

1. Introduction

The City of Baker City Oregon is currently accepting Proposals from qualified individuals and/or firms for operation, maintenance, and management services for the Quail Ridge Golf Course located in Baker City, Oregon. The intent of this Request for Proposals (RFP) is to consider operational alternatives for Pro Shop Operations, Golf Course Operations, Restaurant, Facility and inclusive operations. Proposals must be received by the City no later than **4:00 P.M., Tuesday, May 31, 2016.**

Format: Proposal should be printed on 8 ½ x 11 paper, bound in a single document.

Each Qualification proposal must be submitted in a sealed envelope addressed to City of Baker City, City Manager Mike Kee, PO Box 650, Baker City, OR 97814, and delivered prior to the time and date specified in this document. Each sealed envelope containing a proposal must have, on the outside of the envelope, the name of the PROPOSER, PROPOSER'S address in addition, must be plainly marked on the outside as follows:

Proposal: Quail Ridge Golf Course Management and Operations

One original and five (5) hard copies must be submitted. Any proposals received after the due date will not be reviewed. Please submit proposals to:

City of Baker City
City Manager Mike Kee
PO Box 650
Baker City, OR 97814
(541)524-2040

We anticipate the selected Proposer will be named no later than **June, 30 2016.**

For any additional information, firms may contact the City of Baker City, City Manager at (541) 524-2040 or e-mail mkee@bakercity.com

2. Background

The City of Baker City is located in Eastern Oregon two hours from the Boise, Idaho airport and five hours from Portland, Oregon. Baker City has a population of about 10,000 citizens and is located in a prime recreational area that supports hunting, fishing, skiing, and hiking. The Quail Ridge Golf Course is a well-known and highly regarded public golf course. Currently the course averages over 15,000 rounds of golf annually. The course is located about 1 ½ hours from Boise, Idaho and about 5 ½ hours from Portland, Oregon, it is a perfect golf course for most skill levels.

In 1936 the WPA started constructing the 9-hole public golf course. It replaced the 9 hole private City Golf and Country Club created in 1924 at the end of Washington Street. The clubhouse then was the Fireside. The new public course was to be known as the Municipal Golf Links.

The Quail Ridge Golf Course is owned by the City of Baker City and offers an 18-hole, par-70 course that covers approximately 120 acres.

The property includes a Pro Shop, service shop, bistro and pub, cart barn, maintenance buildings, and an outdoor patio that can seat up to fifty customers.

3. Debt Service

The Quail Ridge Golf Course has an estimated \$22,500 annual payment on the debt service. The Proposer will be responsible for an annual \$40,000 lease payment to the City for equipment.

4. Golf Course Operations and Pro Shop

The City currently contracts Pro Shop and Golf Course and related activities in one contract. The current agreement ends in November 2016.

The Operator's right and responsibilities included:

- Pro shop sale and rental of golf equipment and supplies
- Course Maintenance (including turf, irrigation, and buildings)
- Rental of carts
- Provisions for lessons and instructions
- Tournament coordination
- Collection of green fees for play
- Food and beverage service

5. Food and Beverage Concession Agreement

Currently the kitchen is operated under the Golf operations contract. The Concessionaire is responsible for all maintenance and repair of related facilities including all required public health standards. The Concessionaire is also responsible for all garbage and utility costs, and all required business and alcohol licenses as well as providing adequate staffing and security all of this must be included in the budget.

6. Intent of Operations

It is the intent and expectation of the City of Baker City to provide for its citizens and visitors a professional and desirable golfing experience with a customer service level commensurate with “best practices” of public golf facilities. The daily fees and services are to be comparable to those fees charged by other competing municipal golf courses with similar services and facilities. The City views the golf course as a source of community pride and a statement of the City’s progressive attitude towards recreational programming. The City expects the facility to be operated at the highest golf industry standards from both the management and operations of the pro shop and restaurant as well as the management and care of the golf course itself including turf care and agronomy quality.

Interested proposer must possess the resources for staffing, training and management experience to provide these services on behalf of the City of Baker City. The management company or individual will be required to procure all goods, services and equipment necessary for the operation of the entire facility (i.e. pro shop, maintenance, and restaurant).

