



## 2018 Performance Incentive Comp Plan

- A. Staff targeted; The Landings Club Directors
- B. Payout Frequency: Year-end (first quarter 2019)
- C. Criteria; self-funding; to be accounted for in the year, 2018 - Must be employed at time of pay out
- D. Bonus Potential: payout will be driven by operating surplus before transfer to capital as follows;
- E. Unforeseen circumstances: at less than 80% operating surplus, any payout (if any) will be at the discretion of the Executive Committee

Financial Threshold	Operating surplus > 100% of budget \$2,000,000	Operating surplus 95% – 99% of budget \$2,000,000	Operating surplus < 95% of budget \$2,000,000
Maximum Payout	20% of eligible earnings	15% of eligible earnings	10% of eligible earnings

F. Changes to plan in 2018

The plan in 2018 will be slightly different than 2017 and years past. The underlying philosophy is the same, meaning it is tied to strategic club goals, is intended to concentrate staff’s work and resources toward improving the most important issues facing our Club and rewards staff for accomplishing agreed upon goals. The change is the number of metrics driving the final payout. The overall “balanced” scorecard made up of Key Performance Indicators (KPI’s). These KPI’s, when accomplished, should reflect a healthy, growing and vibrant Landings Club. There are 23 individual KPI’s that will serve as a dashboard for our performance in 2018 and will be regularly monitored at Board and staff meetings. Important contextual points regarding the plan follow:

1. The balanced scorecard and all KPI’s will make up the Executive Director’s PIP payout
2. Directors’ PIP payout will be driven by team and individual performance more so than in past years. 60% of their incentive earnings will be driven by team goal achievement and 40% by individual goal achievement.
3. Business unit leaders (BUL’s) will not be tied to this plan directly. They will be awarded 100% based on their individual performance. Directors will take the time to make certain all BUL goals influence the broader balanced scorecard. Failure to do so will affect their PIP payout and individual performance
4. Directors are not expected to work on all 23 KPI’s. The expectation is that Directors will target 4, max 5 goals (tied to strategic goals and KPI’s) that they have the greatest influence over.
5. Payouts will be staggered. In other words rather than paying out annually, 2 interim payouts will be made based on progress year to date (see attached spreadsheet). The idea is to keep staff focused on their goals and ensure Directors are intensely tracking performance. The spreadsheet in the appendix shows the following:
  - i. 25% potential payout in mid-July based on February through June performance.
  - ii. 25% potential payout in mid-October based on July through September performance
  - iii. 50% final potential payout will be distributed in mid-March, based on year-end results and audited financial statements.
  - iv. These payouts are only tied to individual performance metrics.
  - v. Payout on the overall plan (tied to strategic goals and KPI’s) will be paid out as it always has, in March of 2019.
6. Approval to pay Executive Director is at the discretion of the Executive Committee

7. Executive Director will keep Executive Committee informed of timing of Directors' payouts through the year, payouts tied to their individual performance.

G. **Summary of PIP Components:** The chart that follows lists the strategic goals and potential points for each strategic goal. These points are based on a total of 100 possible points allocated among all 23 KPI's (based on perceived importance). The payouts, if achieved, are reduced by 25% and 50% respectively if financial performance falls below noted thresholds. The achieved number of points will then be applied to the total potential payout. In the case of Directors, a total of 20% payout is possible tied to each individual's base salary. That potential will be allocated or tied to 60% team performance on achievement of the strategic goals and KPI's with 40% tied to individual performance. See the appendix for an example. 100% of the Executive Directors' payout will be tied to total percentage of KPI points achieved multiplied by potential payout.

