

AGENDA  
Nantucket Land Bank Commission  
Regular Meeting of June 22, 2021  
Land Bank Conference Room, 22 Broad Street  
Nantucket, Massachusetts

CALL TO ORDER: 4:00 P.M.

A. CONVENE IN OPEN SESSION

1. PUBLIC COMMENT / STAFF ANNOUNCEMENTS

2. GOLF BUSINESS

- a. Sconset Golf Course – Manager’s Monthly Review
- b. Miacomet Golf Course – Manager’s Monthly Review
- c. Capital Reimbursement – Discussion

3. PROPERTY MANAGEMENT

- a. Cisco Beach – Mobile Food Vendor Proposal
- b. Larrabee Farm/101 Hummock Pond Rd – Greenhouses Request
- c. Cisco Beach Parking – Road Relocation
- d. Miacomet Bridge – Discussion
- e. Leash Dogs Signs at Beach Accesses – Discussion

4. TRANSFER BUSINESS

- a. Current “M” Exemptions
- b. Current “O” Exemptions

5. APPROVAL OF MINUTES

- a. Regular Meeting of June 8, 2021

5. FINANCIAL BUSINESS

- a. Monthly Financial Report – May
- b. Warrant Authorization – Cash Disbursement

8. REGULAR BUSINESS

- a. Annual Election of Officers
- b. Dark Sky Initiative - Discussion

B. EXECUTIVE SESSION: *The Executive Session is for Purpose 6 [G.L. c. 30A, 21(a)(6)]. The particular transactions and parcels of real estate are not identified since disclosure of the property information may have a detrimental impact on the Land Bank's negotiating position with one or more third parties. The Commission will not reconvene in open session at the conclusion of executive session.*

- 1. Approval of Executive Session Minutes
- 2. Real Estate Acquisition

C. ADJOURNMENT

**Siasconset Golf  
Balance Sheet  
May 2021**

**Assets**

	<b>Current YTD</b>	<b>Prior YTD</b>
NGM - SGC Operating Account	\$357,922.13	\$44,766.34
Golf Shop Cash	\$300.00	\$300.00
Change Bank	\$500.00	\$500.00
CC Transactions Pro Shop	\$31,945.87	\$33,812.31
Management Contract escrow	\$1,575.00	\$1,575.00
Total Cash	\$392,243.00	\$80,953.65
Accounts Receivable-Miacomet Golf	(\$42,825.32)	(\$12,558.61)
Accounts Receivable	\$0.00	\$0.00
Total Accounts Receivable	(\$42,825.32)	(\$12,558.61)
Inventory Golf Shop	\$34,691.38	\$8,837.79
Rental Club Inventory	\$4,900.00	\$4,150.00
Inventory Food	\$0.00	\$0.00
Inventory Bar	\$0.00	\$0.00
Inventory - Wine	\$0.00	\$0.00
Total Inventory	\$39,591.38	\$12,987.79
Prepaid Expenses- Administration	\$3,044.69	\$6,480.69
Total Prepaid Expenses	\$3,044.69	\$6,480.69
<b>Total Current Assets</b>	<b>\$392,053.75</b>	<b>\$87,863.52</b>
Logo	\$3,768.00	\$0.00
Golf Course Equipment	\$286,474.83	\$286,474.83
Accum Depreciation	(\$583,404.66)	(\$468,461.50)
Club House Renovations	\$174,600.00	\$174,600.00
Land Improvements	\$8,502,127.00	\$8,484,627.00
Leasehold Improvements	\$2,797,223.14	\$2,756,014.50
Vehicle & Dump Trailer	\$2,149.00	\$2,149.00
Unspecified- (Equipment)	\$1,215.99	\$1,215.99
Total Fixed Assets	\$11,184,153.30	\$11,236,619.82
<b>Total Fixed Assets</b>	<b>\$11,184,153.30</b>	<b>\$11,236,619.82</b>
<b>Total Assets</b>	<b>\$11,576,207.05</b>	<b>\$11,324,483.34</b>

**Siasconset Golf**  
**Balance Sheet**  
**May 2021**

**Liabilities and Equity**

	<b>Current YTD</b>	<b>Prior YTD</b>
Accounts Payable	\$15,846.28	\$0.00
Total Accounts Payable	\$15,846.28	\$0.00
<b>Total Accounts Payable</b>	\$15,846.28	\$0.00
Gift Certificate Issued	\$774.25	\$509.25
Total Gift Certificate	\$774.25	\$509.25
Gratuity Liability Bar	\$0.00	\$0.00
Total Gratuity	\$0.00	\$0.00
Land Bank Advance on Operations	\$11,484,490.55	\$11,466,990.55
Total Note Payable	\$11,484,490.55	\$11,466,990.55
MA Sales Tax Payables Golf	\$65.08	(\$162.81)
MA Meals Tax Payable	\$32.03	(\$336.69)
Total Tax	\$97.11	(\$499.50)
<b>Total Current Liabilities</b>	\$11,485,361.91	\$11,467,000.30
<b>Total Liabilities</b>	\$11,501,208.19	\$11,467,000.30
Retained Earnings	\$89,807.06	(\$137,056.48)
Total Retained Earnings	\$89,807.06	(\$137,056.48)
Total Current Year P&L	(\$14,808.20)	(\$5,460.48)
<b>Total Equity</b>	\$74,998.86	(\$142,516.96)
<b>Total Liabilities and Equity</b>	\$11,576,207.05	\$11,324,483.34

Siasconset  
May, 2021  
Summary

		Month To Date					
		Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	143	200	(57)	157	(14)	-29%
	Covers	39	50	(11)	0	39	-22%
Revenue							
	Golf Shop Revenue	40,391	32,740	7,651	33,402	6,989	23%
	Food & Beverage	456	850	(394)	322	134	-46%
	Initiation Fees	0	0	0	0	0	#DIV/0!
	Membership Dues	0	0	0	0	0	#DIV/0!
	Member Finance Charges	0	0	0	0	0	#DIV/0!
	Miscellaneous	0	0	0	0	0	#DIV/0!
	Total Revenue	40,847	33,590	7,257	33,724	7,123	22%
Cost of Goods Sold							
	Golf Shop	1,239	1,200	39	1,092	147	3%
	Food & Beverage	85	500	(415)	0	85	-83%
	Total Cost of Sales	1,324	1,700	(376)	1,092	232	-22%
	Gross Profit	39,522	31,890	7,632	32,632	6,890	24%
Payroll Expense							
	Golf Shop	5,873	7,400	(1,527)	2,722	3,151	-21%
	Food & Beverage	589	1,000	(411)	0	589	-41%
	General & Administrative	0	0	0	0	0	#DIV/0!
	Grounds	14,255	8,958	5,297	6,541	7,714	59%
	Total Payroll	20,717	17,358	3,359	9,263	11,454	19%
Operating Expenses							
	Golf Shop	3,624	2,500	1,124	0	3,624	45%
	Food & Beverage	0	100	(100)	0	0	-100%
	Membership	0	0	0	0	0	#DIV/0!
	Maintenance	30	1,500	(1,470)	0	30	-98%
	General & Administrative	5,406	4,622	784	3,310	2,096	17%
	Grounds	1,031	8,250	(7,219)	0	1,031	-88%
	Total Operating Expenses	10,091	16,972	(6,881)	3,310	6,781	-41%
	Total Expense	30,808	34,330	(3,522)	12,573	18,235	-10%
	Income/(Loss) from Operations	8,714	(2,440)	11,154	20,059	(11,345)	-457%
	Depreciation Expense	0	0	0	0	0	#DIV/0!
	Net After Depreciation	8,714	(2,440)	11,154	20,059	(11,345)	-457%

		YearTo Date					
		Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	143	200	(57)	157	(14)	-29%
	Covers	39	50	(11)	0	39	-22%
Revenue							
	Golf Shop Revenue	40,391	32,740	7,651	33,402	6,989	23%
	Food & Beverage	456	850	(394)	322	134	-46%
	Initiation Fees	0	0	0	0	0	#DIV/0!
	Membership Dues	0	0	0	0	0	#DIV/0!
	Member Finance Charges	0	0	0	0	0	#DIV/0!
	Miscellaneous	0	0	0	0	0	#DIV/0!
	Total Revenue	40,847	33,590	7,257	33,724	7,123	22%
Cost of Goods Sold							
	Golf Shop	(285)	1,200	(1,485)	1,092	(1,376)	-124%
	Food & Beverage	85	500	(415)	0	85	-83%
	Total Cost of Sales	(200)	1,700	(1,900)	1,092	(1,291)	-112%
	Gross Profit	41,046	31,890	9,156	32,632	8,414	29%
Payroll Expense							
	Golf Shop	5,873	7,400	(1,527)	2,915	2,959	-21%
	Food & Beverage	589	1,000	(411)	0	589	-41%
	General & Administrative	0	0	0	0	0	#DIV/0!
	Grounds	35,426	32,790	2,636	24,672	10,754	8%
	Total Payroll	41,888	41,190	698	27,587	14,301	2%
Operating Expenses							
	Golf Shop	3,624	2,600	1,024	0	3,624	39%
	Food & Beverage	0	100	(100)	0	0	-100%
	Membership	0	0	0	0	0	#DIV/0!
	Maintenance	899	1,620	(721)	120	779	-44%
	General & Administrative	8,121	11,597	(3,476)	9,482	(1,361)	-30%
	Grounds	1,322	20,300	(18,978)	905	418	-93%
	Total Operating Expenses	13,967	36,217	(22,250)	10,506	3,460	-61%
	Total Expense	55,855	77,407	(21,552)	38,093	(333)	-28%
	Income/(Loss) from Operations	(14,808)	(45,517)	30,709	(5,460)	(9,348)	-67%
	Depreciation Expense	0	0	0	0	0	#DIV/0!
	Net After Depreciation	(14,808)	(45,517)	30,709	(5,460)	(9,348)	-67%

Siasconset  
May, 2021  
Departmental Summary

May, 2021		Month To Date					
Departmental Summary		Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	143	200	(57)	157	(14)	-29%
	Covers	39	50	(11)	0	39	-22%
Golf Shop							
	Revenue	40,391	32,740	7,651	33,402	6,989	23%
	Cost of Goods	1,239	1,200	39	1,092	147	3%
	Payroll Expense	5,873	7,400	(1,527)	2,722	3,151	-21%
	Operating Expense	3,624	2,500	1,124	0	3,624	45%
	Net Profit / (Loss)	29,654	21,640	8,014	29,588	66	37%
Food & Beverage							
	Revenue	456	850	(394)	322	134	-46%
	Cost of Goods	85	500	(415)	0	85	-83%
	Payroll Expense	589	1,000	(411)	0	589	-41%
	Operating Expense	0	100	(100)	0	0	-100%
	Net Profit / (Loss)	(218)	(750)	532	322	(540)	-71%
Membership							
	Dues	0	0	0	0	0	#DIV/0!
	Initiation Fees	0	0	0	0	0	#DIV/0!
	Member Finance Charges	0	0	0	0	0	#DIV/0!
	Payroll Expense	0	0	0	0	0	#DIV/0!
	Operating Expense	0	0	0	0	0	#DIV/0!
	Net Profit / (Loss)	0	0	0	0	0	#DIV/0!
Grounds							
	Payroll Expense	14,255	8,958	5,297	6,541	7,714	59%
	Operating Expense	1,031	8,250	(7,219)	0	1,031	-88%
	Net Profit / (Loss)	(15,286)	(17,208)	1,922	(6,541)	(8,745)	-11%
General & Administrative							
	Revenue	0	0	0	0	0	#DIV/0!
	Payroll Expense	0	0	0	0	0	#DIV/0!
	Operating Expense	5,406	4,622	784	3,310	2,096	17%
	Net Profit / (Loss)	(5,406)	(4,622)	(784)	(3,310)	(2,096)	17%
Maintenance							
	Payroll Expense	0	0	0	0	0	#DIV/0!
	Operating Expense	30	1,500	(1,470)	0	30	-98%
	Net Profit / (Loss)	(30)	(1,500)	1,470	0	(30)	-98%
	Income/(Loss) from Operations	8,714	(2,440)	11,154	20,059	(11,345)	-457%
Depreciation Expense							
		0	0	0	0	0	#DIV/0!
	Net After Depreciation	8,714	(2,440)	11,154	20,059	(11,345)	-457%

		Year To Date					Key
		Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	143	200	(57)	157	(14)	-29%
	Covers	39	50	(11)	0	39	-22%
Golf Shop							
Revenue		40,391	32,740	7,651	33,402	6,989	23%
Cost of Goods		(285)	1,200	(1,485)	1,092	(1,376)	-124%
Payroll Expense		5,873	7,400	(1,527)	2,915	2,959	-21%
Operating Expense		3,624	2,600	1,024	0	3,624	39%
Net Profit / (Loss)		31,178	21,540	9,638	29,395	1,783	45%
Food & Beverage							
Revenue		456	850	(394)	322	134	-46%
Cost of Goods		85	500	(415)	0	85	-83%
Payroll Expense		589	1,000	(411)	0	589	-41%
Operating Expense		0	100	(100)	0	0	-100%
Net Profit / (Loss)		(218)	(750)	532	322	(540)	-71%
Membership							
Dues		0	0	0	0	0	#DIV/0!
Initiation Fees		0	0	0	0	0	#DIV/0!
Member Finance Charges		0	0	0	0	0	#DIV/0!
Payroll Expense		0	0	0	0	0	#DIV/0!
Operating Expense		0	0	0	0	0	#DIV/0!
Net Profit / (Loss)		0	0	0	0	0	#DIV/0!
Grounds							
Payroll Expense		35,426	32,790	2,636	24,672	10,754	8%
Operating Expense		1,322	20,300	(18,978)	905	418	-93%
Net Profit / (Loss)		(36,748)	(53,090)	16,342	(25,577)	(11,172)	-31%
General & Administrative							
Revenue		0	0	0	0	0	#DIV/0!
Payroll Expense		0	0	0	0	0	#DIV/0!
Operating Expense		8,121	11,597	(3,476)	9,482	(1,361)	-30%
Net Profit / (Loss)		(8,121)	(11,597)	3,476	(9,482)	1,361	-30%
Maintenance							
Payroll Expense		0	0	0	0	0	#DIV/0!
Operating Expense		899	1,620	(721)	120	779	-44%
Net Profit / (Loss)		(899)	(1,620)	721	(120)	(779)	-44%
Income/(Loss) from Operations		(14,808)	(45,517)	30,709	(5,460)	(9,348)	-67%
Depreciation Expense		0	0	0	0	0	#DIV/0!
Net After Depreciation		(14,808)	(45,517)	30,709	(5,460)	(9,348)	-67%