The intent of the Request for Proposal (RFP) is to award such a contract to either a single management company and or individual who will provide the most cost effective and customer friendly operation and management of the of the golf facility. The interested party would be responsible for cohesive day-to-day functions of multiple operational areas including but not limited to: golf course maintenance, golf course turf applications, irrigation maintenance, water well and pump maintenance, equipment maintenance, tree care, pro shop operations, golf professional services, golf cart operations, retail operations, food and beverage service operations.

The management company or individual shall prepare monthly revenue and operating expenditure reports as well as prepare a yearly budget and provide for a capital improvement plan related to the entire golf facility.

7. Selection Process Step One

The City of Baker City will use a two step process for the selection of an individual and/or company. The first step in the selection process will require the proposer(s) to submit and focus on the following topics. Each proposer will be scored on the following point system: Step One Scoring System Points:

EXPERIENCE

20 POINTS

- PROPOSER’S demonstrated ability to manage, operate and/or maintain 18-hole public golf courses;
- PROPOSER’S relevant experience and qualifications related to providing the type of services requested in this solicitation;
- Experience and qualifications of PROPOSER key staff (general manager, golf professional, course superintendent, Food & Beverage manager, and support staff) with regard to their ability to manage, maintain, and operate a public golf course of similar climate and/or soil conditions as those of the Golf Course;

OPERATION

25 POINTS

- PROPOSER ability to provide the required insurance coverage;
- PROPOSER’S ability to provide the best business plan with the highest profitability

and lowest cost while providing premier service and play to the citizens of the community, the City of Baker City and the customers playing at the Golf Course;

- PROPOSER'S plan to provide course and building maintenance for the Golf Course;
- PROPOSER'S plan for the physical maintenance of the Golf Course;
- PROPOSER'S plan to stock and operate the pro shop;
- PROPOSER'S plan to provide maintenance and scheduled replacement for all of the equipment and golf carts operated within the Golf Course (see Attachment A maintenance schedule for equipment);
- PROPOSER plan to improve the Golf Course financials. Each RESPONDENT is encouraged to review the Golf Course's profit & loss report for January through December 2015 and identify areas where it would seek improvement and an indication of how it would propose to do so. The City of Baker City makes no claims or promises relating to the potential revenues of the golf course. (see Attachment B Profit & Loss Statement);
- PROPOSER'S marketing strategies.

CUSTOMER SERVICE

25 POINTS

- PROPOSER ability to provide extensive public relations and marketing. As a public facility, the City is committed to maintaining excellent relationships with its patrons and the general public. The PROPOSER must be able to provide superior services and effective promotions to satisfy the public and increase revenues.

COMMUNITY

5 POINTS

- PROPOSER'S familiarity with Baker City (ex: local conditions, demographics, seasonality, clientele, etc.).

CAPITAL IMPROVEMENTS

10 POINTS

- PROPOSER'S plan to make any improvements to the golf course and buildings beyond the required maintenance;
- PROPOSER'S plan maintaining the City owned golf course maintenance equipment.

DEBT PAYMENT

15 POINTS

- PROPOSER'S plan to pay an annual fee to the City for the reduction of golf course debt.

8. Selection Process Step Two

After the first submission of proposals, the City will interview the selected proposers. The short listed proposer(s) invited to participate in the second phase process will be asked for responses to specific operational topics. The proposer scoring the highest on the second phase will be recommended as the best proposer to the Baker City City Council. The Proposer should be prepared to discuss some of the following subjects during the interview:

A five-year projected revenue and expense budget report based on 15k rounds of golf per year;
Ten-Year Improvement Plan/Proposal for Baker City Municipal Golf Course;
Responsibilities of applicable personnel;
Operation of a pro shop and related facilities for a golf course;
Operation of a restaurant, bar and related facilities for a golf course in the Eastern Oregon

Region;

How to maintain proper condition of greens, tee boxes, fairways, driving range, restrooms and related facilities in accordance with professional agronomy practices for golf courses;

Proposed Green Fees Structure;

Golf lessons;

Plan to expand and maintain customer base in Baker City and surrounding areas.