<b>Potential payouts at various levels of financial achievement</b>			
<b>Strategic Goals</b> <i>(as tied to 2018 Strategic Plan)</i>	Operating surplus > 100% of budgeted \$2,000,000	Operating surplus 95% - 100% of budgeted \$2,000,000	Operating surplus < 95% of budgeted \$2,000,000
<b>1. Build Member Trust</b> ✚ Points from associated KPI's	<b><u>25 %</u></b>	<b><u>19%</u></b>	<b><u>12%</u></b>
<b>2. Improve Club Health</b> ✚ Points from associated KPI's	<b><u>24 %</u></b>	<b><u>18 %</u></b>	<b><u>8 %</u></b>
<b>3. Talent engagement and retention</b> ✚ Points from associated KPI's	<b><u>10 %</u></b>	<b><u>8 %</u></b>	<b><u>6 %</u></b>
<b>4. Signature event execution</b> ✚ Points from associated KPI's	<b><u>13%</u></b>	<b><u>10%</u></b>	<b><u>8%</u></b>
<b>5. Improve Food and Beverage</b> ✚ Points from associated KPI's	<b><u>15%</u></b>	<b><u>10%</u></b>	<b><u>8%</u></b>
<b>6. Plan and execute capital plan</b> ✚ Points from associated KPI's	<b><u>13%</u></b>	<b><u>10%</u></b>	<b><u>8%</u></b>
<b><u>Total possible points applied to 60% of base salary</u></b>	<b><u>100%</u></b>	<b><u>75%</u></b>	<b><u>50%</u></b>
Individual performance, applied to 40% of base salary will be based on achievement of approved individual goals (maximum 5), all supporting the strategic goals. Similar logic applies to individual goals and they will be modified as well by club financial performance as follows	<b><u>100%</u></b>	<b><u>75%</u></b>	<b><u>50%</u></b>

Summary of each Strategic Goal and corresponding KPI's

## 1. Build Member Trust (logic for this goal)



- a. Some miscues in 2017 created cynicism and loss of trust with members, particularly related to the proposed name change for Plantation and cost overruns on the Plantation project
- b. Members want to know we're working in their best interests and need to believe we are transparent, honest and consider their wants and wishes in everything they do
- c. If members trust staff and leadership, they will support events, initiatives and investment
- d. The more narrowly focused tactics of building trust v. the more general "satisfaction" is an important distinction. Trust goes beyond satisfaction and is the real feeling we want to build

1a) Improve General Index; as measured by member survey;

- **Note** - if Gallup materially changes the wording of questions time to this index, recalibration may be considered after 2 waves to set the baseline

Accomplishment v. Goal	Incentive award as % of possible 100 points ( $\geq 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $\geq 95\%$ and $< 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $< 95\%$ budgeted operating surplus)
$< 35\%$ top box responses	No award	No award	No award
$\geq 36\%$ but $< 38\%$	5%	5%	3%
$\geq 38\%$ top box responses	10%	9%	6%

1b) Achieve 60<sup>th</sup> percentile performance v. Gallup's hospitality data base in engagement

Accomplishment vs. Goal	Incentive award as % of possible 100 points ( $> 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points ( $< 95\%$ budgeted operating surplus)
 Not achieved  Achieved	No Award 5%	No Award 4%	No Award 3%

1c) Improve Club communications 46% to 49%

Accomplishment v. Goal	Incentive award as % of possible 100 points ( $\geq 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $\geq 95\%$ and $< 100\%$ budgeted operating surplus)	Incentive award as % possible 100 points of ( $< 95\%$ budgeted operating surplus)
$< 46\%$ top box responses	No award	No award	No award
$\geq 36\%$ but $< 49\%$	2%	1%	1%
$\geq 49\%$ top box responses	3%	2%	1%

1d) Reduce golf member resignations to less than 120 (budget)

Accomplishment v. Goal	Incentive award as % of possible 100 points ( $\geq 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $\geq 95\%$ and $< 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $< 95\%$ budgeted operating surplus)
$\geq 120$ golf losses	No award	No award	No award
$\geq 110$ but $\leq 119$ losses	2%	1%	1%
$\leq 109$ golf losses	4%	2%	1%





1e) Reduce total member resignations to less than 271 (budget)

Accomplishment v. Goal	Incentive award as % of possible 100 points ( $\geq 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $\geq 95\%$ and $< 100\%$ budgeted operating surplus)	Incentive award as % of possible 100 points ( $< 95\%$ budgeted operating surplus)
$\geq 271$ total member losses	No award	No award	No award
$\geq 258$ but $\leq 270$ losses	2%	1%	1%
$\leq 258$ total member losses	3%	2%	1%




## 2 Improve Club Health (logic for this goal)

1. Every organization has indicators that cannot be ignored without consequence.
2. While the accomplishment of all goals tied to this plan will improve Club health, there are a few that warrant increased focus in 2018
3. Some goals are tactical others are long range requiring development in 2018 to be executed in future years.