Siasconset  
May, 2021  
Golf Shop

May, 2021		Month To Date							Year To Date					
Golf Shop		Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue														
Play Cards		2,000	7,500	(5,500)	8,400	(6,400)	-73%	1	2,000	7,500	(5,500)	8,400	(6,400)	-73%
Annual Pass		30,700	18,000	12,700	18,800	11,900	71%	2	30,700	18,000	12,700	18,800	11,900	71%
Resident Discount Cards		0	0	0	0	0	#DIV/0!	3	0	0	0	0	0	#DIV/0!
Handicap (Non-Members)		0	0	0	0	0	#DIV/0!	4	0	0	0	0	0	#DIV/0!
Greens Fees		5,040	5,500	(460)	4,990	50	-8%	5	5,040	5,500	(460)	4,990	50	-8%
Cart Fees		0	0	0	0	0	#DIV/0!	6	0	0	0	0	0	#DIV/0!
Golf Club Repair		0	0	0	0	0	#DIV/0!	7	0	0	0	0	0	#DIV/0!
Range Ball Sales		0	0	0	0	0	#DIV/0!	8	0	0	0	0	0	#DIV/0!
Club Rental Sets		280	240	40	0	280	17%	9	280	240	40	0	280	17%
Walking Trolley Rental		59	200	(141)	158	(99)	-70%	10	59	200	(141)	158	(99)	-70%
Club/Cart Storage		0	0	0	0	0	#DIV/0!	11	0	0	0	0	0	#DIV/0!
Lessons		0	0	0	0	0	#DIV/0!	12	0	0	0	0	0	#DIV/0!
Golf Clinics		0	0	0	0	0	#DIV/0!	13	0	0	0	0	0	#DIV/0!
Tournaments		0	0	0	0	0	#DIV/0!	14	0	0	0	0	0	#DIV/0!
Merchandise		2,332	1,300	1,032	1,054	1,279	79%	15	2,332	1,300	1,032	1,054	1,279	79%
Over/Under		(21)	0	(21)	0	(21)	#DIV/0!		(21)	0	(21)	0	(21)	#DIV/0!
Total Revenue		40,391	32,740	7,651	33,402	6,989	23%		40,391	32,740	7,651	33,402	6,989	23%
Cost of Goods Sold														
Golf Shop		1,239	1,200	39	1,092	147	3%	16	(285)	1,200	(1,485)	1,092	(1,376)	-124%
Member 10% Shop Discounts		0	0	0	0	0	#DIV/0!	17	0	0	0	0	0	#DIV/0!
Total Cost of Sales		1,239	1,200	39	1,092	147	3%		(285)	1,200	(1,485)	1,092	(1,376)	-124%
Gross Profit		39,151	31,540	7,611	32,310	6,842	24%		40,675	31,540	9,135	32,310	8,365	29%
Payroll Expense														
Golf Shop Manager		5,385	3,200	2,185	1,344	4,041	68%	18	5,385	3,200	2,185	1,536	3,848	68%
Shop Clerks Gross		489	4,200	(3,711)	1,378	(890)	-88%	19	489	4,200	(3,711)	1,378	(890)	-88%
Total Payroll		5,873	7,400	(1,527)	2,722	3,151	-21%		5,873	7,400	(1,527)	2,915	2,959	-21%
Operating Expenses														
Dues and Subscriptions		0	0	0	0	0	#DIV/0!	20	0	100	(100)	0	0	-100%
Club Car/Golf Car Lease		0	0	0	0	0	#DIV/0!	21	0	0	0	0	0	#DIV/0!
Tees, Markers, Etc.		1,138	0		0	1,138	#DIV/0!	22	1,138	0	1,138	0	1,138	#DIV/0!
Score Cards		0	0	0	0	0	#DIV/0!	23	0	0	0	0	0	#DIV/0!
Uniforms / Clothing Allowance		338	0	338	0	338	#DIV/0!	24	338	0	338	0	338	#DIV/0!
Shipping (ups/fedex)		0	0	0	0	0	#DIV/0!	25	0	0	0	0	0	#DIV/0!
Office/Shop Supplies		0	0	0	0	0	#DIV/0!	26	0	0	0	0	0	#DIV/0!
Golf Course Water Supplies		0	0	0	0	0	#DIV/0!	27	0	0	0	0	0	#DIV/0!
Damaged Goods/Outdated Merchandise		0	0	0	0	0	#DIV/0!	28	0	0	0	0	0	#DIV/0!
Rental Clubs		2,148	2,500	(352)	0	2,148	-14%	29	2,148	2,500	(352)	0	2,148	-14%
Supplies		0	0	0	0	0	#DIV/0!	30	0	0	0	0	0	#DIV/0!
Total Operating Expenses		3,624	2,500	(13)	0	3,624	45%		3,624	2,600	1,024	0	3,624	39%
Income/(Loss) from Operations		29,654	21,640	9,152	29,588	66	37%		31,178	21,540	9,638	29,395	1,783	45%

Siasconset  
May, 2021  
Food & Beverage

	Month To Date							Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue													
Food Sales	8	150	(142)	6	3	-94%	31	8	150	(142)	6	3	-94%
Bar Sales	448	700	(252)	317	131	-36%	32	448	700	(252)	317	131	-36%
Clubhouse Usage Fees (Rental)	0	0	0	0	0	#DIV/0!	33	0	0	0	0	0	#DIV/0!
Over/Under	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Revenue	456	850	(394)	322	134	-46%		456	850	(394)	322	134	-46%
Cost of Goods Sold													
Food	0	500	(500)	0	0	-100%	34	0	500	(500)	0	0	-100%
Beer	0	0	0	0	0	#DIV/0!	35	0	0	0	0	0	#DIV/0!
Wine	0	0	0	0	0	#DIV/0!	36	0	0	0	0	0	#DIV/0!
Bar Paper/Supply Cost	0	0	0	0	0	#DIV/0!	37	0	0	0	0	0	#DIV/0!
Non- Alcoholic Beverage	85	0	85	0	85	#DIV/0!	38	85	0	85	0	85	#DIV/0!
Bar Snacks	0	0	0	0	0	#DIV/0!	39	0	0	0	0	0	#DIV/0!
Liquor	0	0	0	0	0	#DIV/0!	40	0	0	0	0	0	#DIV/0!
Member Food 10% Discount	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Cost of Sales	85	500	(415)	0	85	-83%		85	500	(415)	0	85	-83%
Gross Profit	371	350	21	322	49	6%		371	350	21	322	49	6%
Payroll Expense													
Food & Beverage Manager	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Restaurant Manager	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Chef Gross	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Payroll Bar/Wait Staff	589	1000	-411	0	589	-41%	41	589	1,000	(411)	0	589	-41%
Cook Gross	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Kitchen Staff/Dishwashers Gross	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Clubhouse Cleaning Labor	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Payroll	589	1,000	(411)	0	589	-41%		589	1,000	(411)	0	589	-41%
Operating Expenses													
Dues and Subscriptions	0	0	0	0	0	#DIV/0!	42	0	0	0	0	0	#DIV/0!
Uniforms / Clothing Allowance	0	0	0	0	0	#DIV/0!	43	0	0	0	0	0	#DIV/0!
Clubhouse Floor Supplies	0	100	(100)	0	0	-100%	44	0	100	(100)	0	0	-100%
Clubhouse Cleaning & Supplies	0	0	0	0	0	#DIV/0!	45	0	0	0	0	0	#DIV/0!
Total Operating Expenses	0	100	(100)	0	0	-100%		0	100	(100)	0	0	-100%
Income/(Loss) from Operations	(218)	(750)	532	322	(540)	-71%		(218)	(750)	532	322	(540)	-71%

**Siasconset  
May, 2021  
Membership**

May, 2021 Membership	Month To Date						YearTo Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %	Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue												
Initiation Fees	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Member Dues	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Member Finance Charges	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Total Revenue	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Operating Expenses												
Capital Fund from Init. Fees	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Member Relations	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Total Operating Expenses	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
Income/(Loss) from Operations	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!



Siasconset  
May, 2021  
Grounds

	Month To Date							Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Payroll Expense													
Golf Course Superintendent Gross	2,473	2,500	(27)	2,129	343	-1%	46	12,418	12,500	(82)	11,332	1,085	-1%
Assistant Superintendent	1,442	1,458	(16)	1,277	165	-1%	47	7,335	7,290	45	6,799	536	1%
Asst. Superintendent #2	2,571	0	2,571	0	2,571	#DIV/0!	48	4,800	6,000	(1,200)	3,143	1,657	-20%
Mechanic Gross	0	0	0	0	0	#DIV/0!	49	0	0	0	0	0	#DIV/0!
Hourly Labor Gross	0	0	0	0	0	#DIV/0!	50	0	0	0	0	0	#DIV/0!
Seasonal Labor	7,769	5,000	2,769	3,134	4,635	55%	51	10,873	7,000	3,873	3,397	7,476	55%
Total Payroll	14,255	8,958	5,297	6,541	7,714	59%		35,426	32,790	2,636	24,672	10,754	8%
Operating Expenses													
Water	0	0	0	0	0	#DIV/0!	52	0	0	0	0	0	#DIV/0!
Golf Course Supplies	0	500	(500)	0	0	-100%	53	0	1,500	(1,500)	852	(852)	-100%
Fertilizer	0	500	(500)	0	0	-100%	54	0	500	(500)	0	0	-100%
Chemicals/Weed Control	0	0	0	0	0	#DIV/0!	55	0	0	0	0	0	#DIV/0!
Surfactants	0	0	0	0	0	#DIV/0!	56	0	9,500	(9,500)	0	0	-100%
Tools	0	500	(500)	0	0	-100%	57	0	500	(500)	0	0	-100%
Shop Supplies	0	250	(250)	0	0	-100%	58	0	250	(250)	0	0	-100%
Electric - Pump House & Irrigation	0	0	0	0	0	#DIV/0!	59	0	0	0	0	0	#DIV/0!
Electric - Maintenance Building	0	0	0	0	0	#DIV/0!	60	(110)	50	(160)	53	(163)	-319%
Raw Materials & Topdressing	0	2,500	(2,500)	0	0	-100%	61	0	2,500	(2,500)	0	0	-100%
Seed	0	0	0	0	0	#DIV/0!	62	0	500	(500)	0	0	-100%
Gas, Oil & Diesel	0	0	0	0	0	#DIV/0!	63	0	0	0	0	0	#DIV/0!
Debris Disposal Removal	0	0	0	0	0	#DIV/0!	64	0	0	0	0	0	#DIV/0!
Golf Course Repairs & Main	0	0	0	0	0	#DIV/0!	65	0	0	0	0	0	#DIV/0!
Equipment - Repairs & Main	0	0	0	0	0	#DIV/0!	66	401	0	401	0	401	#DIV/0!
Irrigation - Repair & Main	1,031	1,000	31	0	1,031	3%	67	1,031	1,000	31	0	1,031	3%
Roads / Fences - Repair & Main	0	0	0	0	0	#DIV/0!	68	0	0	0	0	0	#DIV/0!
Contract Services	0	0	0	0	0	#DIV/0!	69	0	0	0	0	0	#DIV/0!
Small Equipment Rental	0	1,000	(1,000)	0	0	-100%	70	0	1,000	(1,000)	0	0	-100%
Consultants	0	0	0	0	0	#DIV/0!	71	0	0	0	0	0	#DIV/0!
Uniforms	0	0	0	0	0	#DIV/0!	72	0	0	0	0	0	#DIV/0!
Freight	0	1,000	(1,000)	0	0	-100%	73	0	1,000	(1,000)	0	0	-100%
Clubhouse Grounds	0	1,000	(1,000)	0	0	-100%	74	0	2,000	(2,000)	0	0	-100%
Total Operating Expenses	1,031	8,250	(7,219)	0	1,031	-88%		1,322	20,300	(18,978)	905	418	-93%
Income/(Loss) from Operations	(15,286)	(17,208)	1,922	(6,541)	(8,745)	-11%		(36,748)	(53,090)	16,342	(25,577)	(11,172)	-31%

Siasconset  
May, 2021  
Maintenance

Month To Date								Year To Date						
Actual	Budget	Variance	Prior Year	Variance	Variance %	Actual		Budget	Variance	Prior Year	Variance	Variance %		
0	500	(500)	0	0	-100%	75	0	500	(500)	0	0	-100%		
0	0	0	0	0	#DIV/0!	76	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	77	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	78	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	79	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	80	0	0	0	0	0	#DIV/0!		
30	1,000	(970)	0	30	-97%	81	30	1,000	(970)	0	30	-97%		
0	0	0	0	0	#DIV/0!	82	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	83	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!	84	869	120	749	120	749	624%		
0	0	0	0	0	#DIV/0!	85	0	0	0	0	0	#DIV/0!		
0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!		
30	1,500	(1,470)	0	30	-98%		899	1,620	(721)	120	779	-44%		
(30)	(1,500)	1,470	0	(30)	-98%		(899)	(1,620)	0	(120)	(779)	-44%		