Step Two Proposers will be invited to a **voluntary site conference on May 15, 2016**. The time will be determined at a later date.

9. Anticipated Schedule

- RFP Solicitation **April 27, 2016**
- Site visit **May 15, 2016**
- RFP Due Date **May 31, 2016**
- First Step Review Process **June 10, 2016**
- Short List interviews **June 20, 2016**
- Recommendation for Approval **Approximately June 24, 2016**

10. Statement of Proposals

This proposal should also include a Statement of Qualifications containing the following elements:

- Letter of interest;
- Demonstration and recognition of accomplished management experience;
- Experience of firm in the management of a golf course of similar size, scale and budget;
- Principal and Project Manager;
- Experience of the firm with other golf courses;
- Experience of the proposed personnel with golf courses, emphasizing similar budgets and fee schedules;
- Description of the firm's management philosophy;
- References from recent/similar golf courses and key owner personnel, and citizen participation;
- The Statement of Qualifications may not exceed 20, 8 ½ x 11 inch double-sided pages in length, including photos or graphic material.

11. Criteria for Selection

Interested firms must be able to demonstrate an established record of management excellence in their Statement of Qualifications. The following criteria will be specifically used to judge proposals:

- Ability to maintain a low-cost, value oriented golfing experience;
- Provide an amenity in town that the City is proud of;
- Goal to garnish City debt payment after operating expenses;
- Expand and maintain customer base within the region;

In addition to management excellence, the following criteria will be used for screening and the selection of an individual and/or management firm must demonstrate:

- Experience in the management of a golf course.
- Experience with dealing with the public.
- The financial and human resources to properly operate a public golf course facility.
- Experience in golf course turf management and agronomy.
- Availability of sufficient qualified staff to manage and operate a public golf course.

Interested firms must be able to demonstrate successful experience with the public in the management of the Baker City Municipal Golf Course and must promote public involvement to market the golf course. The selected firm will be expected to work collaboratively with this communications effort.

12. Evaluation Process

The City of Baker City Selection Committee will evaluate and review the submittals and recommend a short list of firms to the City Manager. A letter will be sent to notify all firms selected for participation in the second step. The letter will contain specific instructions for the second step. Additional information and preliminary response to the Management of the Baker City Municipal Golf Course maybe required of firms selected for the second stage of consideration. The Selection Committee will make the final recommendation to City Council.

Oral interviews will be question/answer format for the purpose of clarifying the intent of any portions of the proposal. The principal from your firm will be directly responsible for carrying out the contract, if awarded and should be present at the oral interview.

13. Conditions for Proposal Acceptance This request for qualifications does not commit the City to award a contract or to pay any costs incurred for any services. The City, at its sole discretion, reserves the right to accept or reject any or all proposals to permit the timely correction of errors, and/or with notification to all prospective proposer's, change the submissions deadline without cause or liability received as a result of this request to negotiate with any qualified firm or to cancel in part or in its entirety this Request for Qualifications. All proposals will become the property of the City of Baker City. If any proprietary information is contained in the proposal, it should be clearly identified. Examples of previous work may be submitted.

14. General Information

Sublet and/or Assignment

The selected Proposer shall not sublet, assign, or transfer any right or interest in the awarded contract without the prior written consent of the City of Baker City.

Hold Harmless

Proposer agrees to defend, indemnify, protect and hold City and its agents, officers and employees harmless from and against any and all claims asserted or liability established for damages or injuries to any person or property, including injury to Proposer's employees, agents or officers, which arise from or are connected with or are caused or claimed to be' caused by the acts or omissions of Proposer, and its agents, officers or employees, in performing the work or services herein, and all expenses of investigating and defending against same.

Proposer's duty to indemnify and hold harmless shall not include any claims or liability arising from the established sole negligence or willful misconduct of the City, its agents, officers or employees.

Changes

City may from time to time require changes in the Scope of Work to be performed by proposer. Such changes, including any increase or decrease in the amount of compensation which are mutually agreed upon by and between City and Proposer, shall be incorporated in written amendments to the Agreement.

