,163</b>
<b>Other Income/Expense</b>			
Other Income			
9310 · Interest Income	2	0	1
<b>Total Other Income</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Net Other Income</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Net Income</b>	<b>-18,710</b>	<b>-20,874</b>	<b>2,164</b>

See Accountant's Report

# EAGLE RIDGE MANAGEMENT COMPANY

## SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON

January 1 thru February 28, 2021 and 2020

	Jan - Feb 21	Jan - Feb 20	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Course Revenue			
4010 · Season Passes	0	0	0
4030 · Green Fees	0	0	0
4050 · Specials	0	0	0
4070 · Motorized Cart Rentals	0	0	0
4090 · Pull Cart & Club Rentals	0	0	0
4110 · Range Fees	0	0	0
<b>Total 4000 · Course Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4500 · Concession Revenue			
4510 · Beer Revenue	0	0	0
4520 · Liquor Revenue	0	0	0
4530 · Food Sales	0	0	0
4540 · Pop Sales	0	0	0
<b>Total 4500 · Concession Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4900 · ATM Surcharge	2	51	-50
<b>Total Income</b>	<b>2</b>	<b>51</b>	<b>50</b>
<b>Cost of Goods Sold</b>			
5100 · Cost of Goods Sold			
5130 · Food Purchases	0	75	-75
<b>Total 5100 · Cost of Goods Sold</b>	<b>0</b>	<b>75</b>	<b>-75</b>
5600 · Credit Card & Banking Costs	274	163	111
<b>Total COGS</b>	<b>274</b>	<b>238</b>	<b>36</b>
<b>Gross Profit</b>	<b>-273</b>	<b>-187</b>	<b>86</b>
<b>Expense</b>			
6100 · Labor			
6130 · ProShop-Salaried & Hourly	8,593	8,343	250
6150 · Grounds-Salaried & Hourly			251
6240 · Health & Dental Insurance			505
6320 · Payroll Tax Expense			60
<b>Total 6100 · Labor</b>	<b>27,005</b>	<b>25,939</b>	<b>1,066</b>
6400 · Turf Expenses			
6420 · Equipment Repairs	417	160	257
6426 · Equipment Rental	0	1,287	287
6440 · Irrigation	279	0	279
6456 · Motor Fuels & Lubricants	0	575	-575
6460 · Building Rent	2,000	1,800	200
6470 · Carts Parts & Repair	0	500	-500
<b>Total 6400 · Turf Expenses</b>	<b>2,696</b>	<b>4,322</b>	<b>1,626</b>
6500 · Operating Expenses			
6510 · Clubhouse Supplies	95	-154	248
6530 · Clubhouse Equipment	351	351	0
6800 · Utilities			
6810 · Electricity	843	2,527	-1,684
6820 · Telephone	370	362	9
6830 · Garbage Removal	85	0	85
6840 · Heat	600	765	165
<b>Total 6800 · Utilities</b>	<b>1,898</b>	<b>3,654</b>	<b>-1,755</b>
6860 · Insurance Property & Liability	1,689	1,623	66
6870 · Office Supplies	0	124	-124
6910 · Advertising & Promotion	0	879	-879
6920 · Licenses and Dues	900	986	-86

See Accountant's Report



# EAGLE RIDGE MANAGEMENT COMPANY

## SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON

January 1 thru February 28, 2021 and 2020

	Jan - Feb 21	Jan - Feb 20	\$ Change
6930 · Subscriptions	0	87	-87
6940 · Accounting	1,230	1,200	30
<b>Total 6500 · Operating Expenses</b>	<b>6 163</b>	<b>8,750</b>	<b>-2 587</b>
7100 · Interest Expense	549	44	506
7300 · Depreciation Expense	0	4,320	-4 320
8920 · Cash (Over) and Short	-0	0	-0
<b>Total Expense</b>	<b>36,413</b>	<b>43 375</b>	<b>-6,962</b>
<b>Net Ordinary Income</b>	<b>-36 686</b>	<b>-43,562</b>	<b>6 876</b>
<b>Other Income/Expense</b>			
Other Income			
9250 · Grants	2 000	0	2 000
9310 · Interest Income	4	2	2
<b>Total Other Income</b>	<b>2,004</b>	<b>2</b>	<b>2,002</b>
<b>Net Other Income</b>	<b>2,004</b>	<b>2</b>	<b>2,002</b>
<b>Net Income</b>	<b>-34,682</b>	<b>-43,560</b>	<b>8,878</b>