Siasconset  
May, 2021  
General & Administrative

	Month To Date							Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue													
Other Income	0	0	0	0	0	#DIV/0!	86	0	0	0	0	0	#DIV/0!
Interest Income	0	0	0	0	0	#DIV/0!	87	0	0	0	0	0	#DIV/0!
Winter Memberships	0	0	0	0	0	#DIV/0!	88	0	0	0	0	0	#DIV/0!
House Rental Income	0	0	0	0	0	#DIV/0!	89	0	0	0	0	0	#DIV/0!
	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Revenue	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Payroll Expense													#DIV/0!
Management Payment	0	0	0	0	0	#DIV/0!	90	0	0	0	0	0	#DIV/0!
Total Payroll	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Operating Expenses													
Office Supplies	380	0	380	0	380	#DIV/0!	91	380	0	380	0	380	#DIV/0!
Bank & Finance Charges	0	0	0	0	0	#DIV/0!	92	0	0	0	0	0	#DIV/0!
Credit Card Merchant Services	35	124	(89)	24	11	-71%	93	140	220	(80)	221	(80)	-36%
Dues and Subscriptions	0	0	0	0	0	#DIV/0!	94	0	0	0	0	0	#DIV/0!
Travel and Education	0	0	0	0	0	#DIV/0!	95	0	0	0	0	0	#DIV/0!
POS Support/Computer Support	397	0	397	0	397	#DIV/0!	96	397	250	147	0	397	59%
Legal Fees	0	100	(100)	0	0	-100%	97	0	100	(100)	0	0	-100%
Professional Accounting	0	0	0	0	0	#DIV/0!	98	0	0	0	0	0	#DIV/0!
Cell Phones	0	0	0	0	0	#DIV/0!	99	0	0	0	0	0	#DIV/0!
Payroll Service	412	275	137	282	130	50%	100	1,675	875	800	871	804	91%
Trash Removal	0	0	0	0	0	#DIV/0!	101	60	0	60	399	(339)	#DIV/0!
License & Fees	1,650	1,650	0	75	1,575	0%	102	1,780	1,650	130	130	1,650	8%
Electricity	0	1,000	(1,000)	1,969	(1,969)	-100%	103	35	6,137	(6,102)	5,979	(5,944)	-99%
Telephone	0	0	0	0	0	#DIV/0!	104	0	0	0	0	0	#DIV/0!
Water	44	35	9	35	9	26%	105	52	175	(123)	175	(123)	-70%
Cable TV & Internet	190	188	2	190	0	1%	106	1,303	940	363	972	331	39%
Web Site	0	0	0	0	0	#DIV/0!	107	0	0	0	0	0	#DIV/0!
EPLI Insurance	0	0	0	0	0	#DIV/0!	108	0	0	0	0	0	#DIV/0!
Insurance - Property/Liability	0	0	0	0	0	#DIV/0!	109	0	0	0	0	0	#DIV/0!
Insurance - Workers Comp	0	0	0	0	0	#DIV/0!	110	0	0	0	0	0	#DIV/0!
Retirement Plan	0	0	0	0	0	#DIV/0!	111	0	0	0	0	0	#DIV/0!
Payroll Taxes - Mgmt. & Empl. Exp.	2,298	750	1,548	735	1,563	206%	112	2,298	750	1,548	735	1,563	206%
Clubhouse cleaning labor	0	500	(500)	0	0	-100%	113	0	500	(500)	0	0	-100%
Interest Expense	0	0	0	0	0	#DIV/0!	114	0	0	0	0	0	#DIV/0!
Suspense	0	0	0	0	0	#DIV/0!	115	0	0	0	0	0	#DIV/0!
Total Operating Expenses	5,406	4,622	784	3,310	2,096	17%		8,121	11,597	(3,476)	9,482	(1,361)	-30%
Income/(Loss) from Operations	(5,406)	(4,622)	(784)	(3,310)	(2,096)	17%		(8,121)	(11,597)	3,476	(9,482)	1,361	-30%
Depreciation Expense	0	0	0	0	0	#DIV/0!		-	-	0	-	0	#DIV/0!
Income/(Loss) After Depreciation	(5,406)	(4,622)	(784)	(3,310)	(2,096)	17%		(8,121)	(11,597)	3,476	(9,482)	1,361	-30%

## SGC May Variance Report

Variance Code	Month Actual	Budget	Difference	% Variance	Justification
<b>GOLF SHOP</b>					
<b>Revenue</b>					
1 Play Cards	2,000	7,500	(5,500)	-73%	Rain on opening weekend
2 Annual Pass	30,700	18,000	12,700	71%	People came to purchase before playing
3 Resident Discount Cards	0	0	0	0%	
4 Handicap (Non-Members)	0	0	0	0%	
5 Greens Fees	5,040	5,500	(460)	-8%	Pretty close considering the WX
6 Cart Fees	0	0	0	0%	
7 Golf Club Repair	0	0	0	0%	
8 Range Ball Sales	0	0	0	0%	
9 Club Rental Sets	280	240	40	17%	
10 Walking Trolley Rental	59	200	(141)	-71%	Rain on opening weekend
11 Club/Cart Storage	0	0	0	0%	
12 Lessons	0	0	0	0%	
13 Golf Clinics	0	0	0	0%	
14 Tournaments	0	0	0	0%	
15 Merchandise	2,332	1,300	1,032	79%	Very good people that purchased Annual Passes made purchases
<b>Cost of Goods Sold</b>					
16 Golf Shop	1,239	1,200	39	3%	
17 Member 10% Shop Discounts	0	0	0	0%	
<b>Payroll Expense</b>					
18 Golf Shop Manager	5,385	3,200	2,185	68%	Mike started work on May 1 getting shop ready
19 Shop Clerks Gross	489	4,200	(3,711)	-88%	
<b>Operating Expenses</b>					
20 Dues and Subscriptions	0	0	0	0%	
21 Club Car/Golf Car Lease	0	0	0	0%	
22 Tees, Markers, Etc.	1,138	0	1,138	#DIV/0!	
23 Score Cards	0	0	0	0%	
24 Uniforms / Clothing Allowance	338	0	338	#DIV/0!	Staff shirts
25 Shipping (ups/fedex)	0	0	0	0%	
26 Office/Shop Supplies	0	0	0	0%	
27 Golf Course Water Supplies	0	0	0	0%	
28 Damaged Goods/Outdated Merchandise	0	0	0	0%	
29 Rental Clubs	2,148	2,500	(352)	-14%	
30 Supplies	0	0	0	0%	
<b>FOOD &amp; BEVERAGE</b>					
<b>Revenue</b>					
31 Food Sales	8	150	(142)	-95%	WX
32 Bar Sales	448	700	(252)	-36%	WX
33 Clubhouse Usage Fees (Rental)	0	0	0	0%	
<b>Cost of Goods Sold</b>					
34 Food	0	500	(500)	-100%	
35 Beer	0	0	0	0%	
36 Wine	0	0	0	0%	
37 Bar Paper/Supply Cost	0	0	0	0%	
38 Non- Alcoholic Beverage	85	0	85	#DIV/0!	Bottled water
39 Bar Snacks	0	0	0	0%	
40 Liquor	0	0	0	0%	
<b>Payroll Expense</b>					
41 Payroll Bar/Wait Staff	589	1000	-411	-41%	
<b>Operating Expenses</b>					
42 Dues and Subscriptions	0	0	0	0%	
43 Uniforms / Clothing Allowance	0	0	0	0%	
44 Clubhouse Floor Supplies	0	0	0	0%	
45 Clubhouse Cleaning & Supplies	0	0	0	0%	
<b>GROUNDS</b>					
<b>Payroll Expense</b>					
46 Golf Course Superintendent Gross	2,473	2,500	(27)	-1%	
47 Assistant Superintendent	1,442	1,458	(16)	-1%	
48 Asst. Superintendent #2	0	0	0	0%	
49 Mechanic Gross	0	0	0	0%	
50 Hourly Labor Gross	0	0	0	0%	
51 Seasonal Labor	7,769	5,000	2,769	55%	Fewer employees
<b>Operating Expenses</b>					
52 Water	0	0	0	0%	
53 Golf Course Supplies	0	500	(500)	-100%	
54 Fertilizer	0	500	(500)	-100%	

55	Chemicals/Weed Control	0	0	0	0%
56	Surfactants	0	0	0	0%
57	Tools	0	0	0	0%
58	Shop Supplies	0	0	0	0%
59	Electric - Pump House & Irrigation	0	0	0	0%
60	Electric - Maintenance Building	0	0	0	0%
61	Raw Materials & Topdressing	0	0	0	0%
62	Seed	0	0	0	0%
63	Gas, Oil & Diesel	0	0	0	0%
64	Debris Disposal Removal	0	0	0	0%
65	Golf Course Repairs & Main	0	0	0	0%
66	Equipment - Repairs & Main	0	0	0	0%
67	Irrigation - Repair & Main	1,031	1,000	31	3%
68	Roads / Fences - Repair & Main	0	0	0	0%
69	Contract Services	0	0	0	0%
70	Small Equipment Rental	0	0	0	0%
71	Consultants	0	0	0	0%
72	Uniforms	0	0	0	0%
73	Freight	0	0	0	0%
74	Clubhouse Grounds	0	0	0	0%

#### MAINTENANCE

##### Operating Expenses

75	Clubhouse Repair & Maintenance	0	0	0	0%
76	Golf Course Building Repair & Maint	0	0	0	0%
77	Golf Course Building HVAC R&M	0	0	0	0%
78	Clubhouse HVAC R&M	0	0	0	0%
79	Clubhouse Electrical R&M	0	0	0	0%
80	Golf Course Building Electrical R&M	0	0	0	0%
81	Clubhouse Plumbing R&M	30	1,000	(970)	-97%
82	Oakson Septic System	0	0	0	0%
83	Golf Course Building Plumbing R&M	0	0	0	0%
84	Alarm System/Activity	0	0	0	0%
85	Refrigeration	0	0	0	0%

#### GENERAL & ADMINISTRATIVE

##### Revenue

86	Other Income	0	0	0	0%
87	Interest Income	0	0	0	0%
88	Winter Memberships	0	0	0	0%
89	House Rental Income	0	0	0	0%

##### Payroll Expense

90	Management Payment	0	0	0	0%
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##### Operating Expenses

91	Office Supplies	380	0	380	#DIV/0!	
92	Bank & Finance Charges	0	0	0	0%	
93	Credit Card Merchant Services	35	124	(89)	-72%	more sales
94	Dues and Subscriptions	0	0	0	0%	
95	Travel and Education	0	0	0	0%	
96	POS Support/Computer Support	397	0	397	#DIV/0!	
97	Legal Fees	0	100	(100)	-100%	
98	Professional Accounting	0	0	0	0%	Y
99	Cell Phones	0	0	0	0%	
100	Payroll Service	412	275	137	50%	More employees
101	Trash Removal	0	0	0	0%	
102	License & Fees	1,650	1,650	0	0%	
103	Electricity	0	1,000	(1,000)	-100%	
104	Telephone	0	0	0	0%	
105	Water	44	35	9	26%	
106	Cable TV & Internet	190	188	2	1%	
107	Web Site	0	0	0	0%	
108	EPLI Insurance	0	0	0	0%	
109	Insurance - Property/Liability	0	0	0	0%	
110	Insurance - Workers Comp	0	0	0	0%	
111	Retirement Plan	0	0	0	0%	
112	Payroll Taxes - Mgmt. & Empl. Exp.	2,298	750	1,548	206%	
113	Clubhouse cleaning labor	0	500	(500)	-100%	
114	Interest Expense	0	0	0	0%	
115	Suspense	0	0	0	0%	

**Miacomet  
Balance Sheet  
May 2021**

Golf Cart Storage	\$27,677.56	\$27,677.56
Golf Course Renov 2	\$3,548,414.31	\$3,548,414.31
House Renovations	\$11,009.00	\$11,009.00
Land Improvements	\$2,924,115.00	\$2,924,115.00
Leasehold Improvements	\$4,208,960.77	\$4,111,260.76
Surveillance System	\$17,682.52	\$12,882.52
Vehicle & Dump Trailer	\$13,123.76	\$13,123.76
Unspecified- (Equipment)	\$160,913.00	\$165,827.96
Kitchen Equipment	\$29,299.55	\$29,299.55
Phone System	\$4,803.36	\$4,803.36
Dormitory	\$2,300,995.78	\$1,380,587.27
Total Fixed Assets	<u>\$18,096,051.96</u>	<u>\$16,758,540.78</u>
<b>Total Fixed Assets</b>	<u>\$18,096,051.96</u>	<u>\$16,758,540.78</u>
<b>Total Assets</b>	<u><u>\$19,086,380.87</u></u>	<u><u>\$17,458,690.68</u></u>

**Miacomet  
Balance Sheet  
May 2021**

**Liabilities and Equity**

	<b>Current YTD</b>	<b>Prior YTD</b>
Accounts Payable	\$52,260.86	(\$5,766.75)
Total Accounts Payable	\$52,260.86	(\$5,766.75)
<b>Total Accounts Payable</b>	\$52,260.86	(\$5,766.75)
Lease payable TCF 008-0717174-300	\$0.00	\$23,418.95
MA Sales Tax Payables Golf	\$5,190.33	\$1,668.15
MA Meals Tax Payable	\$9,711.18	\$11,809.81
Lease payable TCF - 008-0717174-301	\$73,528.41	\$120,819.68
Clubhouse Payment	(\$98,723.75)	(\$38,529.46)
Total Accounts Payable	(\$10,293.83)	\$119,187.13
Accrued Payroll & Related Expenses	\$126,193.25	\$71,356.49
Employee Bonus Fund	\$200.00	\$48.63
Total Payroll	\$126,393.25	\$71,405.12
Chit CR Book (Tourn. Gift Cert.)	\$400.00	\$0.00
Gift Certificate Issued	\$54,919.54	\$42,810.74
Total Gift Certificate	\$55,319.54	\$42,810.74
Deferred Revenue	\$31,670.00	(\$10,998.60)
Total Deferred Revenue	\$31,670.00	(\$10,998.60)
Gratuity Liability Bar	\$960.51	\$3.61
Total Gratuity	\$960.51	\$3.61
Accrued Payables	\$0.00	\$0.00
Total Accrued Payables	\$0.00	\$0.00
Land Bank Advance on Operations	\$20,090,137.37	\$18,668,583.51
NLB – ST Advances	\$0.00	\$0.00
Total Other Funds	\$20,090,137.37	\$18,668,583.51
Note Payable- Nantucket Land Bank	\$4,329,733.00	\$4,329,733.00
Total Note Payable	\$4,329,733.00	\$4,329,733.00
<b>Total Current Liabilities</b>	\$24,623,919.84	\$23,220,724.51
<b>Total Liabilities</b>	\$24,676,180.70	\$23,214,957.76
Retained Earnings	(\$7,266,858.24)	(\$6,314,590.10)
Total Retained Earnings	(\$7,266,858.24)	(\$6,314,590.10)
NLB Equity Contribution	\$1,271,067.30	\$69,396.39
Total NLB Equity Contribution	\$1,271,067.30	\$69,396.39
Total Current Year P&L	\$405,991.11	\$488,926.63
<b>Total Equity</b>	(\$5,589,799.83)	(\$5,756,267.08)
<b>Total Liabilities and Equity</b>	\$19,086,380.87	\$17,458,690.68