Delay

This project must not be delayed. For this reason, it will be necessary for the Proposer hired to advise the City staff of each stage of the proceedings and to let the City know if any information is not available when needed. It shall then become the City's option as to how to proceed.

Independent Contractor

Proposer shall be an independent contractor and not an agent of the City of Baker City. Any provision of the Agreement that may appear to give the City of Baker City the right to direct proposer as to the details of doing the work or to exercise a measure of control over the work means that proposer shall follow the wishes of the City of Baker City as to results of the work only.

Public Liability Insurance

The selected Proposer must procure and maintain at its own expense insurance for liability for damages imposed by law and assumed under this contract. The insurance must be in effect during the entire term of the service agreement, in the types and amount herein stated, underwritten by an insurance company licensed to do business in the State of Oregon.

The selected Proposer shall provide the City of Baker City with a certificate of insurances showing coverage for public liability in amounts of not less than \$2,000,000.

The City of Baker City must be named as an additional insured on this certificate.

The selected Proposer must also show evidence of Workers' Compensation coverage in accordance with the laws of the State of Oregon. The Worker's Compensation policy must contain a waiver of subrogation of rights against the City of Baker City.

All Policies must have a thirty (30) day non-cancellation clause giving the City thirty days prior written notice in the event a policy is cancelled.

Proof of all such insurance shall be given by filing certificates of said insurance with the City Manager's Office prior to signing of the contract by the City of Baker City.

The Proposer understands and agrees that any insurance required by this contract shall in no way limit the Proposer's obligations assumed in this contract, shall not relieve the Proposer from liability in excess of this coverage, nor shall it preclude the City from

taking any such actions available to it under the provisions of this contract or otherwise in law.

Drug-Free Workplace

The Firm agrees to comply with the City's Drug-Free Workplace requirements. Every person awarded a contract by the City of Baker City for the provision of services shall certify to the City that it will provide a drug-free workplace. Any subcontract entered into by the Proposer pursuant to this Agreement shall contain this provision.

Procedures

The City of Baker City reserves the right to accept or reject any or all proposals received in response to this Request, to negotiate with any qualified source, or cancel in whole or in part this Request for Qualifications if it is in the best interest of the City to do so. Prospective contractors may be required to submit revisions to their proposals as may result from contract negotiations, to include additions and/or deletions to either subcontractors or scope of work.

All survey information, data and material ensuing from this project shall be the sole property of the City of Baker City and shall not be reproduced and published without the written consent of the City of Baker City.

15. RFP Details

Any questions regarding this RFP must be received by **May 31, 2016**, and should be directed to:

City of Baker City
Mike Kee
PO Box 650
Baker City, OR 97814
541-524-2040

All answers will be provided to any firms who have formally notified the City of their intent to submit.

Servicing Your Machine

IMPORTANT: Avoid damage! Operating in extreme conditions may require more frequent service intervals:

- Engine components may become dirty or plugged when operating in extreme heat, dust or other severe conditions.
- Engine oil can degrade if machine is operated constantly at slow or low engine speeds or for frequent short periods of time.

Please use the following timetables to perform routine maintenance on your machine.

Break-In - After First 5 Hours of Operation

- Inspect tires and check air pressure.
- Check for loose hardware.
- Check hoses for premature wear.
- Check and tighten drive wheel hardware to specification.
- Check and adjust park brake.

Break-In - After First 50 Hours of Operation

- Inspect alternator belt and fan belt for wear and tension, adjust if needed.
- Check air intake and coolant hose clamps. Tighten if needed.
- Check water separator bowl. Remove water from bowl, if present.
- Change engine oil and filter.
- Change hydraulic oil filter.

Before Each Use

- Check engine oil and coolant levels.
- Check hydraulic oil level.
- Check air restriction indicator.
- Check brakes, speed control and neutral start switch functions.

After Each Use

- Clean air intake screen and radiator/oil cooler fins.
- Fill fuel tank, check and drain water from fuel/water separator.