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the two months ended February 28, 2021

			get
Ordinary Income/Expense			
Income			
4000 · Course Revenue	0 00	100,000 00	100 0 0 00
4010 · Season Passes	0 00	110,000 00	110 000 00
4030 · Green Fees	0 00	76,000.00	76,000 00
4050 · Specials	0 00	120,000.00	120,000 00
4070 · Motorized Cart Rentals	0 00	500.00	-500 00
4090 · Pull Cart & Club Rentals	0 00	13,000 00	13 000 00
4110 · Range Fees	0.00	200.00	-200.00
4170 · Clubhouse Rental			
Total 000 · Course Revenue			9 0.00
4500 Concession Revenue			
4510 · Beer Revenue	0 00	28,750.00	28,750 00
4520 · Liquor Revenue	0 00	4,600.00	-4,600 00
4530 · Food Sales	0 00	63,250 00	63,250 00
4540 · Pop Sales	0.00	18,400.00	-18,400.00
Total 4500 · Concession Revenue	0 00	115 000 00	-115 000.00
4800 · Advertising Income	0 00	1,000.00	-1 000.00
4900 · ATM Surcharge			
Total Income			6
Cost of Goods Sold			
510 Cost of Goods Sold			
5110 · Beer Purchases	0 00	11,250.00	-11,250.00
5120 · Liquor Purchases	0 00	1,800.00	-1,800.00
5130 · Food Purchases	0 00	24,750.00	-24,750.00
5140 · Soft Drinks Purchases	0.00	7,200.00	-7,200.00
Total 5	0 00	45,000.00	-45,000 00
5600 ·	274.10	10 000 00	-9,725 90
Total CO	274.10	55 000 00	-54,725 90
Gross Profit	272 60	481,200.00	-481,472 60
Expenses			
610 · Labor			
610 · Labor			
30 · ProShop-Salaried & Hourly	8 593 00	85,000 00	, 7 0
40 · Concessions-Salaried & Hourly	0 00	40,000.00	, 0 0
50 · Grounds-Salaried & Hourly	11 445 12	95,000 00	, 8
40 · Health & Dental Insurance	4 864 00	25,000.00	, 6 0
20 · Payroll Tax Expense	2 102 85	23,000 00	, 7
40 · Work Comp	0.00	3,500 00	, 00
Total 6100 · Labor	27 004 97	271 500 00	, .03
6400 · Turf Expenses			
6410 · Fertilizer & Chemicals	0 00	20 000.00	-20 0 0 00
6416 · Turf Materials	0 00	5 000 00	-5 000 00
6420 · Equipment Repairs	416 96	7 000 00	-6 583 04
6426 · Equipment Rental	0 00	2,000 00	-2 000 00
6440 · Irrigation	278 70	4,000 00	-3 721 30
6456 · Motor Fuels & Lubricants	0 00	11,000 00	-11 000 00
6460 · Building Rent	00 00	12,000 00	10 000 00
6470 · Carts Parts & Repair	0 00	6,000 00	-6 000 00
6476 · Miscellaneous	0 00	2,000 00	-2 000 00
6480 · Construction Projects	0 00	10,000 00	10 000 00
6486 · New Equipment Purchases	0 00	20,000 00	-20 000 00
Total 6400 · Turf Expenses	2 695 66	99,000 00	-96,304 34

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the two months ended February 28, 2021

	Jan - Feb 21	Budget	\$ Over Budget
<b>6500 · Operating Expenses</b>			
6510 · Clubhouse Supplies	94 91	5,000.00	-4,905.09
6520 · Clubhouse Maintenance	0 00	10,000.00	-10,000.00
6530 · Clubhouse Equipment	350 54	5,000.00	-4,649.46
6540 · Range Supplies	0 00	2,000.00	-2,000.00
<b>6800 · Utilities</b>			
6810 · Electricity	843 44	12,000.00	-11,156.56
6820 · Telephone	370 33	2,000.00	-1,629.67
6830 · Garbage Removal	84 65	2,000.00	-1,915.35
6840 · Heat	600 00	4 000 00	-3,400.00
<b>Total 6800 · Utilities</b>	<b>1 898 42</b>	<b>20,000.00</b>	<b>-18,101.58</b>
<b>6860 · Insurance Property &amp; Liability</b>	<b>1 689 46</b>	<b>7,500.00</b>	<b>-5,810.54</b>
6880 · Printing	0 00	2,000.00	-2,000.00
6890 · Postage	0 00	2,000.00	-2,000.00
6910 · Advertising & Promotion	0 00	3,000.00	-3,000.00
6920 · Licenses and Dues	900 00	5,000.00	-4,100.00
6940 · Accounting	1,230 00	8 000 00	-6,770.00
<b>Total 6500 · Operating Expenses</b>	<b>6 163 33</b>	<b>69,500.00</b>	<b>-63,336 67</b>
<b>7100 · Interest Expense</b>	<b>549 29</b>		
<b>8920 · Cash (Over) and Short</b>	<b>-0.22</b>		
<b>Total Expense</b>	<b>36,413.03</b>	<b>440 000 00</b>	<b>-403,586 97</b>
<b>Net Ordinary Income</b>	<b>-36 685 63</b>	<b>41,200.00</b>	<b>-77,885 63</b>
<b>Other Income/Expense</b>			
<b>Other Income</b>			
9250 · Grants	2 000 00		
9310 · Interest Income	3.79		
<b>Total Other Income</b>	<b>2 003 79</b>		
<b>Net Other Income</b>	<b>2,003.79</b>		
<b>Net Income</b>	<b>-34,681.84</b>	<b>41,200.00</b>	<b>-75,881.84</b>