Miacomet  
May, 2021  
Summary

		Month To Date						YearTo Date					
		Actual	Budget	Variance	Prior Year	Variance	Variance %	Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	2,738	3,000	(262)	1,501	1,237	-9%	4,525	3,900	398	2,067	2,458	16%
	Covers	2,669	1,300	1,369	0	2,669	105%	8,789	5,000	3,789	3,572	5,217	76%
Revenue													
	Golf Shop Revenue	296,473	145,352	151,121	97,160	199,314	104%	410,852	256,245	154,607	134,994	275,858	60%
	Food & Beverage	139,568	73,000	66,568	4,153	135,415	91%	431,832	274,000	157,832	92,262	339,571	58%
	Initiation Fees	10,800	0	10,800	14,400	(3,600)	#DIV/0!	64,800	63,000	1,800	36,000	28,800	3%
	Membership Dues	8,059	0	8,059	(13,196)	21,255	#DIV/0!	1,351,512	1,468,810	(117,298)	1,394,154	(42,642)	-8%
	Member Finance Charges	580	0	580	(168)	749	#DIV/0!	2,124	4,700	(2,576)	5,631	(3,508)	-55%
	Miscellaneous	11,950	7,000	4,950	5,521	6,429	71%	39,150	27,500	11,650	25,053	14,097	42%
	Total Revenue	467,431	225,352	242,079	107,870	359,561	107%	2,300,270	2,094,255	206,015	1,688,094	612,175	10%
Cost of Goods Sold													
	Golf Shop	37,734	12,000	25,734	3,804	33,930	214%	43,169	33,425	9,744	4,797	38,373	29%
	Food & Beverage	51,970	21,000	30,970	2,347	49,623	147%	164,779	84,500	80,279	44,211	120,568	95%
	Total Cost of Goods Sold	89,704	33,000	56,704	6,151	83,553	172%	207,948	117,925	90,023	49,008	158,941	76%
	Gross Profit	377,727	192,352	185,375	101,719	276,008	96%	2,092,321	1,976,330	115,991	1,639,086	453,235	6%
Payroll Expense													
	Golf Shop	49,451	29,962	19,489	20,778	28,672	65%	121,220	91,810	29,410	63,659	57,561	32%
	Food & Beverage	42,576	31,693	10,883	2,257	40,319	34%	194,451	148,465	45,986	88,247	106,204	31%
	General & Administrative	28,314	28,044	270	27,547	766	1%	140,854	140,218	636	136,114	4,740	0%
	Grounds	103,791	105,791	(2,000)	76,095	27,696	-2%	326,282	315,955	10,327	235,486	90,796	3%
	Total Payroll	224,131	195,490	28,641	126,678	97,453	15%	782,807	696,448	86,358	523,506	259,301	12%
Operating Expenses													
	Golf Shop	23,487	40,941	(17,454)	35,517	(12,030)	-43%	56,759	61,791	(5,032)	76,972	(20,213)	-8%
	Food & Beverage	10,320	9,667	653	4,166	6,154	7%	36,095	38,735	(2,640)	34,022	2,073	-7%
	Membership	0	0	0	21,600	(21,600)	#DIV/0!	50,400	63,000	(12,600)	21,600	28,800	-20%
	Maintenance	861	4,400	(3,539)	4,968	(4,107)	-80%	14,215	15,000	(785)	9,057	5,159	-5%
	General & Administrative	135,619	73,538	62,081	66,803	68,816	84%	583,863	436,374	147,489	404,413	179,450	34%
	Grounds	52,226	62,876	(10,650)	17,917	34,309	-17%	133,999	215,703	(81,704)	80,591	53,408	-38%
	Total Operating Expenses	222,513	191,422	31,091	150,971	71,542	16%	875,332	830,603	44,729	626,654	248,677	5%
	Total Expense	446,644	386,912	59,733	277,649	168,995	15%	1,658,138	1,527,051	131,087	1,150,160	67,160	9%
	Income/(Loss) from Operations	(68,918)	(194,560)	125,642	(175,930)	107,012	-65%	434,183	449,279	(15,096)	488,927	(54,744)	-3%
	Depreciation Expense	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
	Net After Depreciation	(68,918)	(194,560)	125,642	(175,930)	107,012	-65%	434,183	449,279	(15,096)	488,927	(54,744)	-3%



Miacomet  
May, 2021  
Departmental Summary

		Month To Date						Year To Date					
		Actual	Budget	Variance	Prior Year	Variance	Variance %	Actual	Budget	Variance	Prior Year	Variance	Variance %
	Rounds	2,738	3,000	(262)	1,501	1,237	-9%	4,525	3,900	398	2,067	2,458	16%
	Covers	2,669	1,300	1,369	0	2,669	105%	8,789	5,000	3,789	3,572	5,217	76%
Golf Shop													
	Revenue	296,473	145,352	151,121	97,160	199,314	104%	410,852	256,245	154,607	134,994	275,858	60%
	Cost of Goods Sold	37,734	12,000	25,734	3,804	33,930	214%	43,169	33,425	9,744	4,797	38,373	29%
	Payroll Expense	49,451	29,962	19,489	20,778	28,672	65%	121,220	91,810	29,410	63,659	57,561	32%
	Operating Expense	23,487	40,941	(17,454)	35,517	(12,030)	-43%	56,759	61,791	(5,032)	76,972	(20,213)	-8%
	Net Profit / (Loss)	185,801	62,449	123,352	37,060	148,741	198%	189,703	69,219	120,484	(10,434)	200,137	174%
Food & Beverage													
	Revenue	139,568	73,000	66,568	4,153	135,415	91%	431,832	274,000	157,832	92,262	339,571	58%
	Cost of Goods Sold	51,970	21,000	30,970	2,347	49,623	147%	164,779	84,500	80,279	44,211	120,568	95%
	Payroll Expense	42,576	31,693	10,883	2,257	40,319	34%	194,451	148,465	45,986	88,247	106,204	31%
	Operating Expense	10,320	9,667	653	4,166	6,154	7%	36,095	38,735	(2,640)	34,022	2,073	-7%
	Net Profit / (Loss)	34,701	10,640	24,061	(4,618)	39,319	226%	36,508	2,300	34,208	(74,218)	110,726	1487%
Membership													
	Dues	8,059	0	8,059	(13,196)	21,255	#DIV/0!	1,351,512	1,468,810	(117,298)	1,394,154	(42,642)	-8%
	Initiation Fees	10,800	0	10,800	14,400	(3,600)	#DIV/0!	64,800	63,000	1,800	36,000	28,800	3%
	Member Finance Charges	580	0	(168)	749	#DIV/0!	#DIV/0!	2,124	4,700	5,631	(3,508)	(3,508)	-55%
	Payroll Expense	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
	Operating Expense	0	0	0	21,600	(21,600)	#DIV/0!	50,400	63,000	(12,600)	21,600	28,800	-20%
	Net Profit / (Loss)	19,440	0	19,440	(20,564)	40,004	#DIV/0!	1,368,036	1,473,510	(105,474)	1,414,186	(46,150)	-7%
Grounds													
	Payroll Expense	103,791	105,791	(2,000)	76,095	27,696	-2%	326,282	315,955	10,327	235,486	90,796	3%
	Operating Expense	52,226	62,876	(10,650)	17,917	34,309	-17%	133,999	215,703	(81,704)	80,591	53,408	-38%
	Net Profit / (Loss)	(156,016)	(168,667)	12,651	(94,011)	(62,005)	-8%	(460,281)	(531,658)	71,377	(316,077)	(144,204)	-13%
General & Administrative													
	Revenue	11,950	7,000	4,950	5,521	6,429	71%	39,150	27,500	11,650	25,053	14,097	42%
	Payroll Expense	28,314	28,044	270	27,547	766	1%	140,854	140,218	636	136,114	4,740	0%
	Operating Expense	135,619	73,538	62,081	66,803	68,816	84%	583,863	436,374	147,489	404,413	179,450	34%
	Net Profit / (Loss)	(151,983)	(94,582)	(57,401)	(88,829)	(63,154)	61%	(685,567)	(549,092)	(136,475)	(515,474)	(170,093)	25%
Maintenance													
	Payroll Expense	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
	Operating Expense	861	4,400	(3,539)	4,968	(4,107)	-80%	14,215	15,000	(785)	9,057	5,159	-5%
	Net Profit / (Loss)	(861)	(4,400)	3,539	(4,968)	4,107	-80%	(14,215)	(15,000)	785	(9,057)	(5,159)	-5%
	Income/(Loss) from Operations	(68,918)	(194,560)	125,642	(175,930)	107,012	-65%	434,183	449,279	(15,096)	488,927	(54,744)	-3%
	Depreciation Expense	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!
	Net After Depreciation	(68,918)	(194,560)	125,642	(175,930)	107,012	-65%	434,183	449,279	(15,096)	488,927	(54,744)	-3%

Miacomet  
May, 2021  
Golf Shop

May, 2021		Month To Date						Year To Date						
Golf Shop		Actual	Budget	Variance	Prior Year	Variance	Variance %	Variance Code	Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue														
Play Cards		0	0	0	0	0	#DIV/0!	1	0	0	0	0	0	#DIV/0!
Winter Membership		750	0	750	0	750	#DIV/0!	2	3,600	0	3,600	0	3,600	#DIV/0!
Resident Discount Cards		10,600	10,000	600	10,000	600	6%	3	10,600	10,000	600	10,000	600	6%
Handicap (Non-Members)		0	140	(140)	140	(140)	-100%	4	210	175	35	175	35	20%
Greens Fees		140,155	68,000	72,155	71,015	69,140	106%	5	168,455	76,700	91,755	75,615	92,840	120%
Cart Fees		38,863	3,000	35,863	8,527	30,336	1195%	6	54,111	5,500	48,611	10,221	43,889	884%
Golf Club Repair		25	150	(125)	113	(88)	-83%	7	217	150	67	113	104	45%
Range Ball Sales		14,224	2,500	11,724	0	14,224	469%	8	24,004	4,710	19,294	781	23,222	410%
Club Rental Sets		5,398	3,500	1,898	0	5,398	54%	9	7,341	4,000	3,341	0	7,341	84%
Walking Trolley Rental		1,751	2,200	(449)	2,189	(438)	-20%	10	2,556	2,200	356	2,217	339	16%
Club/Cart Storage		518	0	518	(1,129)	1,647	#DIV/0!	11	20,612	30,000	(9,388)	20,518	94	-31%
Lessons		14,080	28,000	(13,920)	0	14,080	-50%	12	17,265	28,000	(10,735)	0	17,265	-38%
Golf Clinics		0	6,000	(6,000)	0	0	-100%	13	0	6,000	(6,000)	0	0	-100%
Tournaments		3,200	1,500	1,700	0	3,200	113%	14	3,200	1,500	1,700	0	3,200	113%
Merchandise		66,909	6,000	60,909	6,306	60,604	1015%	15	98,684	15,500	83,184	15,354	83,330	537%
Over/Under		1	0	1	0	1	#DIV/0!		(3)	0	(3)	0	(3)	#DIV/0!
Total Revenue		296,473	130,990	165,483	97,160	199,314	126%		410,852	184,435	226,417	134,994	275,858	123%
Cost of Goods Sold														
Golf Shop		37,297	12,000	25,297	3,804	33,493	211%	16	42,424	33,425	8,999	4,799	37,626	27%
Member 10% Shop Discounts		437	0	437	0	437	#DIV/0!		745	0	745	(2)	747	#DIV/0!
Total Cost of Goods Sold		37,734	12,000	25,734	3,804	33,930	214%		43,169	33,425	9,744	4,797	38,373	29%
Gross Profit		258,739	118,990	139,749	93,356	165,383	117%		367,682	151,010	216,672	130,197	237,485	143%
Payroll Expense														
Golf Lessons		10,180	0	10,180	0	10,180	#DIV/0!	17	13,264	0	13,264	0	13,264	#DIV/0!
Gripping		27	0	27	0	27	#DIV/0!	18	231	0	231	0	231	#DIV/0!
Golf Clinic		0	4,000	(4,000)	0	0	-100%	19	0	4,000	(4,000)	0	0	-100%
Director of Golf Gross		7,578	7,662	(84)	7,601	(24)	-1%	20	37,889	38,310	(421)	37,026	863	-1%
Head Golf Pro		7,571	10,000	(2,429)	7,840	(269)	-24%	21	26,086	26,000	86	7,840	18,246	0%
Golf Professional Subs		2,160	0	2,160	0	2,160	#DIV/0!	22	2,160	0	2,160	0	2,160	#DIV/0!
Golf Shop Manager		0	0	0	0	0	#DIV/0!	23	0	0	0	0	0	#DIV/0!
Outside Service Mgr		0	0	0	0	0	#DIV/0!	24	0	0	0	0	0	#DIV/0!
Shop Clerks Gross		7,478	3,000	4,478	0	7,478	149%	25	21,794	15,000	6,794	10,619	11,175	45%
Outside Services Payroll		14,456	5,300	9,156	5,337	9,119	173%	26	19,796	8,500	11,296	8,173	11,624	133%
Commissions PR Equipment Sales Off		0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Payroll		49,451	29,962	19,489	20,778	28,672	65%		121,220	91,810	29,410	63,659	57,561	32%
Operating Expenses														
Advertising		0	0	0	0	0	#DIV/0!	27	0	0	0	0	0	#DIV/0!
Dues and Subscriptions		700	0	700	500	200	#DIV/0!	28	2,400	3,000	(600)	2,345	55	-20%
Travel and Education		250	0	250	0	250	#DIV/0!	29	385	1,500	(1,115)	1,507	(1,122)	-74%
Club Car/Golf Car Lease		14,041	14,041	(0)	14,041	0	0%	30	28,082	14,041	14,041	28,282	(200)	100%

Visage GPS	5,504	2,700	2,804	2,700	2,804	104%	31	16,564	13,500	3,064	16,220	344	23%
Range Supplies	0	6,000	(6,000)	9,756	(9,756)	-100%	32	2,972	6,000	(3,028)	9,756	(6,784)	-50%
Golf Cart Repairs & Maintenance	0	500	(500)	0	0	-100%	33	57	500	(443)	0	57	-89%
Range Picker Repair & Maintenance	0	300	(300)	0	0	-100%	34	0	300	(300)	0	0	-100%
Range Balls	0	6,000	(6,000)	6,300	(6,300)	-100%	35	0	6,000	(6,000)	6,300	(6,300)	-100%
Tees, Markers, Etc.	337	2,500	(2,163)	0	337	-87%	36	1,012	2,500	(1,488)	0	1,012	-60%
Score Cards	0	0	0	0	0	#DIV/0!	37	0	0	0	0	0	#DIV/0!
Uniforms / Clothing Allowance	165	2,000	(1,835)	0	165	-92%	38	346	2,000	(1,654)	400	(53)	-83%
Bag Tags	69	500	(431)	0	69	-86%	39	69	500	(431)	0	69	-86%
Shipping (ups/fedex)	178	100	78	(63)	241	78%	40	816	150	666	1,699	(884)	444%
Office/Shop Supplies	885	300	585	0	885	195%	41	1,244	300	944	332	912	315%
Cell Phones	0	0	0	0	0	#DIV/0!	42	0	0	0	0	0	#DIV/0!
Handicaps	0	0	0	0	0	#DIV/0!	43	0	0	0	0	0	#DIV/0!
Golf Course Water Supplies	0	1,000	(1,000)	0	0	-100%	44	0	1,500	(1,500)	0	0	-100%
Damaged Goods/Outdated Merchandise	0	0	0	0	0	#DIV/0!	45	0	0	0	0	0	#DIV/0!
Rental Clubs	1,358	0	1,358	0	1,358	#DIV/0!	46	2,812	5,000	(2,188)	4,911	(2,098)	-44%
Golf Clinic Equipment	0	0	0	0	0	#DIV/0!	47	0	0	0	0	0	#DIV/0!
Golf Shop Small Equipment	0	0	0	0	0	#DIV/0!	48	0	0	0	25	(25)	#DIV/0!
Tournament Expenses	0	3,000	(3,000)	2,283	(2,283)	-100%	49	0	3,000	(3,000)	2,283	(2,283)	-100%
Tournament Supplies	0	2,000	(2,000)	0	0	-100%	50	0	2,000	(2,000)	1,763	(1,763)	-100%
Supplies	0	0	0	0	0	#DIV/0!	51	0	0	0	1,149	(1,149)	#DIV/0!
Total Operating Expenses	23,487	40,941	(17,454)	35,517	(12,030)	-43%		56,759	61,791	(5,032)	76,972	(20,213)	-8%
Income/(Loss) from Operations	185,801	48,087	137,714	37,060	148,741	286%		189,703	(2,591)	192,294	(10,434)	200,137	-7422%