Grease (after washing):

- Rollers on cutting units (20 places)
- Reels on cutting units (10 places)
- Rear rollers on rotary deck (10 places)
- Optional rear roller power brushes (10 places)
- Optional FTC (10 places)
- Front cylinder straps and lift arm pins are free from debris

Every 50 Hours

- Inspect tires and check air pressure.
- Check wheel bolt torque.
- Grease machine:
 - Rear axle pivot (1 place)
 - Rear axle spindle (2 places)
 - Lift cylinder ends (3 places)
 - Forward and reverse pedal pivots (2 each)
 - Traction linkage pivot (1 place)
- Grease lift arms:
 - Lift arm pivot (5 places)
 - Float pivot (5 places) (QA7 and Rotary)
 - Steering Pivot (5 places) (QA7)
 - Spring pivot (10 places) (QA7)
 - Ball pivot (5 places) (QA5)
- Grease cutting units:
 - Height of cut pivot (20 places) (Rotary)
 - Bedknife to reel adjuster (10 places) (QA7)
- Clean battery and check battery fluid level.

Every 200 Hours

- Change engine oil and filter.
- Check water separator bowl. Remove water from bowl.
- Check alternator belt and fan belt for wear and tension.
- Check air intake hoses, hydraulic hoses, radiator hoses and clamps.

SERVICE INTERVALS

- Clean radiator and oil cooler fins.
- Grease rear lift linkage.
- Tighten FTC collet (if equipped)
- Check all deck height of cut levers for proper tension.

Every 500 Hours

- Clean hydraulic suction strainer.
- Check brake adjustment, adjust if needed.
- Replace lift arm pivot bushings (5 places)
- Drain water and clean fuel sediment bowl.
- Change fuel filter.
- Check valve clearance. (See the Technical Manual or your John Deere dealer.)
- Check roll-over protection system (ROPS) hardware for proper torque.

Yearly

- Change hydraulic oil and filter.
- Check coolant freeze point and clarity.
- Replace fuel filter.

Every 1500 Hours or Two Years

- Check fuel injectors. (See the Technical Manual or your John Deere dealer.)

Every 2000 Hours or Two Years

- Change engine coolant and thermostat, if using COOL-GARD™ CONCENTRATE ANTIFREEZE (TY16036).

Every 3000 Hours or Three Years

- Check fuel injection pump. (See the Technical Manual or your John Deere dealer.)
- Change engine coolant and thermostat, if using COOL-GARD™ PREDILUTED ANTIFREEZE (TY16034).

As Needed

- Check and or replace air cleaner elements.

- Clean rubber dust unloading valve.
- Check/tighten hardware.
- Check and adjust park brake. (See the Technical Manual or your John Deere dealer.)
- Replace fuses, light bulbs, and battery.
- Replace radiator hoses.
- Adjust alternator belt tension; or replace belt.

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 04/25/16
 Accrual Basis

Quail Ridge Golf Course
Profit & Loss
 January through December 2015

	Jan - Dec 15
Ordinary Income/Expense	
Income	
Uncategorized Income	0.00
Tee Box Sponsor	889.50
Other Revenue General	
Temp Holding - Revenue	0.00
Total Other Revenue General	0.00
Course Revenues	
Junior Golf	
Beginner	770.00
Intermediate	675.00
Advanced	165.00
Clinic	100.00
Total Junior Golf	1,710.00
Green Fees	
Greens Fees Tournaments	
Tournament Net	6,975.75
Baker City Open	2,314.00
Greens Fees Tournaments - Other	8,001.50
Total Greens Fees Tournaments	17,291.25
Green Fees	55,111.00
Green Fees - Other	9,110.00
Total Green Fees	81,512.25
Season Passes	
Season Pass Special	770.00
Season Pass Upgrade	3,280.00
Student	2,750.00
Family	7,080.00
Adult Single	79,240.00
Couple	35,610.00
Corporate 2- Person	23,745.00
Corporate 4 - Person	8,900.00
Pre-Sold Prior Year	395.00
Total Season Passes	161,770.00
Punch Cards	
20 X 9 Holes Punchcard	1,651.00
20 X 18 Holes Punchcard	950.00
Punch Cards - Other	0.00
Total Punch Cards	2,601.00
Course Revenues - Other	0.00
Total Course Revenues	247,593.25
Cart Revenues	
Cart Rentals	32,412.00
Cart House Rentals	
Cart House Lease -Electric Cart	8,190.00
Cart House Rentals - Other	13,005.00
Total Cart House Rentals	21,195.00
Annual Cart License	20,822.00
Private Cart Fee - Daily	348.00
Total Cart Revenues	74,777.00