2a) Operating surplus transferred to capital; as measured by accomplishment vs. Budget

% Accomplishment vs. Budget	Incentive award as % of possible 100 points
 Below 95%	No Award
 95% - 99.9%	7%
 100% - 105%	10%
 105.1% and above	10%



2b) Create a marketing plan to grow golf memberships to 1650 in 4 years (Board assessment – 1-5 scale)

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> Not achieved (0-1)</li> <li> Progress made (2-3)</li> <li> Achieved (4-5)</li> </ul>	No Award 3% 6%	No Award 2% 5%	No Award 2% 4%



2c) Support Board to create plan that yields new sources of capital (Board assessment – 1-5 scale)

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> Not achieved (0-1)</li> <li> Progress made (2-3)</li> <li> Achieved (4-5)</li> </ul>	No Award 2% 4%	No Award 1% 3%	No Award 1% 2%

2.d.1) Support Board and SPC in developing 5 year strategic plan – [Data Gathering](#)

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> Not achieved</li> <li> Achieved</li> </ul>	No Award 2%	No Award 1.5%	No Award 1%




2.d.2) Support Board and SPC in developing 5 year strategic plan – [Facilitation and completion](#)

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> Not achieved</li> <li> Achieved</li> </ul>	No Award 2%	No Award 1.5%	No Award 1%

### 3 Talent retention and engagement (logic for this goal)

1. Savannah is a tight labor market and our Club experienced a spike in turnover as we did in 2015
2. Talented service professionals are difficult to find. When found, we need to keep them
3. Wage compression is a real issue with major institutions committing to \$15 / hour wages for entry level staff – the same target market for talent we need to serve our members
4. Members get connected to staff and develop protective / familial ties
5. Loss of staff is a loss of knowledge, member relationship and cycles of learning

3.a) Reduce staff turnover from 54% to 47% (note: 54% was the year-end T/O rate in 2017)

Accomplishment vs. goal	Incentive as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> ≥ 54%</li> <li> 48% to 53%</li> <li> ≤ 47%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>3%</li> <li>5%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>2%</li> <li>4%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>3%</li> </ul>

3.b) Improve staff engagement levels from X to Y

- **Note:** we have chosen a new vendor to facilitate our staff engagement survey. We will use Talent Plus, the same partner we use for staff selection. Their survey is tests for the same things their selection survey does and their analytical capabilities are better than our former vendor. As a result of this change, we will field the first survey in January, receive results and analysis by the end of the month and then calibrate our goals to for the next wave in January 2019.

Accomplishment v. Goal	Incentive award as % of possible 100 points (≥100% budgeted operating surplus)	Incentive award as % of possible 100 points (≥ 95% and < 100% budgeted operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
≥ X% engagement index	No award	No award	No award
< X% but > Y% index	3%	2%	1%
≤ Y% engagement index	5%	4%	3%

### 4 Signature event execution (logic for this goal)

1. We have forged agreements with the PGA Tour and the USTA...important partners.
2. We have landed tow developmental tour events – events centered around the most important club athletic pursuits.
3. This could give us a marketing angle to build on where TLC is known as the place to see the rising stars in professional golf and tennis.
4. Exceptional execution of these events is important to our future
5. Signature events also relate to “LEAF” programming & events driven to build emotional connection to our Club and to give members something not available anywhere else

4.a) Execute web.com SGC with excellence moving toward best on tour status

- **Note:** evaluation of the achievement of this goal will be based on Board assessment (using a 1-5 scale) and TOUR feedback. While somewhat subjective, we believe we will have a good handle on our performance much as we did with the USGA State Team Championship

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li>✚ Not achieved (0-1)</li> <li>✚ Done pretty well (2-3)</li> <li>✚ Executed with excellence (4-5)</li> </ul>	No Award 2% 3%	No Award 1% 2%	No Award 0.5% 0.5%

4.b) Execute web.com SGC with excellence – secure title sponsor by year end

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li>✚ Not achieved</li> <li>✚ Achieved</li> </ul>	No Award 2%	No Award 1%	No Award 1%

4.c) Execute SJ/C Savannah Challenger. Maintain best on tour status, and improve bottom line results:




- **Note** – Savannah Challenger P&L statement for 2017 is appended (\$1,212)