Miacomet  
May, 2021  
Food & Beverage

	Month To Date						Variance Code	Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue													
Food Sales	72,037	36,000	36,037	414	71,622	100%	52	241,933	135,000	106,933	45,910	196,023	79%
Bar Sales	67,531	37,000	30,531	3,739	63,792	83%	53	189,899	139,000	50,899	46,365	143,535	37%
Clubhouse Usage Fees (Rental)	0	0	0	0	0	#DIV/0!	54	0	0	0	0	0	#DIV/0!
Over/Under	0	0	0	0	0	#DIV/0!		(0)	0	(0)	(14)	13	#DIV/0!
Total Revenue	139,568	73,000	66,568	4,153	135,415	91%		431,832	274,000	157,832	92,262	339,571	58%
Cost of Goods Sold													
Food	27,007	10,000	17,007	2,084	24,922	170%	55	102,324	42,000	60,324	29,102	73,222	144%
Beer	3,978	4,000	(22)	0	3,978	-1%	56	14,325	13,500	825	5,873	8,452	6%
Wine	13,135	2,000	11,135	0	13,135	557%	57	22,020	8,000	14,020	5,736	16,284	175%
Bar Paper/Supply Cost	0	0	0	0	0	#DIV/0!	58	0	0	0	0	0	#DIV/0!
Non- Alcoholic Beverage	1,181	1,500	(319)	263	919	-21%	59	4,077	5,500	(1,423)	1,119	2,958	-26%
Bar Snacks	85	500	(415)	0	85	-83%	60	587	2,500	(1,913)	0	587	-77%
Liquor	5,652	3,000	2,652	0	5,652	88%	61	18,588	13,000	5,588	2,381	16,206	43%
Member Food 10% Discount	932	0	932	0	932	#DIV/0!		2,858	0	2,858	0	2,858	#DIV/0!
Total Cost of Goods Sold	51,970	21,000	30,970	2,347	49,623	147%		164,779	84,500	80,279	44,211	120,568	95%
Gross Profit	87,598	52,000	35,598	1,806	85,792	68%		267,053	189,500	77,553	48,051	219,003	41%
Payroll Expense													
Food & Beverage Manager	6032.96	6100	(67)	2607.69	3,425	-1%	62	30,165	30,500	(335)	22,910	7,254	-1%
Restaurant Manager	1577	2760	(1,183)	0	1,577	-43%	63	13,064	13,800	(736)	0	13,064	-5%
Chef Gross	6181	6250	(69)	0	6,181	-1%	64	30,907	31,250	(343)	23,134	7,772	-1%
Payroll Bar/Wait Staff	16098	5000	11,098	-350.25	16,448	222%	65	56,284	21,000	35,284	13,031	43,254	168%
Cook Gross	4533	4583	(50)	0	4,533	-1%	66	22,663	22,915	(252)	20,962	1,702	-1%
Kitchen Staff/Dishwashers Gross	8,154	7,000	1,154	0	8,154	16%	67	41,367	29,000	12,367	8,210	33,158	43%
Total Payroll	42,576	31,693	10,883	2,257	40,319	34%		194,451	148,465	45,986	88,247	106,204	31%
Operating Expenses													
Advertising	0	0	0	0	0	#DIV/0!	68	0	0	0	0	0	#DIV/0!
Dues and Subscriptions	3187.5	50	3,138	0	3,188	6275%	69	3,188	250	2,938	360	2,828	1175%
Travel and Education	1000	0	1,000	0	1,000	#DIV/0!	70	3,000	3,000	0	2,000	1,000	0%
Uniforms / Clothing Allowance	82.29	1500	(1,418)	0	82	-95%	71	2,080	1,500	580	1,526	553	39%
Clubhouse Cleaning Labor	2,861	4,167	(1,306)	2,631	230	-31%	72	13,272	20,835	(7,563)	13,924	(651)	-36%
Clubhouse Floor Supplies	73	1200	(1,127)	1,018	(946)	-94%	73	1,232	5,400	(4,168)	5,153	(3,921)	-77%
China, Glass & Silver	0	500	(500)	0	0	-100%	74	569	500	69	1,083	(514)	14%
Kitchen Cleaning & Dishwasher Supplies	236	450	(214)	0	236	-48%	75	1,204	2,250	(1,046)	279	925	-46%
Kitchen Equipment Lease	0	0	0	0	0	#DIV/0!	76	0	0	0	0	0	#DIV/0!
Kitchen Equipment Repair & Maint	0	200	(200)	210	(210)	-100%	77	0	300	(300)	355	(355)	-100%
Bar Repair & Maintenance	0	500	(500)	0	0	-100%	78	0	500	(500)	731	(731)	-100%
Bar Small Equipment	71	500	(429)	0	71	-86%	79	1,487	500	987	3,156	(1,669)	197%
Kitchen Small Equipment	376	0	376	0	376	#DIV/0!	80	3,439	1,000	2,439	1,808	1,631	244%
Clubhouse Small Equipment	0	0	0	308	(308)	#DIV/0!	81	0	0	0	1,715	(1,715)	#DIV/0!
Kitchen Laundry	103	0	103	0	103	#DIV/0!	82	124	150	(26)	491	(366)	-17%
Kitchen Paper & Supplies	1,302	400	902	0	1,302	226%	83	5,323	2,000	3,323	1,349	3,974	166%
Clubhouse Cleaning & Supplies	0	150	(150)	0	0	-100%	84	50	300	(250)	0	50	-83%
Flowers/Decorations	1,028	50	978	0	1,028	1956%	85	1,256	250	1,006	93	1,164	402%
Total Operating Expenses	10,320	9,667	653	4,166	6,154	7%		36,225	38,735	(2,510)	34,022	2,203	-6%
Income/(Loss) from Operations	34,701	10,640	24,061	(4,618)	39,319	226%		36,378	2,300	34,078	(74,218)	110,596	1482%

Miacomet  
May, 2021  
Membership

May, 2021 Membership		Month To Date						Variance Code	YearTo Date					
		Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue														
Initiation Fees		10,800	0	10,800	14,400	(3,600)	#DIV/0!	86	64,800	63,000	1,800	36,000	28,800	3%
Member Dues		8,059	0	8,059	(13,196)	21,255	#DIV/0!	87	1,351,512	1,468,810	(117,298)	1,394,154	(42,642)	-8%
Member Finance Charges		580	0	580	(168)	749	#DIV/0!	88	2,124	4,700	(2,576)	5,631	(3,508)	-55%
Total Revenue		19,440	0	19,440	1,036	18,404	#DIV/0!		1,418,436	1,536,510	(118,074)	1,435,786	(17,350)	-8%
Operating Expenses														
Capital Fund from Init. Fees		0	0	0	21,600	(21,600)	#DIV/0!	89	50,400	63,000	(12,600)	21,600	28,800	-20%
Member Relations		0	0	0	0	0	#DIV/0!	90	0	0	0	0	0	#DIV/0!
Total Operating Expenses		0	0	0	21,600	(21,600)	#DIV/0!		50,400	63,000	(12,600)	21,600	28,800	-20%
Income/(Loss) from Operations		19,440	0	19,440	(20,564)	40,004	#DIV/0!		1,368,036	1,473,510	(105,474)	1,414,186	(46,150)	-7%

Miacomet  
May, 2021  
Grounds

	Month To Date						Variance Code	Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Payroll Expense													
Golf Course Superintendent Gross	13,763	13,916	(153)	13,822	(59)	-1%	91	68,815	69,580	(765)	67,328	1,488	-1%
Assistant Superintendent	8,283	8,375	(92)	8,304	(21)	-1%	92	41,415	41,875	(460)	40,446	968	-1%
Asst. Superintendent #2	6,841	6,917	(76)	6,813	28	-1%	93	34,205	34,585	(380)	19,999	14,206	-1%
Mechanic Gross	7,178	6,583	595	7,492	(314)	9%	94	33,494	32,915	579	32,295	1,200	2%
Hourly Labor Gross	2,498	6,000	(3,502)	2,147	351	-58%	95	10,467	18,000	(7,533)	11,622	(1,155)	-42%
Seasonal Labor	65,227	64,000	1,227	37,516	27,710	2%	96	137,886	119,000	18,886	63,796	74,090	16%
Total Payroll	103,791	105,791	(2,000)	76,095	27,696	-2%		326,282	315,955	10,327	235,486	90,796	3%
Operating Expenses													
Water	75	80	(5)	70	5	-6%	97	283	400	(117)	109	174	-29%
Golf Course Supplies	0	3,500	(3,500)	1,336	(1,336)	-100%	98	4,636	10,500	(5,864)	7,064	(2,428)	-56%
Fertilizer	4,243	4,500	(257)	0	4,243	-6%	99	9,843	16,500	(6,657)	0	9,843	-40%
Chemicals/Weed Control	27,820	25,289	2,531	0	27,820	10%	100	27,820	50,578	(22,758)	0	27,820	-45%
Surfactants	0	0	0	0	0	#DIV/0!	101	0	21,000	(21,000)	0	0	-100%
Tools	4,974	0	4,974	349	4,624	#DIV/0!	102	6,226	5,000	1,226	1,984	4,243	25%
Shop Supplies	68	625	(557)	308	(240)	-89%	103	2,188	3,125	(937)	4,343	(2,155)	-30%
Electric - Pump House & Irrigation	(901)	1,000	(1,901)	60	(961)	-190%	104	544	1,800	(1,256)	134	410	-70%
Electric - Maintenance Building	310	600	(290)	453	(143)	-48%	105	2,042	2,200	(158)	1,547	495	-7%
Liquid Propane	0	1,600	(1,600)	0	0	-100%	106	2,883	5,200	(2,317)	4,254	(1,370)	-45%
Cell Phones	114	206	(92)	111	3	-45%	107	1,832	1,030	802	569	1,263	78%
Raw Materials & Topdressing	0	3,000	(3,000)	888	(888)	-100%	108	6,401	5,500	901	6,551	(150)	16%
Seed	0	0	0	0	0	#DIV/0!	109	0	500	(500)	0	0	-100%
Gas, Oil & Diesel	1,951	1,000	951	315	1,636	95%	110	3,537	4,000	(463)	2,045	1,492	-12%
Debris Disposal Removal	0	0	0	0	0	#DIV/0!	111	0	500	(500)	0	0	-100%
Golf Course Repairs & Main	0	2,000	(2,000)	0	0	-100%	112	0	5,000	(5,000)	0	0	-100%
Equipment - Repairs & Main	4,405	3,000	1,405	3,391	1,014	47%	113	18,628	21,000	(2,372)	13,692	4,937	-11%
Irrigation - Repair & Main	0	2,500	(2,500)	1,669	(1,669)	-100%	114	23,455	10,700	12,755	10,110	13,344	119%
Roads / Fences - Repair & Main	0	1,000	(1,000)	0	0	-100%	115	1,199	2,000	(801)	0	1,199	-40%
Contract Services	0	0	0	0	0	#DIV/0!	116	980	1,000	(20)	285	694	-2%
Small Equipment Rental	0	0	0	0	0	#DIV/0!	117	0	500	(500)	460	(460)	-100%
Leases (Utility Vehicles)	7,820	7,820	0	7,820	0	0%	118	15,641	15,640	1	15,641	0	0%
Consultants	0	0	0	0	0	#DIV/0!	119	438	3,000	(2,563)	0	438	-85%
Office Supplies	0	500	(500)	0	0	-100%	120	0	1,500	(1,500)	0	0	-100%
Cable TV & Internet	110	106	4	2	108	3%	121	312	530	(218)	674	(362)	-41%
Telephone	0	50	(50)	0	0	-100%	122	0	250	(250)	0	0	-100%
Travel and Education	0	0	0	(268)	268	#DIV/0!	123	0	4,500	(4,500)	4,120	(4,120)	-100%
Dues & Subscriptions	306	500	(194)	300	6	-39%	124	1,876	1,250	626	495	1,381	50%
Uniforms	581	2,000	(1,419)	270	311	-71%	125	799	8,000	(7,201)	3,898	(3,099)	-90%
Storage Container Rental	0	0	0	0	0	#DIV/0!	126	0	0	0	0	0	#DIV/0!
Employee Relations	134	0	134	0	134	#DIV/0!	127	134	0	134	0	134	#DIV/0!
Groundwater Monitoring	0	0	0	0	0	#DIV/0!	128	0	0	0	0	0	#DIV/0!
Freight	215	1,500	(1,285)	842	(627)	-86%	129	1,238	5,000	(3,762)	2,617	(1,380)	-75%
Clubhouse Grounds	0	500	(500)	0	0	-100%	130	1,064	8,000	(6,936)	0	1,064	-87%
Total Operating Expenses	52,226	62,876	(10,650)	17,917	34,309	-17%		133,999	215,703	(81,704)	80,591	53,408	-38%
Income/(Loss) from Operations	(156,016)	(168,667)	12,651	(94,011)	(62,005)	-8%		(460,281)	(531,658)	71,377	(316,077)	(144,204)	-13%