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Quail Ridge Golf Course
Profit & Loss
 January through December 2015

	Jan - Dec 15
Lounge Revenues	
Lounge Rent Income	175.00
Alcohol Sales	42,849.00
Beer Sales	43,098.00
Beverage Sales	1,761.50
Bev/Snack Cart	1.00
Restaurant Sales	4,997.50
Tacos	5,491.50
Other Sales	1,966.00
Lounge Revenues - Other	448.50
Total Lounge Revenues	100,788.00
Pro Shop Revenues	
Handicap Revenue	6,912.50
Merchandise Sales	17,518.70
Misc. Merchandise	4,718.75
Beer	7,877.00
Beverage	4,214.75
Snacks/Food	2,064.19
Club Rental	703.00
Pro Shop Revenues - Other	13.00
Total Pro Shop Revenues	44,021.89
Other Revenues	
In / Out on behalf of 3rd Party	60.00
ATM Fees	27.00
Gift Certificate Sales	520.00
Ad Income	1,300.00
Other Revenues - Other	229.18
Total Other Revenues	2,136.18
Total Income	470,205.82
Gross Profit	470,205.82
Expense	
Course Expenses	
Tournament Payouts	
Mathew Long Tournament Payout	0.00
Tournament Payouts - Other	0.00
Total Tournament Payouts	0.00
Education / Training	100.00
Irrigation Electricity	
OTEC Pump House 846836-007	6,156.80
Irrigation Electricity - Other	361.63
Total Irrigation Electricity	6,518.43
Cascade Natural Gas Shop 7824	166.18
OTEC Shop Electricity 004	1,037.81
Repairs	
Equipment Repairs	2,718.23
Other Repairs Course	1,418.17
Equipment Maintenance	975.42
Irrigation Repairs	
Irrigation Repairs - Parts	1,529.28
City Reimburse-Irrigation Parts	-483.93
Irrigation Repair Labor	
City Reimbursement - Labor	-1,045.55
Irrigation Repair Labor - Other	-46.20
Total Irrigation Repair Labor	-1,091.75
Irrigation Repairs - Other	205.41
Total Irrigation Repairs	159.01

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**Quail Ridge Golf Course
 Profit & Loss
 January through December 2015**

	Jan - Dec 15
Building Repairs	
Building Repairs-City Reimburse	-5,000.00
Building Repairs - Other	5,136.97
Total Building Repairs	136.97
Total Repairs	5,407.80
Supplies	
Course Other	1,485.15
Other Chemicals	2,845.15
Insecticides	432.48
Safety Supplies Course	638.78
Landscape	3,779.94
Fertilizer	9,400.19
Herbicide	1,836.29
Fungicides	3,976.95
Sand	2,794.87
Seed	3,600.00
Tools	1,195.16
Supplies - Other	2,325.34
Total Supplies	34,310.30
Course Equipment	
Excavation	339.87
Total Course Equipment	339.87
Fuel	
Gasoline	2,710.54
Diesel	4,167.18
Other	285.84
Total Fuel	7,163.56
Course Labor	
Superintendent	51,275.10
Seasonal Course/Shop	5,844.03
Seasonal 1	17,437.23
Seasonal 2	2,225.16
Payroll Tax	5,617.60
Course Labor - Other	5,019.02
Total Course Labor	87,418.14
Course Expenses - Other	24.79
Total Course Expenses	142,486.88
Lease to City	39,627.08
Cart Expenses	
Cart Rental Expense-Rev. Split	16,347.00
Golf Cart Fuel	546.63
Golf Cart Repairs	250.88
Cart House Electricity	1,821.96
Cart Expenses - Other	208.83
Total Cart Expenses	19,175.30
Lounge Expenses	
OTEC Bar Electricity	4,018.65
COGS - Lounge	
COGS - Alcohol	12,415.37
COGS - Beer	24,766.19
COGS - Food	7,872.11
COGS - Supplies	229.80
COGS - Snack Food	7,628.24
COGS - Lounge - Other	524.00
Total COGS - Lounge	53,435.71
Lounge Equipment Lease	3,000.00
Television	1,757.85