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li>✚ Not achieved (0-1)</li> <li>✚ Done pretty well (2-3)</li> <li>✚ Executed with excellence (4-5)</li> </ul>	No Award 1% 2%	No Award .5% 1%	No Award .5% .5%

4.d) Improve signature events – grow golf & court sport tournament participation 10% (see appendix)




Accomplishment vs. goal (10% growth)	Incentive award as % of possible 100 points
<ul style="list-style-type: none"> <li>✚ &lt; 5% growth (baseline 5072)</li> <li>✚ ≥ 5% &lt; 10% (baseline 5072)</li> <li>✚ ≥ 10% (baseline 5072)</li> </ul>	No Award 1% 2%

4.e) Improve signature events – grow F&B / Social Event participation 10% (see appendix)

Accomplishment vs. goal (10%)	Incentive award as % of possible 100 points
<ul style="list-style-type: none"> <li> &lt; 5% growth (baseline 11,473)</li> <li> ≥ 5% &lt; 10% (baseline 11,473)</li> <li> ≥ 10% (baseline 11,473)</li> </ul>	No Award 1% 2%

4.f) Improve signature events – execute at least 6 “LEAF” signature events

- We have no real baseline measure to compare against
- LEAF events / speaker series could include intellectual, political, spiritual, health or other such topic involving authors, academicians or other interesting speakers
- This could also include concerts





Accomplishment vs. < goal (8 events)	Incentive award as % of possible 100 points
<ul style="list-style-type: none"> <li> &lt; 6 events</li> <li> 6 or 7 events</li> <li> 8 or more</li> </ul>	No Award 1% 2%

## 5. Improve Food and Beverage (logic for this goal)

1. F&B is the most frequented and used of all Club assets & biggest influencer of club perceptions
2. We lost trust in 2017 via the Plantation name change proposal, cost overruns at Plantation and perception that we have not improved service and food quality
3. Attention is focused on F&B due to the heavy investment via the capital plan

5.a) Improve food and beverage top box index as measure by Gallup from 22% to 27%





- This measure combines food and service together across all outlets
- This assumes no change in scores due to changes in text of questions driven by Gallup.
- **Note** - if Gallup materially changes the wording of questions time to this index, recalibration may be considered after 2 waves to set the baseline

Accomplishment vs. goal (>27%)	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> ≤ 22%</li> <li> &gt; 22% &lt; 25%</li> <li> ≥ 25% &lt; 27%</li> <li> &gt; 27%</li> </ul>	No Award 3% 6% 9%	No Award 2% 3% 5%	No Award 1% 2% 3%




5.b) Improve food and beverage index, % of favorable as measure by Gallup from 62% to 70%

- This measure combines food and service together across all outlets – this time focusing on % of members rating F&B “very good” (4) or “excellent” (5)
- This assumes no change in scores due to changes in text of questions driven by Gallup.
- **Note** - if Gallup materially changes the wording of questions time to this index, recalibration may be considered after 2 waves to set the baseline



Accomplishment vs. goal (>70% favorable responses)	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> ≤ 62%</li> <li> &gt; 62% &lt; 66%</li> <li> ≥ 66% &lt; 70%</li> <li> &gt; 70%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>2%</li> <li>3%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>1%</li> <li>2%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>1%</li> <li>2%</li> </ul>

5.c) Exceed budget revenue growth (9.4%)




Accomplishment vs. ≥ 9.4% growth (budget)	Incentive award as % of possible 100 points
<ul style="list-style-type: none"> <li> &lt; 9.4% growth (baseline TBD)</li> <li> ≥ 9.4 &lt; 10.4% (baseline TBD)</li> <li> ≥ 10.4% (baseline TBD)</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>2%</li> <li>3%</li> </ul>

**6. Plan and execute capital plan (logic for this goal)**

- The 2017 capital plan is the most important undertaking in the life / history of our Club
- While much of the planning for actual projects are driven by CPC and DBT, our team must shift focus to 2 primary areas:
  1. Managing the chaos during construction
  2. Planning for and executing operations once construction is complete
- It is vital that we plan for and execute operations with minimal disruption to our members

6.a) Successfully open and operate Franklin Creek Food and Beverage operation

- **Note:** evaluation of this goal will be based on Board assessment on a 1-5 scale. While subjective, we believe our Board will have a good intuitive sense regarding our performance based on execution of the critical path and member sentiment