See Accountant's Report

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:43 AM

Register: 1060 · Deposit Account, #-8763

( 02/01/2021 through 02/28/2021

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
02/01/2021	DM	Grinnell Mutual	6500 · Operating Expe...	FEB PREMIUM	844.73	X		21,649.91
02/03/2021		CASH	-split-					21,649.91
02/08/2021			4900 · ATM Surcharge	Deposit		X	1.50	21,651.41
02/26/2021			1080 · General Checki...	Funds Transfer	6,000.00	X		15,651.41
02/28/2021			9310 · Interest Income	Interest		X	1.59	15,653.00

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:43 AM

Register: 1080 - General Checking, #-9891

02/01/2021 through 02/28/2021

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
02/01/2021	DM	NORTHEAST SRVC	6100 · Labor:6240 · H...	FEB 2021	110.00	X		4,285.91
02/01/2021	EFT	Internal Revenue Ser...	2300 · Accrued Payroll...	41-1810668	22.05	X		4,263.86
02/03/2021	EFT	Internal Revenue Ser...	-split-	41-1810668	1,037.84	X		3,226.02
02/03/2021	EFT	Minn. Department of...	2300 · Accrued Payroll...	2180857	226.00	X		3,000.02
02/15/2021	18678	Burgraft's Ace Hard...	2110 · Accounts Payable		122.19	X		2,877.83
02/15/2021	18679	Marlin Bank	2110 · Accounts Payable		175.27	X		2,702.56
02/15/2021	18680	Minnesota Power & ...	2110 · Accounts Payable		435.00	X		2,267.56
02/15/2021	18681	MN Dept. of Health	2110 · Accounts Payable		590.00	X		1,677.56
02/15/2021	18682	Range Bottle Gas	2110 · Accounts Payable		600.00	X		1,077.56
02/15/2021	18683	Roessler Co., Ltd.	2110 · Accounts Payable	January Services	630.00	X		447.56
02/15/2021	18684	SCI Broad Band	2110 · Accounts Payable		188.18	X		259.38
02/15/2021	18685	USGA	2110 · Accounts Payable	Annual Dues	150.00	X		109.38
02/15/2021	18686	Waste Management ...	2110 · Accounts Payable		84.65	X		24.73
02/15/2021	18687	Johnson, Kurt S	-split-		1,248.37	X		-1,223.64
02/15/2021	18688	Johnson, Adam A	-split-		1,658.71	X		-2,882.35
02/15/2021	18689	Skaar, Gordon B	-split-		1,451.41	X		-4,333.76
02/15/2021	TRANSF...		1110 · House Checkin...	Funds Transfer		X	3,000.00	-1,333.76
02/18/2021	EFT	Minn. Department of...	2300 · Accrued Payroll...	2180857	239.00	X		-1,572.76
02/18/2021	EFT	Internal Revenue Ser...	-split-	41-1810668	1,305.08	X		-2,877.84
02/19/2021	TRANSF...		1110 · House Checkin...	Funds Transfer		X	5,000.00	2,122.16
02/26/2021	DM	NORTHEAST SRVC	6100 · Labor:6240 · H...	FEB 2021	2,831.00	X		-708.84
02/26/2021	TRANSF...		1060 · Deposit Accoun...	Funds Transfer		X	6,000.00	5,291.16
02/28/2021	18690	Johnson, Adam A	-split-		1,658.71	X		3,632.45
02/28/2021	18691	Skaar, Gordon B	-split-		1,451.40	X		2,181.05
02/28/2021	18692	Dr. V. M. Baich	2110 · Accounts Payable	Rent	1,000.00	X		1,181.05

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:44 AM

Register: 1110 House Checking, - 9123

02/01/2021 through 02/28/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
02/16/2021			1080 General Checki ..	Funds Transfer	3,000.00	X		17,378.85
02/19/2021			1080 General Checki...	Funds Transfer	5,000.00	X		12,378.85
02/28/2021			1220 Credit Card Cha	CC DEP L SS ..		X	902.11	13,280.96