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Quail Ridge Golf Course
Profit & Loss
 January through December 2015

	Jan - Dec 15
Lounge Labor	
Lounge Manager	23,693.42
Lounge Hourly	8,093.01
Payroll Tax	2,235.08
Lounge Labor - Other	736.25
Total Lounge Labor	34,757.76
Total Lounge Expenses	96,969.97
Pro Shop Expense	
OTEC Pro Shop Electricity 002	
Shop	136.81
Clubhouse	355.59
OTEC Pro Shop Electricity 002 - Other	614.73
Total OTEC Pro Shop Electricity 002	1,107.13
Handicap Expense	5,808.00
COGS - Pro Shop	
COGS - Beer	4,526.51
COGS - Beverage	1,560.86
COGS - Food/Snacks	561.83
COGS - Merchandise	14,216.27
COGS - Supplies	962.86
Total COGS - Pro Shop	21,828.33
Pro Shop Labor	
Manager	5,765.79
Other	18,029.48
Payroll Tax	2,111.32
Pro Shop Labor - Other	5,175.88
Total Pro Shop Labor	31,082.47
Total Pro Shop Expense	59,825.93
Admin/Other Expense	
Junior Golf Expense	497.62
Clubhouse Repairs	870.85
Postage - Standard	354.00
OTEC Putting Green 002	58.28
OTEC Parking Lot Light 008	36.23
Marketing Expense	
Charitable Donation	175.00
Advertising	7,266.00
Promotions	1,005.00
Web Site	263.47
Marketing Expense - Other	518.83
Total Marketing Expense	9,228.30
Interest Expense	
Finance Charge	5.64
Total Interest Expense	5.64
Bank Charges	
Bank Service Charges	309.00
Merchant Fees	7,682.35
Bank Charges - Other	231.83
Total Bank Charges	8,223.18
Insurance Expense	
Liability Insurance	3,136.00
Other Insurance	420.23
Total Insurance Expense	3,556.23

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Quail Ridge Golf Course
Profit & Loss
 January through December 2015

	Jan - Dec 15
Licenses/Permits	
Restaurant License	1,092.00
OLCC	562.60
Software	139.50
State	810.50
Licenses/Permits - Other	603.50
Total Licenses/Permits	3,208.10
Professional Fees	
Accounting	7,759.50
Total Professional Fees	7,759.50
Dues and Subscriptions	
GSAA	120.00
Memberships	1,715.00
Subscriptions	518.42
Dues and Subscriptions - Other	140.00
Total Dues and Subscriptions	2,493.42
Utilities	
Clubhouse Gas Heat 472294077	637.50
Lounge Electricity	370.52
Other Utilities/Services	
Garbage	1,623.94
Telephone	2,339.84
Internet	1,287.00
Other Utilities/Services - Other	499.32
Total Other Utilities/Services	5,750.10
Utilities - Other	72.46
Total Utilities	6,830.58
General Supplies	
Cleaning	401.20
Office Supplies	1,827.04
General Supplies - Other	166.96
Total General Supplies	2,395.20
Printing - Custom	136.95
Admin/Other Labor	
Workers Comp	2,751.63
Total Admin/Other Labor	2,751.63
Admin/Other Expense - Other	170.00
Total Admin/Other Expense	48,575.71
Management Fee	
Management Fee Expense	41,927.95
Payroll Tax	2,113.27
Total Management Fee	44,041.22
Miscellaneous Expense	762.84
Total Expense	451,464.93
Net Ordinary Income	18,740.89
Other Income/Expense	
Other Income	
Proceeds from Sale of Assets	1,350.00
Total Other Income	1,350.00
Net Other Income	1,350.00
Net Income	20,090.89