Miacomet  
May, 2021  
Maintenance

	Month To Date						Variance Code	Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Operating Expenses													
Clubhouse Repair & Maintenance	0	500	(500)	1,714	(1,714)	-100%	131	3,242	2,500	742	2,112	1,130	30%
Golf Course Building Repair & Maint	225	500	(275)	0	225	-55%	132	1,850	2,500	(650)	1,408	442	-26%
Golf Course Building HVAC R&M	0	200	(200)	0	0	-100%	133	0	1,000	(1,000)	0	0	-100%
Clubhouse HVAC R&M	0	300	(300)	0	0	-100%	134	3,927	1,500	2,427	0	3,927	162%
Clubhouse Electrical R&M	0	0	0	0	0	#DIV/0!	135	3,408	500	2,908	112	3,296	582%
Golf Course Building Electrical R&M	0	0	0	0	0	#DIV/0!	136	0	500	(500)	175	(175)	-100%
Clubhouse Plumbing R&M	0	0	0	71	(71)	#DIV/0!	137	(255)	500	(755)	71	(327)	-151%
Oakson Septic System	0	2,500	(2,500)	0	0	-100%	138	0	3,500	(3,500)	0	0	-100%
Golf Course Building Plumbing R&M	0	0	0	0	0	#DIV/0!	139	0	0	0	563	(563)	#DIV/0!
Alarm System/Activity	636	0	636	216	420	#DIV/0!	140	636	500	136	1,055	(419)	27%
Refrigeration	0	400	(400)	2,967	(2,967)	-100%	141	1,408	2,000	(592)	3,560	(2,151)	-30%
Miscellaneous	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Operating Expenses	861	4,400	(3,539)	4,968	(4,107)	-80%		14,215	15,000	(785)	9,057	5,159	-5%
Income/(Loss) from Operations	(861)	(4,400)	3,539	(4,968)	4,107	-80%		(14,215)	(15,000)	0	(9,057)	(5,159)	-5%

Miacomet  
May, 2021  
General & Administrative

	Month To Date						Variance Code	Year To Date					
	Actual	Budget	Variance	Prior Year	Variance	Variance %		Actual	Budget	Variance	Prior Year	Variance	Variance %
Revenue													
Other Income	0	0	0	0	0	#DIV/0!	142	0	0	0	0	0	#DIV/0!
Interest Income	0	0	0	0	0	#DIV/0!	143	0	0	0	0	0	#DIV/0!
Winter Memberships	0	0	0	0	0	#DIV/0!	144	0	0	0	0	0	#DIV/0!
House Rental Income	11,950	7,000	4,950	5,521	6,429	71%	145	39,150	27,500	11,650	25,053	14,097	42%
	0	0	0	0	0	#DIV/0!		0	0	0	0	0	#DIV/0!
Total Revenue	11,950	7,000	4,950	5,521	6,429	71%		39,150	27,500	11,650	25,053	14,097	42%
Payroll Expense													
Controller	7,418	7,500	(82)	7,460	(43)	-1%	146	37,088	37,500	(412)	36,340	748	-1%
Administrative Services Manager	5,769	5,417	352	5,110	659	7%	147	28,133	27,085	1,048	24,890	3,243	4%
Management Payment	15,127	15,127	0	14,977	150	0%	148	75,633	75,633	0	74,885	749	0%
Total Payroll	28,314	28,044	270	27,547	766	1%		140,854	140,218	636	136,114	4,740	0%
Operating Expenses													
Cleaning Admin. Office	0	0	0	0	0	#DIV/0!	149	0	0	0	0	0	#DIV/0!
Employee Shift Meals 100%	1,410	500	910	0	1,410	182%	150	4,868	2,350	2,518	1,136	3,733	107%
Office Supplies	3,128	500	2,628	54	3,074	526%	152	4,474	2,500	1,974	2,219	2,255	79%
Bank & Finance Charges	92	0	92	0	92	#DIV/0!	153	467	0	467	(33)	500	#DIV/0!
Credit Card Merchant Services	4,425	8,000	(3,575)	623	3,802	-45%	154	26,441	34,000	(7,559)	18,394	8,047	-22%
Nant Land Bank Debt - Interest	0	0	0	0	0			0	0	0	0	0	
Office Equipment Leases	0	161	(161)	161	(161)	-100%	155	684	805	(121)	1,210	(526)	-15%
Office Furniture	0	0	0	0	0	#DIV/0!	156	0	0	0	258	(258)	#DIV/0!
Advertising	0	0	0	0	0	#DIV/0!	157	0	0	0	0	0	#DIV/0!
Postage & Shipping	201	100	101	129	72	101%	158	201	500	(299)	372	(171)	-60%
Dues and Subscriptions	1,018	200	818	206	812	409%	159	2,591	1,000	1,591	1,787	804	159%
Travel and Education	1,501	0	1,501	0	1,501	#DIV/0!	160	3,266	5,000	(1,734)	3,275	(9)	-35%
POS Support/Computer Support	3,384	2,600	784	2,395	989	30%	161	43,209	30,400	12,809	42,187	1,022	42%
Legal Fees	0	0	0	0	0	#DIV/0!	162	0	600	(600)	0	0	-100%
Professional Accounting	0	0	0	0	0	#DIV/0!	163	0	7,500	(7,500)	0	0	-100%
Cell Phones	318	360	(42)	187	131	-12%	164	1,841	1,800	41	1,558	284	2%
Payroll Service	5,095	3,200	1,895	3,267	1,828	59%	165	20,672	13,200	7,472	13,398	7,275	57%
Trash Removal	1,558	1,979	(421)	601	957	-21%	166	6,839	9,895	(3,056)	8,437	(1,597)	-31%
Employee Relations	46	300	(254)	0	46	-85%	167	46	300	(254)	0	46	-85%
Incentive Bonuses'	0	0	0	0	0	#DIV/0!	168	0	0	0	0	0	#DIV/0!
License & Fees	75	0	75	0	75	#DIV/0!	169	6,140	4,500	1,640	4,108	2,032	36%
Electricity	4,474	3,500	974	3,697	777	28%	171	21,516	17,500	4,016	15,251	6,264	23%
Liquid Propane	2,036	2,000	36	0	2,036	2%	172	19,339	15,000	4,339	13,276	6,063	29%
Telephone	392	337	55	337	55	16%	173	2,014	1,685	329	1,988	26	20%
Heating Fuel	0	0	0	0	0	#DIV/0!	174	0	0	0	0	0	#DIV/0!
Water	243	280	(38)	164	79	-13%	175	918	1,400	(482)	1,207	(289)	-34%
Cable TV & Internet	1,599	1,750	(151)	1,647	(48)	-9%	176	8,033	8,750	(717)	12,107	(4,073)	-8%
Web Site	0	0	0	0	0	#DIV/0!	177	0	0	0	0	0	#DIV/0!
EPLI Insurance	0	0	0	0	0	#DIV/0!	178	13,885	11,900	1,985	11,988	1,896	17%
Insurance - Property/Liability	31,234	0	31,234	0	31,234	#DIV/0!	179	62,468	31,234	31,234	32,521	29,947	100%
Professional Liability	2,262	0	2,262	0	2,262	#DIV/0!	180	2,262	2,200	62	2,155	107	3%
Insurance - Workers Comp	1,782	800	982	976	806	123%	181	11,707	4,000	7,707	4,130	7,577	193%
Excise Tax/Truck Registration	0	0	0	0	0	#DIV/0!	182	155	300	(145)	250	(95)	-48%



Insurance - Vehicles	0	0	0	0	0	#DIV/0!	183	1,161	1,800	(639)	1,715	(554)	-36%
Land Management Payment (\$1/Round)	0	0	0	0	0	#DIV/0!	184	0	0	0	0	0	#DIV/0!
Bad Debt	0	0	0	0	0	#DIV/0!	185	0	0	0	0	0	#DIV/0!
Retirement Plan	1,110	3,200	(2,090)	1,764	(654)	-65%	186	7,873	16,000	(8,127)	14,467	(6,594)	-51%
Payroll Taxes - Mgmt. & Empl. Exp.	33,935	13,000	20,935	13,008	20,926	161%	187	117,542	65,000	52,542	56,137	61,405	81%
Employee Housing Rent	4,900	6,300	(1,400)	9,400	(4,500)	-22%	188	56,100	22,300	33,800	21,700	34,400	152%
Employee Housing - Utilities	1,784	1,200	584	1,680	104	49%	189	10,378	7,600	2,778	9,220	1,158	37%
Employee Housing R&M	487	500	(13)	3,053	(2,565)	-3%	190	2,967	1,500	1,467	6,029	(3,062)	98%
Health Insurance	25,087	20,000	5,087	18,612	6,475	25%	191	115,244	100,000	15,244	89,556	25,688	15%
Manager Clothing Allowance	0	0	0	0	0	#DIV/0!	192	0	0	0	0	0	#DIV/0!
Employee Severence Expense	0	0	0	0	0	#DIV/0!	193	0	0	0	0	0	#DIV/0!
General Manager Comp Charges	528	100	428	0	528	428%	194	663	500	163	101	562	33%
Food & Bev Manager Comp Charges	16	150	(134)	0	16	-89%	195	370	750	(380)	199	171	-51%
Golf Course Manager Comp Charges	0	50	(50)	0	0	-100%	196	0	250	(250)	4	(4)	-100%
Director of Golf Comp Charges	0	50	(50)	0	0	-100%	197	33	250	(217)	0	33	-87%
Interest Expense	1,500	2,421	(921)	4,843	(3,343)	-38%	198	7,496	12,105	(4,609)	12,107	(4,611)	-38%
Penalties	0	0	0	0	0	#DIV/0!	199	0	0	0	0	0	#DIV/0!
Suspense	0	0	0	0	0	#DIV/0!	200	0	0	0	0	0	#DIV/0!
Total Operating Expenses	135,619	73,538	62,081	66,803	68,816	84%		583,863	436,374	147,489	404,413	179,450	34%
Income/(Loss) from Operations	(151,983)	(94,582)	(57,401)	(88,829)	(63,154)	61%		(685,567)	(549,092)	(136,475)	(515,474)	(170,093)	25%
Depreciation Expense	0	0	0	0	0	#DIV/0!		-	-	0	-	0	#DIV/0!
Income/(Loss) After Depreciation	(151,983)	(94,582)	(57,401)	(88,829)	(63,154)	61%		(685,567)	(549,092)	(136,475)	(515,474)	(170,093)	25%

## MGC May Variance Report

Variance Code	Month Actual	Budget	Difference	% Variance	Justification
<b>GOLF SHOP</b>					
<b>Revenue</b>					
1 Play Cards	0	0	0	0%	
2 Winter Membership	750	0	750	0%	
3 Resident Discount Cards	10,600	10,000	600	0%	
4 Handicap (Non-Members)	0	140	(140)	-100%	
5 Greens Fees	140,155	68,000	72,155	106%	Good weather except Memorial weekend
6 Cart Fees	38,863	3,000	35,863	1195%	single rider use + 128 winter members
7 Golf Club Repair	25	150	(125)	-83%	
8 Range Ball Sales	14,224	2,500	11,724	469%	Winter members
9 Club Rental Sets	5,398	3,500	1,898	54%	2 group outings
10 Walking Trolley Rental	1,751	2,200	(449)	-20%	
11 Club/Cart Storage	518	0	518	0%	
12 Lessons	14,080	28,000	(13,920)	-50%	rain memorial weekend
13 Golf Clinics	0	6,000	(6,000)	0%	
14 Tournaments	3,200	1,500	1,700	0%	
15 Merchandise	66,909	6,000	60,909	1015%	winter members and some good weather on the weekend with restaurant shoppers
<b>Cost of Goods Sold</b>					
16 Golf Shop	37,297	12,000	25,297	211%	Much higher than expected sales volume
<b>Payroll Expense</b>					
17 Golf Lessons	10,180	0	10,180	#DIV/0!	Teaching pros earlier than usual
18 Gripping	27	0	0	#DIV/0!	
19 Golf Clinic	0	4,000	0	0%	No clinics will start next month
20 Director of Golf Gross	7,578	7,662	(84)	#REF!	
21 Head Golf Pro	7,571	10000	(2,429)	-32%	
22 Golf Professional Subs	2,160	0	2,160	0%	Arrived earlier this year
23 Golf Shop Manager	0	0	0	0%	
24 Outside Service Mgr	0	0	0	0%	
25 Shop Clerks Gross	7,478	3,000	4,478	149%	more shop hours due to winter members and good weekend weather
26 Outside Services Payroll	14,456	5,300	9,156	173%	Extra outside staff required due to extra cart usage and cleaning and volume
<b>Operating Expenses</b>					
27 Advertising	0	0	0	0%	
28 Dues and Subscriptions	700	0	700	#DIV/0!	Golf Genius software for tournament scoring
29 Travel and Education	250	0	250	#DIV/0!	Susan attending merchandise show on Cape
30 Club Car/Golf Car Lease	14,041	14,041	(0)	0%	
31 Visage GPS	5,504	2,700	2,804	104%	two payments in same month
32 Range Supplies	0	6,000	(6,000)	-100%	
33 Golf Cart Repairs & Maintenance	0	500	(500)	0%	
34 Range Picker Repair & Maintenance	0	300	(300)	0%	
35 Range Balls	0	6,000	(6,000)	0%	
36 Tees, Markers, Etc.	337	2,500	(2,163)	-87%	Rubber tees for range
37 Score Cards	0	0	0	0%	
38 Uniforms / Clothing Allowance	165	2,000	(1,835)	-92%	
39 Bag Tags	69	500	(431)	0%	
40 Shipping (ups/fedex)	178	100	78	78%	Returns
41 Office/Shop Supplies	885	300	585	0%	shopping bags + padded shipping envelopes + barcode printer
42 Cell Phones	0	0	0	0%	
43 Handicaps	0	0	0	0%	
44 Golf Course Water Supplies	0	1,000	(1,000)	-100%	We are discussing how we will approach this this season
45 Damaged Goods/Outdated Merchandise	0	0	0	0%	
46 Rental Clubs	1,358	0	1,358	#DIV/0!	Updating rental sets
47 Golf Clinic Equipment	0	0	0	0%	
48 Golf Shop Small Equipment	0	0	0	0%	
49 Tournament Expenses	0	3,000	(3,000)	0%	
50 Tournament Supplies	0	2,000	(2,000)	0%	
51 Supplies	0	0	0	0%	
<b>FOOD &amp; BEVERAGE</b>					
<b>Revenue</b>					
52 Food Sales	72,037	36,000	36,037	100%	Covid regulations have been reduced and popularity of the restaurant is increasing
53 Bar Sales	67,531	37,000	30,531	83%	Bar sales increase with food sales
54 Clubhouse Usage Fees (Rental)	0	0	0	0%	
<b>Cost of Goods Sold</b>					
55 Food	27,007	10,000	17,007	170%	increased sales + timing of purchases
56 Beer	3,978	4,000	(22)	-1%	
57 Wine	13,135	2,000	11,135	557%	purchase timing + building a list for the season
58 Bar Paper/Supply Cost	0	0	0	0%	
59 Non- Alcoholic Beverage	1,181	1,500	(319)	-21%	
60 Bar Snacks	85	500	(415)	-83%	
61 Liquor	5,652	3,000	2,652	88%	bulk Purchase timing and increased sales