# EAGLE RIDGE MANAGEMENT COMPANY

## STATEMENT OF FINANCIAL POSITION

March 31, 2021 and 2020

	Mar 31, 21	Mar 31, 20
<b>ASSETS</b>		
<b>Current Assets</b>		
Checking/Savings		
1020 · Cash on Hand, Other	420	250
1040 · Till Cash	2 234	2 234
1050 · ATM Account	4 000	4 000
1060 · Deposit Account, #-8763	23 433	317
1070 · Savings - Raffle Acct. #970174	2 740	40
1080 · General Checking, #-9891	-7 022	-3 973
1110 · House Checking, #- 9123	12 806	0
<b>Total Checking/Savings</b>	<b>38 611</b>	<b>2 868</b>
Other Current Assets		
1220 · Credit Card Charges Receivable	0	885
1300 · Inventory	1,824	2,753
<b>Total Other Current Assets</b>	<b>1,824</b>	<b>3,638</b>
<b>Total Current Assets</b>	<b>40 435</b>	<b>6 506</b>
<b>Fixed Assets</b>		
1520 · Equipment	604 536	530 077
1529 · Accum Depr Equipment	-508 313	-473 982
1540 · Land Improvements	25 769	25 769
1549 · Accum. Depr Land Improvements	-25 769	-25 769
<b>Total Fixed Assets</b>	<b>96,223</b>	<b>56,095</b>
<b>TOTAL ASSETS</b>	<b>136,658</b>	<b>62,602</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Other Current Liabilities		
2112 · Credit Card Fees Payable	535	0
2130 · Due to Gordy Skaar	510	75
2210 · Accrued Expenses	1 892	407
2300 · Accrued Payroll Taxes	2,592	2,014
2470 · Deferred Revenue	75 255	49,324
2490 · Deferred Sales Taxes	5 180	3,281
2583 · N/P First Nat'l Coleraine 64775	0	8,001
<b>Total Other Current Liabilities</b>	<b>85,965</b>	<b>63,103</b>
<b>Total Current Liabilities</b>	<b>85 965</b>	<b>63,103</b>
<b>Long Term Liabilities</b>		
2515 · PPP LOAN PROCEEDS 21192	45 600	0
2582 · N/P First Nat'l Col LOC 64249	0	18,975
2584 · N/P First Nat'l Col LOC 64928	52 143	0
2593 · N/P First Nat'l Coleraine 64957	32 678	0
2595 · N/P VGM Financial Services	0	2,100
2596 · DE LAGE LANDEN PUBLIC FINANCE	0	60,846
<b>Total Long Term Liabilities</b>	<b>130,421</b>	<b>81,921</b>
<b>Total Liabilities</b>	<b>216 386</b>	<b>145,024</b>
<b>Equity</b>		
3000 · Retained Earnings	-11,042	-17,717
Net Income	1	-64,706
<b>Total Equity</b>	<b>-79,728</b>	<b>-82,423</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>136,658</b>	<b>62,602</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
**March 2021**

	Mar 21	Mar 20
Ordinary Income/Expense		
Income		
4900 · ATM Surcharge	0	26
Total Income	0	26
Cost of Goods Sold		
5100 · Cost of Goods Sold	2 104	663
5600 · Credit Card & Banking Costs	535	53
Total COGS	2,639	716
Gross Profit		)
Expense		
6100 · Labor	17 182	12 942
6400 · Turf Expenses	2 044	1 437
6500 · Operating Expenses	11 852	3 791
7100 · Interest Expense	289	126
7300 · Depreciation Expense	0	2 160
8920 · Cash (Over) and Short	(2)	0
Total Expense	31,366	20,456
Net Ordinary Income	(34 005)	(21 146)
Other Income/Expense		
Other Income		
9310 · Interest Income	1	0
Total Other Income	1	0
Net Other Income	1	0
Net Income	(34,004)	(21,146)

See Accountant's Report



**EAGLE RIDGE MANAGEMENT COMPANY**  
**STATEMENT OF ACTIVITIES**  
January through March 2021

	Jan - Mar 21	Jan - Mar 20
Ordinary Income/Expense		
Income		
4900 • ATM Surcharge	2	77
Total Income	2	77
Cost of Goods Sold		
5100 • Cost of Goods Sold	2 104	738
5600 • Credit Card & Banking Costs	809	216
Total COGS	2,913	954
Gross Profit	(2 912)	(877)
Expense		
6100 • Labor	44 187	38 881
6400 • Turf Expenses	4 740	5 759
6500 • Operating Expenses	18 016	12 541
7100 • Interest Expense	838	170
7300 • Depreciation Expense	0	6 480
8920 • Cash (Over) and Short	(2)	0
Total Expense	67,779	63,831
Net Ordinary Income	(70 691)	(64 708)
Other Income/Expense		
Other Income		
9250 • Grants	2 000	0
9310 • Interest Income	4	2
Total Other Income	2,004	2
Net Other Income	2,004	2
Net Income	(68,686)	(64,706)

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
**March 31, 2021 and 2020**

	Mar 21	Mar 20	\$ Change
<b>Ordinary Income/Expense</b>			
Income			
4900 • ATM Surcharge	0	26	-26
Total Income	0	26	26
<b>Cost of Goods Sold</b>			
5100 • Cost of Goods Sold			
5110 • Beer Purchases	969	-50	1 019
5120 • Liquor Purchases	0	-141	141
5130 • Food Purchases	584	727	-143
5140 • Soft Drinks Purchases	551	127	424
Total 5100 • Cost of Goods Sold	2 104	663	1 441
5600 • Credit Card & Banking Costs	535	53	483
Total COGS	2,639	716	1,923
Gross Profit	-2 639	-690	-1 949
<b>Expense</b>			
6100 • Labor			
6130 • ProShop-Salaried & Hourly	4 29	4,171	125
6140 • Concessions-Salaried & Hourly	3 077	0	3 077
6150 • Grounds-Salaried & Hourly	5 988	5,597	390
6240 • Health & Dental Insurance	2 432	2,180	253
6320 • Payroll Tax Expense	1 389	993	396
Total 6100 • Labor	17 182	12,942	4 241
6400 • Turf Expenses			
6420 • Equipment Repairs	1,044	537	507
6460 • Building Rent	1,000	900	100
Total 6400 • Turf Expenses	2 044	1,437	607
6500 • Operating Expenses			
6510 • Clubhouse Supplies	267	0	267
6520 • Clubhouse Maintenance	2,268	0	2 268
6530 • Clubhouse Equipment	5,633	175	5 457
6800 • Utilities			
6810 • Electricity	456	1,177	-721
6820 • Telephone	194	182	12
6830 • Garbage Removal	0	108	108
6840 • Other	1 275	600	675
Total 6800 • Utilities	925	2,067	142
6860 • Property & Liability	845	812	33
6910 • Advertising & Promotion	250	0	250
6920 • Licenses and Dues	35	50	-15
6930 • Insurance	0	87	-87
6940 • Other	630	600	30
Total 6500 • Operating Expenses	11 852	3,791	8 061
7100 • Interest Expense	289	126	163
7300 • Depreciation Expense	0	2 160	-2,160
8920 • Cash and Short			-
Total Expense	31 366	20 456	10,910
Net Ordinary Income	-34 005	-21,146	-12 859
<b>Other Income/Expense</b>			
Other Income			
9310 • Interest Income	1	0	1
Total Other Income	1	0	1

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES MONTHLY COMPARISON**  
**March 31, 2021 and 2020**

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	Mar 21	Mar 20	\$ Change
Net Other Income	1	0	1
Net Income	-34,004	-21,146	-12,858

See Accountant's Report

# EAGLE RIDGE MANAGEMENT COMPANY

## SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON

January 1 thru March 31, 2021 and 2020

	Jan - Mar 21	Jan - Mar 20	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 • Course Revenue			
4010 • Season Passes	0	0	0
4030 • Green Fees	0	0	0
4050 • Specials	0	0	0
4070 • Motorized Cart Rentals	0	0	0
4090 • Pull Cart & Club Rentals	0	0	0
4110 • Range Fees	0	0	0
<b>Total 4000 • Course Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4500 • Concession Revenue			
4510 • Beer Revenue	0	0	0
4520 • Liquor Revenue	0	0	0
4530 • Food Sales	0	0	0
4540 • Pop Sales	0	0	0
<b>Total 4500 • Concession Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>
4900 • ATM Surcharge	2	77	-75
<b>Total Income</b>	<b>2</b>	<b>77</b>	<b>75</b>
<b>Cost of Goods Sold</b>			
5100 • Cost of Goods Sold			
5110 • Beer Purchases	969	-50	1 019
5120 • Liquor Purchases	0	-141	141
5130 • Food Purchases	584	802	-218
5140 • Soft Drinks Purchases	551	127	424
<b>Total 5100 • Cost of Goods Sold</b>	<b>2 104</b>	<b>738</b>	<b>1 366</b>
5600 • Credit Card & Banking Costs	809	216	594
<b>Total COGS</b>	<b>2,913</b>	<b>954</b>	<b>1,960</b>
<b>Gross Profit</b>	<b>-2 912</b>	<b>877</b>	<b>-2 035</b>
<b>Expense</b>			
6100 • Labor			
6130 • ProShop-Salaried & Hourly	12,890	12 514	375
6140 • Concessions-Salaried & Hourly	3 077	0	3 077
6150 • Grounds-Salaried & Hourly	17,433	16 792	641
6240 • Health & Dental Insurance	7 296	6 539	758
6320 • Payroll Tax Expense	3 49	3 0	456
<b>Total 6100 • Labor</b>	<b>44 187</b>	<b>38,881</b>	<b>5 306</b>
6400 • Turf Expenses			
6420 • Equipment Repairs	1 461	697	764
6426 • Equipment Rental	0	1,287	,287
6440 • Irrigation	279	0	279
6456 • Motor Fuels & Lubricants	0	575	-575
6460 • Building Rent	00	2,700	300
6470 • Carts Parts & Repair	0	500	,500
<b>Total 6400 • Turf Expenses</b>	<b>4 740</b>	<b>5,759</b>	<b>-1,019</b>
6500 • Operating Expenses			
6510 • Clubhouse Supplies	362	-154	516
6520 • Clubhouse Maintenance	2 268	0	2 268
6530 • Clubhouse Equipment	5 983	526	5 457
6800 • Utilities			
6810 • Electricity	1 300	3 705	-2 405
6820 • Telephone	564	544	21
6830 • Garbage Removal	85	108	-23
6840 • Heat	1,875	1,365	510