Variance Code		Month Actual	Budget	Difference	% Variance	Justification
	<b>Payroll Expense</b>					
62	Food & Beverage Manager	6032	6100	-68	-1%	
63	Restaurant Manager	1577	2760	-1,183	-43%	
64	Chef Gross	6181	6250	-69	-1%	
65	Payroll Bar/Wait Staff	16098	5000	11,098	222%	Increased Sales more servers, Underbudgeted by me due to Covid expectations
66	Cook Gross	4533	4583	-50	-1%	
67	Kitchen Staff/Dishwashers Gross	8,154	7,000	1,154	16%	extra staff required do to lack of line cooks and overtime use
		\$42,575	\$31,693	\$10,882	34%	
	<b>Operating Expenses</b>					
68	Advertising	0	0	0	0%	
69	Dues and Subscriptions	3187	50	3,137	6274%	Triple seat event software purchase
70	Travel and Education	1000	0	1,000	#DIV/0!	Johson & Wales F&B management training for Inga
71	Uniforms / Clothing Allowance	82	1500	(1,418)	-95%	Budgeted in June
72	Clubhouse Cleaning Labor	2,861	4,167	(1,306)	-31%	Below budget as we are using an employee
73	Clubhouse Floor Supplies	73	1200	(1,127)	-94%	
74	China, Glass & Silver	0	500	(500)	-100%	
75	Kitchen Cleaning & Dishwasher Supplies	236	450	(214)	-48%	
76	Kitchen Equipment Lease	0	0	0	0%	
77	Kitchen Equipment Repair & Maint	0	200	(200)	0%	
78	Bar Repair & Maintenance	0	500	(500)	0%	
79	Bar Small Equipment	71	500	(429)	0%	
80	Kitchen Small Equipment	376	0	376	#DIV/0!	veg peelers & slicers
81	Clubhouse Small Equipment	0	0	0	0%	
82	Kitchen Laundry	103	0	103	#DIV/0!	Laundry detergent
83	Kitchen Paper & Supplies	1,302	400	902	226%	foil sheet pans and to go compostable containers
84	Clubhouse Cleaning & Supplies	0	150	(150)	-100%	
85	Flowers/Decorations	1,028	50	978	1956%	Outdoor flower & plant barrels for patio area.
	<b>MEMBERSHIP</b>					
	<b>Revenue</b>					
86	Initiation Fees	10,800	0	10,800	#DIV/0!	3 new members
87	Member Dues	8,059	0	8,059	#DIV/0!	2 regular single and 1 legacy single payment
88	Member Finance Charges	580	0	580	#DIV/0!	
	<b>Operating Expenses</b>					
89	Capital Fund from Init. Fees	0	0	0	#DIV/0!	
90	Member Relations	0	0	0	0%	
	<b>GROUPS</b>					
	<b>Payroll Expense</b>					
91	Golf Course Superintendent Gross	13,763	13,916	(153)	-1%	
92	Assistant Superintendent	8,283	8,375	(92)	-1%	
93	Asst. Superintendent #2	6,841	6,917	(76)	-1%	
94	Mechanic Gross	7,178	6,583	595	9%	overtime
95	Hourly Labor Gross	2,498	6,000	(3,502)	-58%	
96	Seasonal Labor	65,227	64,000	1,227	2%	
	<b>Operating Expenses</b>					
97	Water	75	80	(5)	-6%	
98	Golf Course Supplies	0	3,500	(3,500)	-100%	
99	Fertilizer	4,243	4,500	(257)	-6%	
100	Chemicals/Weed Control	27,820	25,289	2,531	10%	cost increase
101	Surfactants	0	0	0	0%	
102	Tools	4,974	0	4,974	#DIV/0!	Lawn mowers (Sean)
103	Shop Supplies	68	625	(557)	-89%	
104	Electric - Pump House & Irrigation	(901)	1,000	(1,901)	-190%	Adjusting Journal entry to Move invoice paid in June
105	Electric - Maintenance Building	310	600	(290)	-48%	
106	Liquid Propane	0	1,600	(1,600)	-100%	
107	Cell Phones	114	206	(92)	-45%	
108	Raw Materials & Topdressing	0	3,000	(3,000)	-100%	
109	Seed	0	0	0	#DIV/0!	
110	Gas, Oil & Diesel	1,951	1,000	951	95%	timing & increased cost.
111	Debris Disposal Removal	0	0	0	0%	
112	Golf Course Repairs & Main	0	2,000	(2,000)	-100%	
113	Equipment - Repairs & Main	4,405	3,000	1,405	47%	Sean
114	Irrigation - Repair & Main	0	2,500	(2,500)	-100%	
115	Roads / Fences - Repair & Main	0	1,000	(1,000)	-100%	
116	Contract Services	0	0	0	#DIV/0!	
117	Small Equipment Rental	0	0	0	0%	
118	Leases (Utility Vehicles)	7,820	7,820	0	0%	
119	Consultants	0	0	0	0%	
120	Office Supplies	0	500	(500)	0%	
121	Cable TV & Internet	110	106	4	3%	
122	Telephone	0	50	(50)	-100%	
123	Travel and Education	0	0	0	0%	
124	Dues & Subscriptions	306	500	(194)	-39%	
125	Uniforms	581	2,000	(1,419)	-71%	
126	Storage Container Rental	0	0	0	0%	
127	Employee Relations	134	0	134	0%	Pizza for the crew

128	Groundwater Monitoring	0	0	0	0%	
129	Freight	215	1,500	(1,285)	-86%	
130	Clubhouse Grounds	0	500	(500)	-100%	
<b>MAINTENANCE</b>						
<b>Operating Expenses</b>						
131	Clubhouse Repair & Maintenance	0	500	(500)	-100%	
132	Golf Course Building Repair & Maint	225	500	(275)	-55%	
133	Golf Course Building HVAC R&M	0	200	(200)	-100%	
134	Clubhouse HVAC R&M	0	300	(300)	-100%	
135	Clubhouse Electrical R&M	0	0	0	#DIV/0!	
136	Golf Course Building Electrical R&M	0	0	0	#DIV/0!	
137	Clubhouse Plumbing R&M	0	0	0	#DIV/0!	
138	Oakson Septic System	0	2,500	(2,500)	0%	
139	Golf Course Building Plumbing R&M	0	0	0	0%	
140	Alarm System/Activity	636	0	636	#DIV/0!	Repairs to Maint building alarm panel
141	Refrigeration	0	400	(400)	-100%	
<b>GENERAL &amp; ADMINISTRATIVE</b>						
<b>Revenue</b>						
142	Other Income	0	0	0	0%	
143	Interest Income	0	0	0	0%	
144	Winter Memberships	0	0	0	0%	
145	House Rental Income	11,950	7,000	4,950	71%	More employees in housing
<b>Payroll Expense</b>						
146	Controller	7,418	7,500	(82)	-1%	
147	Administrative Services Manager	5,769	5,417	352	7%	
148	Management Payment	15,127	15,127	0	0%	
<b>Operating Expenses</b>						
149	Cleaning Admin. Office	0	0	0	0%	
150	Employee Shift Meals 100%	1,410	500	910	182%	More employees working
152	Office Supplies	3,128	500	2,628	526%	Toner replacement for Bizhub
153	Bank & Finance Charges	92	0	92	#DIV/0!	
154	Credit Card Merchant Services	4,425	8,000	(3,575)	-45%	
	NLB Debt / Interest	0	0	0	0%	
155	Office Equipment Leases	0	161	(161)	-100%	
156	Office Furniture	0	0	0	0%	
157	Advertising	0	0	0	0%	
158	Postage & Shipping	201	100	101	101%	Reloading postage metter
159	Dues and Subscriptions	1,018	200	818	409%	Foreup tee time subscription for simulators
160	Travel and Education	1,501	0	1,501	#DIV/0!	Lisa HR training from Johnson & Wales
161	POS Support/Computer Support	3,384	2,600	784	30%	2 new credit card readers
162	Legal Fees	0	0	0	0%	
163	Professional Accounting	0	0	0	#DIV/0!	
164	Cell Phones	318	360	(42)	-12%	
165	Payroll Service	5,095	3,200	1,895	59%	More employees on board sooner than I anticipated
166	Trash Removal	1,558	1,979	(421)	-21%	
167	Employee Relations	46	300	(254)	0%	
168	Incentive Bonuses'	0	0	0	0%	
169	License & Fees	75	0	75	#DIV/0!	Fire department inspection
171	Electricity	4,474	3,500	974	28%	Clubhouse usage greater than anticipated
172	Liquid Propane	2,036	2,000	36	2%	
173	Telephone	392	337	55	16%	
174	Heating Fuel	0	0	0	0%	
175	Water	243	280	(38)	-13%	
176	Cable TV & Internet	1,599	1,750	(151)	-9%	
177	Web Site	0	0	0	0%	
178	EPLI Insurance	0	0	0	#DIV/0!	
179	Insurance - Property/Liability	31,234	0	31,234	0%	Quarterly payment timing
180	Professional Liability	2,262	0	2,262	0%	Payment timing OK YTD
181	Insurance - Workers Comp	1,782	800	982	123%	two payments in May
182	Excise Tax/Truck Registration	0	0	0	0%	
183	Insurance - Vehicles	0	0	0	0%	
184	Land Management Payment (\$1/Round)	0	0	0	0%	
185	Bad Debt	0	0	0	0%	
186	Retirement Plan	1,110	3,200	(2,090)	-65%	
187	Payroll Taxes - Mgmt. & Empl. Exp.	33,935	13,000	20,935	161%	more employees
188	Employee Housing Rent	4,900	6,300	(1,400)	-22%	
189	Employee Housing - Utilities	1,784	1,200	584	49%	6 West usage 5 employees utilities are high and we have spoken to them regarding useage
190	Employee Housing R&M	487	500	(13)	-3%	
191	Health Insurance	25,087	20,000	5,087	25%	more employees than budgeted
192	Manager Clothing Allowance	0	0	0	0%	
193	Employee Severence Expense	0	0	0	0%	
194	General Manager Comp Charges	528	100	428	428%	will be ok YTD
195	Food & Bev Manager Comp Charges	16	150	(134)	-89%	
196	Golf Course Manager Comp Charges	0	50	(50)	-100%	
197	Director of Golf Comp Charges	0	50	(50)	-100%	
198	Interest Expense	1,500	2,421	(921)	-38%	
199	Penalties	0	0	0	0%	

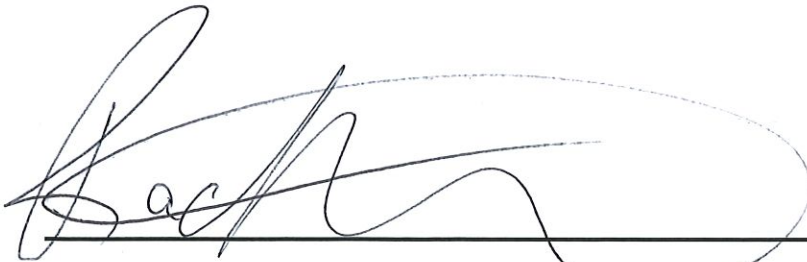


# “Funky Ice Cream Kooler” Mobile Food Cart Proposal

Rachel Afshari and the Lemon Press

41 Main Street, Nantucket, MA 02554

508-228-3800

A handwritten signature in black ink, appearing to read 'Rachel', is written over a horizontal line. The signature is stylized with a large loop at the end.

Date: 06/12/21

### Mission Statement

The Funky Ice Cream Kooler will change the game by bringing homemade ice cream sandwiches directly to the beach. Baked, assembled, and packaged at the Lemon Press, these ice cream sandwiches provide a unique, hand-crafted treat for beachgoers young and old. Instead of factory produced fast-food options, our ice cream sandwiches will build on Nantucket's charm and support local business.

The Lemon Press is an organic eatery and café located on Main Street. We employ 35-50 people during peak season, one to two of whom will work the mobile food cart.

#### 1. Commitment

If granted permission, The Funky Ice Cream Kooler will begin operation immediately, and continue through Columbus Day.

#### 2. Plan of Operation

The Funky Ice Cream Kooler will operate in the parking lot of Cisco Beach, Monday-Sunday from 11am until 4pm. The cart will be manned by one Lemon Press employee during those hours.

#### 3. Menu

##### **Ice Cream Sandwiches \$9.41**

- Birthday Cake (vanilla sugar cookies, vanilla ice cream)
- Carrot Cake (carrot cake cookies, cream cheese frosting, vanilla ice cream)
- Chocolate Chip (chocolate chip cookies, vanilla ice cream)
- Chocolate Chocolate Chip (chocolate chip cookies, chocolate ice cream)
- Coconut Sugar (coconut sugar cookies, vanilla ice cream)
- Fudge Brownie (brownie cookies, vanilla ice cream)
- Triple Chocolate (brownie cookies, chocolate ice cream)
- Red Velvet (red velvet white chocolate chip cookies, vanilla ice cream)
- Vegan Funfetti (lemon funfetti cookies, vanilla oat milk ice cream)

#### 4. Rules for Employees and Staffing Plan

- All employees must behave in an appropriate manner, including following the proper health and sanitization protocols, and acting under the Lemon Press' proper service guidelines.
- One to two employees will run the mobile food cart on a daily basis. Those employees will remain the same every day, except when a shift change is necessary.

#### 5. Mobile Food Cart Photos and Description

6. Resume for Principal Personnel

- Rachel Afshari, Operating Owner of the Lemon Press

7. Select Board License Evidence (See Attached)

8. Past Health and Safety Record

9. References

- i. Will Martin, 508-221-5312
- ii. Michael Gault, 603-834-3802
- iii. Jay Lovering, 508-560-4907

10. Support Services

The Funky Ice Cream Kooler does not anticipate needing any support services from the NILB.

11. Signed Forms (Appendix A, B, D)



Appendix A

**NON-COLLUSION**

The undersigned certifies under the penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this subsection the word "person" shall mean any natural person, joint venture, partnership, corporation or other business or legal entity.

  
Authorized Person's Signature

6/14/21  
Date


Rachel Afshari, Operating Owner  
Print Name & Title of Signatory

Leman Press  
Name of Contractor

Appendix B

**TAX CERTIFICATION**

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named contractor, do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

  
Authorized Person's Signature  
Date 6/14/21

Rachel Afshani, operating owner  
Print Name & Title of Signatory

Leman Press  
Name of Contractor

**CERTIFICATE OF CORPORATE AUTHORITY**

At a duly authorized meeting of the Board of Directors of Leman Press  
(Name of Corporation)

held on 6/14/21 it was VOTED that:  
(Date)

Rachel Afshari  
(Name)

Operating Owner  
(Title)

of this corporation, be and he/she hereby is authorized to submit bids and proposals, execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal thereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such Rachel Afshan under seal of the company, shall be valid and binding upon this corporation.

A True Copy,

ATTEST: Rachel Afshari

TITLE: operating owner

PLACE OF BUSINESS: Leman Press

DATE OF THIS CERTIFICATE: 6/14/21

I hereby certify that I am the clerk of the Leman Press  
(Corporation)

that Rachel Afshari is the duly elected operating owner of  
(Name) (Title)

said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Certification.

[Signature]  
(Clerk)

CORPORATE SEAL:



Town & County of  
**NANTUCKET, MA**

**LICENSING DEPARTMENT**  
PSF, 4 Fairgrounds Road, M-F 8am-4pm  
508-325-4100 · [licensing@police.nantucket-ma.gov](mailto:licensing@police.nantucket-ma.gov)

## **APPLICATION || MOBILE FOOD UNIT**

### **INCLUDE THE FOLLOWING WITH APPLICATION:**

- ❖ FINGERPRINT FORM AND FEES (\$10 Town of Nantucket; \$30 Money Order Commonwealth of Mass)
- ❖ LOCATION AGREEMENTS (If Applicable) i.e. Cisco; Land Bank; Airport Commission
- ❖ HEALTH DEPARTMENT PLAN REVIEW
- ❖ SAMPLE MENU
- ❖ APPLICATION FEE: \$25
- ❖ PUBLIC NOTICE FEE: \$335.12 (Made Payable to The Inquirer and Mirror)

### **UPON ISSUANCE OF FINAL LICENSE:**

- ❖ VEHICLE REGISTRATION
- ❖ APPLICATION FOR LICENSE TO PEDDLE (\$62 Fee Made Payable to Commonwealth of Massachusetts)
- ❖ LICENSE FEE: \$300 (Made Payable to Town of Nantucket)

BUSINESS NAME: Lemon Press

DBA: Lemon Press

OWNER/OPERATOR: Rachel Afshari

MOBILE#: 508-330-3142 E-MAIL: nantucketsprout@gmail.com

MAILING ADDRESS: 41 Main Street, Nantucket, MA 02554

COMMERCIAL KITCHEN LOCATION: 41 Main Street, Nantucket, MA 02554

OVERNIGHT PARKING LOCATION: 41 Main Street, Nantucket, MA 02554

LOCATIONS: Cisco Beach

PLANNED DATES OF OPERATION (i.e. Beginning March 1; Seasonal May – October, etc.):

June- September



## INSPECTION WORKSHEET (IHLTF-007155-2021)

Town of Nantucket  
508-228-7200

**Case Number:** HLTf-2021-02-00000523  
**Inspection Date:** Fri Feb 26, 2021  
**Inspector:** Hedden, John D.

**Case Module:** Permit  
**Inspection Status:** Pass  
**Inspection Type:** HLTf - Food Establishment

**Job Address:** 41 MAIN ST  
Nantucket, MA, 02554

**Parcel Number:** 42.3.1 208

Contact Type	Company Name	Name
Food Manager		Afshari, Rachel
Applicant		Afshari, Rachel
Parcel Owner		ARNO, JOSEPH
Establishment	Sprout Market LLC dba Lemon Press	

Checklist Item	Status
HLTF - Overall Physical Facility - Overall Physical Facility	Passed
Dining room needs cleaning before opening. Hand wash sink in bar needs non-absorbent, smooth, easy to wash material. Need to remove plants from upstairs kitchen. Water behind grill needs to be moped up. Three bay sink in kitchen has leak, standing water needs to be moped up.	
HLTF - Equipment - Equipment	Passed
Need to setup sanitizer for three bay sink upstairs. Ice machine downstairs needs cleaning. Various unused equipment in basement to be removed.	
HLTF - General Comments - General Comments	Passed
Hood cleaning invoice to be emailed.	

\_\_\_\_\_  
Rachel Afshari

\_\_\_\_\_  
Hedden, John D.







# ServSafe® CERTIFICATION

RACHEL AFSHARI

for successfully completing the standards set forth for the ServSafe® Food Protection Manager Certification Examination, which is accredited by the American National Standards Institute (ANSI)—Conference for Food Protection (CFP).

19016731

**CERTIFICATE NUMBER**

10726

EXAM FORM NUMBER

2/28/2020

DATE OF EXAMINATION

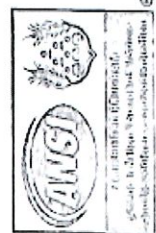
2/28/2025

DATE OF EXPIRATION

Local laws apply. Check with your local regulatory agency for recertification requirements.

Shirley Brown

**Sherman Brown**  
Executive Vice President, National Restaurant Association Solutions



#0655

In accordance with Maritime Labour Convention 2006, Regulation A4.1 N (46-2013) [Regulation 3.2, Standard A3.2]  
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1710817

v.1711



TRANSFER BUSINESS  
Nantucket Land Bank Commission  
Regular Meeting of June 22, 2021

1. “M” Exemption Update:

a. Five-Year Domicile and Ownership Compliance – Releases of Liens:

No. 37473 Veselin N. Nikolov and Elena S. Nikolova  
No. 37508 Sixteen Evergreen, LLC  
No. 37510 Shawn G. Duncan  
No. 37525 Pratap Bhandari and Bandana Bhandari  
No. 37563 Emily Brooke Rubin  
No. 37567 Jean-Pierre Latlippe and Kimberly Ann Latlippe



**NANTUCKET LAND BANK COMMISSION WORKSHEET**  
**UNAUDITED FINANCIAL REPORT as of May 31, 2021**

**STATEMENT OF ACCOUNTS - UNRESTRICTED FUNDS**

	Apr YIELD	May YIELD	4/30/2021	5/31/2021
Nantucket Bank / Operating Fund x8888	0.00	0.00	\$37,824.27	\$37,868.27
Nantucket Bank / Collection Account x7653	0.25	0.25	\$34,547,996.97	\$36,252,832.81
Nantucket Bank / Special CD x1135 matures 5/20/2022*	0.55	0.55/0.20	\$5,045,814.38	\$5,047,335.26
<b>TOTAL UNRESTRICTED FUNDS:</b>			<b>\$39,631,635.62</b>	<b>\$41,338,036.34</b>

**STATEMENT OF ACCOUNTS - RESTRICTED FUNDS**

	Apr YIELD	May YIELD	4/30/2021	5/31/2021
US Bank / Series A Bonds Reserve Fund / TNotes mature 4/8/21 MktVal	1.72	1.72	\$3,068,317.06	\$3,068,977.02
US Bank / Series A Bonds Debt Service Fund x1002	0.00	0.00	\$20,902.83	\$120,428.16
US Bank / Acquisition Fund x1003	0.00	0.00	\$1.10	\$1.10
Nantucket Bank / SHAC Escrow x7038	0.25	0.25	\$22,991.58	\$22,996.46
Nantucket Bank / NFRM Escrow x9058	0.25	0.25	\$10,141.54	\$10,143.69
Nantucket Bank / CSMF (Industrial Pk Mitigation) Escrow x1457	0.25	0.25	\$49,166.35	\$49,176.79
Nantucket Bank / Nabalus Escrow x1473	0.15	0.15	\$1,658.70	\$1,658.91
Nantucket Bank / MGC Golf Capital Reserve	0.25	0.25	\$9,130.33	\$9,132.27
Nantucket Bank / SGC Capital Reserve	0.25	0.25	\$14,826.33	\$14,829.48
Nantucket Bank / NGM Management Reserve	0.25	0.25	\$19,390.45	\$19,394.57
Hingham Savings / Marble Reserve CD matures 8/29/2021	0.50	0.50	\$226,084.71	\$226,180.73
Citizens Bank / Rackemann Sawyer Acquisition Escrow			\$0.00	\$0.00
<b>TOTAL RESTRICTED FUNDS:</b>			<b>\$3,442,610.98</b>	<b>\$3,542,919.18</b>
<b>TOTAL FUNDS:</b>			<b>\$43,074,246.60</b>	<b>\$44,880,955.52</b>

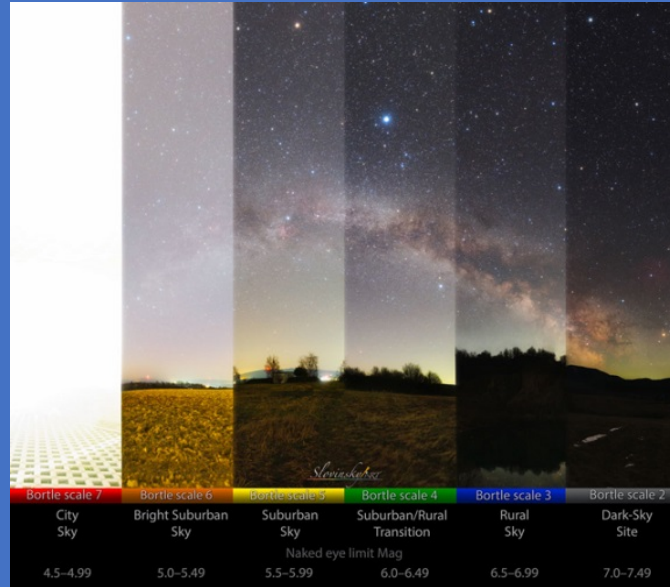
<b>BONDS:</b>	<b>Principal Outstanding</b>	<b>Payment Due</b>	<b>Annual Payments</b>
2009 Series A Issue (Final principal payment 7/1/2022)	\$610,000	Principal and Interest due 7/1/21, Interest due 1/1/22	\$302,242.50
2012 Series A Issue (Final principal payment 2/15/2032)	\$4,115,000	Principal and Interest due 2/15/22, Interest due 8/15/21	\$430,362.50
2016 Series A Refunding Bond (Final principal payment 12/1/2027)	\$6,635,000	Interest due 6/1/21, Principal and Interest due 12/1/21	\$1,054,050.00
<b>TOTAL BONDS:</b>	<b>\$11,360,000</b>	<b>TOTAL ANNUAL BOND PAYMENTS:</b>	<b>\$1,786,655.00</b>

<b>NOTES:</b>	<b>Principal Outstanding</b>	<b>Payment Due</b>	<b>Annual Payments</b>
Marble Note #19	\$1,700,000	Interest of \$25,768.60 due 6/9/21, 9/9/21, 12/9/21, 3/9/22	\$103,074.40
Hays Note #37	\$2,666,667	Principal due 6/12/21	\$1,333,333.33
Larrabee Note # 38	\$1,750,000	Principal due 1/6/22	\$1,750,000.00
<b>TOTAL NOTES:</b>	<b>\$6,116,667</b>	<b>TOTAL ANNUAL NOTE PAYMENTS:</b>	<b>\$3,186,407.73</b>
<b>TOTAL DEBT:</b>	<b>\$17,476,667</b>	<b>TOTAL ANNUAL DEBT PAYMENTS:</b>	<b>\$4,973,062.73</b>

\*A 12-month CD with the benefit of withdrawing at any time, if needed, without penalty.

Officers voted June 23, 2020

Neil Paterson	Chairman
Allen B. Reinhard	Vice Chairman
Mark Donato	Secretary
Kristina Jelleme	Treasurer
John J. Stackpole	Vice Secretary/Vice Treasurer



## In October 2005 Nantucket passed a By-Law to Save Our Skies

Light pollution not only wastes energy, but also harms wildlife and human health, it affects the biorhythms of living creatures and also interferes with the work of astronomers. This panorama contains six adjacent vertical segments, as you can see no stars are visible in the leftmost image of the city sky, the rural sky in the rightmost image is dark and full of stars, just as it should be. [You can help protect the wonders of your night sky by choosing kind lighting.](#)

## Consider this when planning your lighting

### Residential Code

1. 40 watt bulbs or less exempt are exempt
2. Lights may not be visible from neighbors or public road
3. Flood lights must be down directed and fully shielded – 102.4 (#3)
4. Photo cell illuminate **NOT PERMITTED** i.e.  
Solar lights that stay on all night
  - Lighting must comply. Violation is a breach of Peace – 102.7 (#2) \$100 fine

### Why Abide?

1. Saves energy – Save the Planet
2. Preserves the rural nature of the countryside and allows for viewing the beauty of the night sky
3. Respectful to neighbors
4. It's the Law

## Susan Campese

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**From:** Eric Savetsky  
**Sent:** Tuesday, June 8, 2021 9:37 AM  
**To:** Jesse Bell  
**Cc:** Susan Campese  
**Subject:** FW: Seeking your support for Nantucket Lights, <https://nantucketlights.org/>

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Agenda item for next meeting?

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**From:** Gail Walker <[gailwalker101@gmail.com](mailto:gailwalker101@gmail.com)>  
**Sent:** Tuesday, June 8, 2021 8:21 AM  
**To:** [ccollier@nantucketconservation.org](mailto:ccollier@nantucketconservation.org); Emily Molden <[Emily@nantucketlandcouncil.org](mailto:Emily@nantucketlandcouncil.org)>; Eric Savetsky <[esavetsky@nantucketlandbank.org](mailto:esavetsky@nantucketlandbank.org)>; [team@nantucketmman.org](mailto:team@nantucketmman.org); [kpochman@lnf.org](mailto:kpochman@lnf.org)  
**Subject:** Seeking your support for Nantucket Lights, <https://nantucketlights.org/>

Hello again. As you may recall, I wrote to you last week encouraging you to sign on to the Sierra Club letter supporting the pending MA dark sky bills. I'm writing today to ask you to please consider becoming a "Supporting Organization" for *Nantucket Lights*, the citizen advocacy group that I recently founded to combat light pollution on Nantucket.

You will find information about us on our website, <https://nantucketlights.org>. Organizations that would like to be publicly recognized as supporting our mission will be listed on the About Us page.

I'm happy to say that **Maria Mitchell** and the **Nantucket Civic League** have already signed on.

I hope all of your organizations will agree to sign on as well. Having the support of all the environmental conservation organizations on the island would go a long way in helping us achieve our goals.

I will also be reaching out to other organizations like the Chamber of Commerce, the Builders Association, the Rotary Club, Remain Nantucket, and all the neighborhood associations. The goal is to form as large a coalition as possible on this important issue.

I would love to have all of you on board before we issue a press release announcing ourselves, which we'd like to do in the near future.

If you'd like to discuss this by phone or Zoom before making a decision, happy to do that!

Gail Walker  
'Sconset  
Founder of *Nantucket Lights*  
Lead of the Dark Sky Initiative of the Siasconset Civic Association  
Member of IDA-MA

Cell: 301-775-0549