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES YEAR-TO-DATE COMPARISON**  
January 1 thru March 31, 2021 and 2020

	Jan - Mar 21	Jan - Mar 20	\$ Change
Total 6800 · Utilities	3 824	5,721	1 898
6860 · Insurance Property & Liability	2 534	2,435	99
6870 · Office Supplies	0	124	-124
6910 · Advertising & Promotion	250	879	-629
6920 · Licenses and Dues	935	1,036	-101
6930 · Subscriptions	0	173	173
6940 · Accounting	1,860	1 800	60
Total 6500 · Operating Expenses	18 016	12,541	5 474
7100 · Interest Expense	838	170	668
7300 · Depreciation Expense	0	6,480	-6 480
8920 · Cash (Over) and Short	-2	0	2
Total Expense	67,779	63 831	3,948
Net Ordinary Income	-70 691	-64,708	-5 983
Other Income/Expense			
Other Income			
9250 · Grants	2 000	0	2 000
9310 · Interest Income	4	2	3
Total Other Income	2,004	2	2,002
Net Other Income	2,004	2	2,002
Net Income	-68,686	-64,706	-3,980

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the three months ended March 31, 2021

	Jan - Mar 21	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Course Revenue			
4010 · Season Passes	0 00	100,000.00	100 000.00
4030 · Green Fees	0 00	110,000.00	-110 000 00
4050 · Specials	0 00	76,000.00	76 000 00
4070 · Motorized Cart Rentals	0 00	120,000.00	120 000 00
4090 · Pull Cart & Club Rentals	0 00	500.00	-500 00
4110 · Range Fees	0 00	13 000 00	13 000 00
4170 · Clubhouse Rental	0.00	200 00	-200.00
<b>Total 4000 · Course Revenue</b>	<b>0 00</b>	<b>419 00.00</b>	<b>-419 700 00</b>
4500 · Concession Revenue			
4510 · Beer Revenue	0 00	28,750.00	-28 750.00
4520 · Liquor Revenue	0 00	4,600.00	-4 600 00
4530 · Food Sales	0 00	63,250 00	-63 250 00
4 10 · Pop Sales	0 00	18,400.00	18 400 00
<b>Total 4500 · Concession Revenue</b>	<b>0 00</b>	<b>115 000.00</b>	<b>115,000 00</b>
4800 Advertising Income	0 00	1 000.00	1 000 00
4900 · ATM Surcharge	1.50	500 00	-498.50
<b>Total Income</b>	<b>1 50</b>	<b>536,200 00</b>	<b>-536,198 50</b>
<b>Cost of Goods Sold</b>			
510 · Cost of Goods Sold			
5110 · Beer Purchases	969 04	11,250.00	-10,280.96
5120 · Liquor Purchases	0 00	1,800.00	-1,800.00
5130 · Food Purchases	584 06	24,750.00	-24,165.94
5140 · Soft Drinks Purchases	550.77	7 200 00	-6,649.23
<b>Total 5100 · Cost of Goods Sold</b>	<b>2 103 87</b>	<b>45,000.00</b>	<b>-42,896 13</b>
5600 · Credit Card & Banking Costs	809.41	10 000 00	-9,190 59
<b>Total COGS</b>	<b>2,913.28</b>	<b>55 000 00</b>	<b>-52,086 72</b>
<b>Gross Profit</b>	<b>-2 911 78</b>	<b>481,200.00</b>	<b>-484,111 78</b>
<b>Expense</b>			
6100 · Labor			
6130 · ProShop-Salaried & Hourly	12,889 50	85 000.00	-72,110.50
6140 · Concessions-Salaried & Hourly	3 076 80	40 000.00	-36,923 20
6150 · Grounds-Salaried & Hourly	17,432 68	95 000.00	-77,567 32
6240 · Health & Dental Insurance	7 296 00	25,000.00	-17,704.00
6320 · Payroll Tax Expense	3 492 28	23,000 00	-19 507 72
6340 · Work Comp	0 00	3,500 00	3 500 00
<b>Total 6100 · Labor</b>	<b>44 187 26</b>	<b>271,500 00</b>	<b>-227 312 74</b>
6400 · Turf Expenses			
6410 · Fertilizer & Chemicals	0 00	0, 0	0,000 00
6416 · Turf Materials	0 00	5,0 0	,00 10
6420 · Equipment Repairs	1 460 99	7,0 0	,5 11
6426 · Equipment Rental	0 00	2,00 0	,00 10
6440 · Irrigation	278 70	4,0 0	,72 10
6456 · Motor Fuels & Lubricants	0 00	11,00 0	,00 10
6460 · Building Rent	000 00	12,00 0	,000 10
6470 · Carts Parts & Repair	0 00	6,00 0	, 000 10
6476 · Miscellaneous	0 00	2,000 0	, 000 10
6480 · Construction Projects	0 00	10 000 0	-10,000. 10
6486 · New Equipment Purchases			
<b>Total 6400 · Turf Expenses</b>	<b>4 739 69</b>	<b>99,000 00</b>	<b>-94,260 31</b>

See Accountant's Report

**EAGLE RIDGE MANAGEMENT COMPANY**  
**SCHEDULE OF ACTIVITIES ACTUAL VERSUS ANNUAL BUDGET**  
For the three months ended March 31, 2021

	Jan - Mar 21	Budget	\$ Over Budget
<b>6500 · Operating Expenses</b>			
6510 · Clubhouse Supplies	362 08	5,000.00	-4,637.92
6520 · Clubhouse Maintenance	2 267 50	10,000.00	-7,732.50
6530 · Clubhouse Equipment	5 983 27	5,000.00	983 27
6540 · Range Supplies	0 00	2,000.00	-2,000.00
<b>6800 · Utilities</b>			
6810 · Electricity	1 299 53	12,000.00	-10,700.47
6820 · Telephone	564 45	2,000.00	-1,435.55
6830 · Garbage Removal	84 65	2,000.00	-1,915.35
6840 · Heat	1,875.00	4 000 00	-2,125.00
<b>Total 6800 · Utilities</b>	<b>3 823 63</b>	<b>20,000.00</b>	<b>-16,176.37</b>
<b>6860 · Insurance Property &amp; Liability</b>	<b>2 534 19</b>	<b>7,500.00</b>	<b>-4,965.81</b>
6880 · Printing	0 00	2,000.00	-2,000.00
6890 · Postage	0 00	2,000.00	-2,000.00
6910 · Advertising & Promotion	250 00	3,000.00	-2,750.00
6920 · Licenses and Dues	935 00	5,000.00	-4,065.00
6940 · Accounting	1,860.00	8 000 00	-6,140.00
<b>Total 6500 · Operating Expenses</b>	<b>18 015 67</b>	<b>69,500.00</b>	<b>-51,484 33</b>
<b>7100 · Interest Expense</b>	<b>837 90</b>		
<b>8920 · Cash (Over) and Short</b>	<b>-1,00</b>		
<b>Total Expense</b>	<b>67,778.77</b>	<b>440 000 00</b>	<b>-372,221 28</b>
<b>Net Ordinary Income</b>	<b>-70 690 50</b>	<b>41,200.00</b>	<b>-111,890 50</b>
<b>Other Income/Expense</b>			
<b>Other Income</b>			
9250 · Grants	2 000 00		
9310 · Interest Income	4.40		
<b>Total Other Income</b>	<b>2 004 40</b>		
<b>Net Other Income</b>	<b>2,004.40</b>		
<b>Net Income</b>	<b>-68,686.10</b>	<b>41,200.00</b>	<b>-109,886.10</b>

See Accountant's Report

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 12:07 PM

Register: 1060 Deposit Account, -8763

From 03/01/2021 through 03/31/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
03/ /2021	DM	Grinnell Mutual	6500 Operating Expe..	MAR PREMI	844.73	X		14,808.27
03/ /2021			1080 General Checki...	Funds Transfer	4,000.00	X		10,808.27
03/ /2021		CASH	-split-			X	1,496.17	12,304.44
03/ /2021		CASH	-split-			X	1,888.47	14,192.91
03/ /2021		CASH	-split-			X	1,558.00	15,750.91
03/ /2021		CASH	-split-			X	3,479.09	19,230.00
03/ /2021		CASH	-split-			X	2,808.06	22,038.06
03/ /2021			9310 Interest Income	Interest		X	0.61	22,038.67
03/ /2021		CASH	-split-				1,394.72	23,433.39



## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:43 AM

Register: 1060 Deposit Account, -8763

03/01/2021 through 03/31/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment C	Deposit	Balance
03/01/2021			1080 General Check ..	Funds Transfer	4,000.00		11,653.00
03/01/2021		CASH	-split-			1,496.17	13,149.17
03/01/2021		CASH	-split-			1,888.47	15,037.64
03/01/2021		CASH	-split-			1,558.00	16,595.64
03/01/2021		CASH	-split-			3,479.09	20,074.73
03/01/2021		CASH	-split-			2,808.06	22,882.79
03/01/2021		CASH	-split-			1,394.72	24,277.51

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:44 AM

Register: 1080 General Checkin , -9891

03/01/2021 through 03/31/2021

Sorted by: Date, Type, Number Re

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
03/01/2021	DM	NORTHEAST SRVC	6100 Labor:6240 H...	MAR 2021	110.00	X		1,071.05
03/01/2021	EFT	Internal Revenue Ser	- split-	41-1810668	1,037.84	X		33.21
03/01/2021	EFT	Minn. Department of	2300 Accrued Payroll...	2180857	226.00	X		-192.79
03/01/2021	TRANSF..		1060 Deposit Accoun ..	Funds Transfer		X	4,000.00	3,807.21
03/01/2021	18693	Johnson, Kurt S	-split-		1,248.37	X		2,558.84
03/01/2021	18694	Johnson, Adam A	-split-		1,658.70	X		900.14
03/01/2021	18695	Ritter, Michael L	-split-		1,237.99	X		-337.85
03/01/2021	18696	Skaar, Gordon B	-split-		1,451.41	X		-1,789.26
03/01/2021	18697	ASAP Heating	2110 Accounts Payable		405.00	X		-2,194.26
03/01/2021	18698	Burgraft's Ace Hard	2110 Accounts Payable		11.73	X		-2,205.99
03/01/2021	18699	L & M Supply	2110 Accounts Payable		261.80	X		-2,467.79
03/01/2021	18700	Marlin Bank	2110 Accounts Payable		175.27	X		-2,643.06
03/01/2021	18701	Minnesota Departme	2110 Accounts Payable	Food License	35.00	X		-2,678.06
03/01/2021	18702	Minnesota Power & ...	2110 Accounts Payable		456.09	X		-3,134.15
03/01/2021	18703	Range Bottle Gas	2110 Accounts Payable		562.50	X		-3,696.65
03/01/2021	18704	Roessler Co., Ltd	2110 Accounts Payable	January Services	630.00	X		-4,326.65
03/01/2021	18705	SCI Broad Band	2110 Accounts Payable		194.12	X		-4,520.77
03/01/2021	TRANSF..		1110 House Checkin ..	Funds Transfer		X	5,000.00	479.23
03/01/2021	EFT	Internal Revenue Ser...	-split-	41-1810668	1,561.12	X		-1,081.89
03/01/2021	EFT	Minn. Department of...	2300 Accrued Payroll	2180857	279.00	X		-1,360.89
03/01/2021	TRANSF...		1110 House Checkin...	Funds Transfer		X	5,000.00	3,639.11
03/01/2021	DM	NORTHEAST SRVC	6100 Labor 6240 H	MAR 2021	2,831.00	X		808.11
03/01/2021	18706	Gager, Michael	-split-		228.73			579.38
03/01/2021	18707	Heinrich, Elizabeth J	-split-		205.45			373.93
03/01/2021	18708	Johnson, Adam A	-split-		1,658.71	X		-1,284.78
03/01/2021	18709	Ritter, Michael L.	-split-		1,237.98			-2,522.76
03/01/2021	18710	Skaar, Gordon B	-split-		1,451.41			-3,974.17
03/01/2021	18711	ASAP Heating	2110 Accounts Payable		1,862.50			-5,836.67
03/01/2021	18712	Burgraft's Ace Hard..	2110 Accounts Payable		770.50			-6,607.17
03/01/2021	18713	Dr V. M. Baich	2110 Accounts Payable	Rent	1,000.00			-7,607.17
03/01/2021	18714	Gordy Skaar	2110 Accounts Payable	Clubhouse Equ	840.46			-8,447.63
03/01/2021	18715	Great Places Minnes	2110 Accounts Payable		250.00			-8,697.63
03/01/2021	18716	Hillyard, Inc.	2110 Accounts Payable		133.77			-8,831.40
03/01/2021	18717	J & B Home Counsel	2110 Accounts Payable		4,617.00			-13,448.40
03/01/2021	18718	Liz Heinrich	2110 Accounts Payable		43.40			-13,491.80
03/01/2021	18719	Range Bottle Gas	2110 Accounts Payable		712.50			-14,204.30
03/01/2021	18720	Sandstrom's	2110 Accounts Payab e		227.36			-14,431.66
03/01/2021	18721	Stokes Printing	2110 Account Payab e		90.00			-14,521.66
03/01/2021	TRANSF..		1110 House Checkin	Funds Transfer		X	7,500.00	-7,021.66

## EAGLE RIDGE MANAGEMENT COMPANY

4/14/2021 10:44 AM

Register: 1110 House Checking, - 9123

03/01/2021 through 03/31/2021

Sorted by: Date, Type, Number Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
03/ /2021			1080 General Checki...	Funds Transfer	5,000.00	X		8,280.96
03/ /2021	4848	Giovani's Pizza	5100 Cost of Goods S .		69.00	X		8,211.96
03/ /2021	4849	C & L Distributing	5100 Cost of Goods S		890.54	X		7,321.42
03/ /2021	4850	Starkovich Distributing	5100 Co t of Goods S ..		78.50	X		7,242.92
03/ /2021	4851	Fraboni's	5100 Cost of Goods S...		218.95	X		7,023.97
03/ /2021	4852	Pepsi Cola Bottling	5100 Cost of Goods S...		550.77	X		6,473.20
03/ /2021			1080 General Checki...	Funds Transfer	5,000.00	X		1,473.20
03/ /2021	4853	Fraboni's	5100 Cost of Goods S .		68.75	X		1,404.45
03/ /2021			1080 General Checki ..	Funds Transfer	7,500.00	X		-6,095.55
03/ /2021	DEP		1220 Credit Card Cha...	CC DEP LESS .		X	18,901.50	12,805.95