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li> Not achieved (0-1)</li> <li> Done pretty well (2-3)</li> <li> Executed with excellence (4-5)</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>3%</li> <li>5%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>2%</li> <li>4%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>3%</li> </ul>

6.b) Effectively operate Marshwood pool, minimize member disruption and discontent

- **Note:** evaluation of this goal will be based on Board assessment on a 1-5 scale. While subjective, we believe our Board will have intuitive sense regarding our performance based largely on member sentiment

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li>✚ Not achieved (0-1)</li> <li>✚ Done pretty well (2-3)</li> <li>✚ Executed with excellence (4-5)</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>2%</li> <li>4%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>3%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>2.5%</li> </ul>

6.c) Effectively operate Oakridge Fitness Center, minimize member disruption and discontent

- **Note:** evaluation of this goal will be based on Board assessment. While subjective, we believe our Board will have intuitive sense regarding our performance based largely on member sentiment

Accomplishment	Incentive award as % of possible 100 points (>100% budgeted operating surplus)	Incentive award as % of possible 100 points (95% - 100% operating surplus)	Incentive award as % of possible 100 points (<95% budgeted operating surplus)
<ul style="list-style-type: none"> <li>✚ Not achieved (0-1)</li> <li>✚ Done pretty well (2-3)</li> <li>✚ Executed with excellence (4-5)</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>2%</li> <li>4%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>3%</li> </ul>	<ul style="list-style-type: none"> <li>No Award</li> <li>1%</li> <li>2.5%</li> </ul>

Payouts will be made in Q1 2019 after the completion of the annual financial audit. Eligible staff must be;

1. Employed at the time of payout
2. An employee in good standing

## Detailed summary of plan

<b>Strategic Goal</b>	<b>KPI / measure</b>	<b>Plan weight</b>
<b>1 Build Member Trust</b>		
Improve General Index	35% to 38%	10
Achieve 60th percentile Gallup measures	60th percentile +	5
Improve Club communications	46% to 49%	3
Reduce member resignations golf	< 120	4
Reduce member resignations total	<271	3
<b>2. Improve Club Health</b>		
Exceed budgeted Operating Profit	>\$2,000,000	10
Develop 1650 marketing plan	yes/no	6
Find new sources for capital	yes/no	4
Develop 5 year strategic plan	yes/no	4
<b>3. Talent engagement and retention</b>		
Reduce staff turnover	54% to 47%	5
Improve staff engagement	TBD	5
<b>4. Signature Event Execution</b>		
Execute web.com - best on TOUR status	yes/no	3
Execute web.com - title sponsor	yes/no	2
Execute SJ/C Savannah Challenger	yes/no	2
Improve signature Club events - Tournaments	X-Y	2
Improve signature Club events - F&B Events	X-Y	2
Improve signature Club Events - LEAF+	X-Y	2
<b>5. Improve F&amp;B</b>		
Improve F&B index top box	22% to 27%	9
Improve F&B index favorable	62% to 70%	3
Exceed budgeted revenue growth	>9.4%	3
<b>6. Plan/Execute Capital Plan</b>		
Successfully open FC F&B and pool	yes/no	5
Effectively operate MW pool	yes/no	4
Effectively operate Fitness alternative	yes/no	4
<b>Plan total points possible</b>		<b>100</b>

Equal to or below baseline
Above baseline but not at goal
Achieving goal

## 2017 CHALLENGER TOURNAMENT

### REVENUES

	<u>Total</u>
<b><i>Tennis Operations</i></b>	<b>\$ 91,375</b>
Sponsor Money Collected	\$ 60,200
Uncollected	-
Merchandise	3,164
Ticket	26,511
Hotel Rebates (actual)	1,500
<b><i>Franklin Creek Café</i></b>	<b>13,363</b>
Food	12,421
Beverage	942

<b>TOTAL REVENUE</b>	<b>\$ 104,738</b>
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### EXPENSES

<b><i>Cost of Challenger</i></b>	
Umpire Checks	\$ 23,399
OT Labor	6,750
F&B/Added Labor	10,463
Merchandise	2,531
Food	4,968
Beer	283
Fuel	225
<b><i>99000 Account</i></b>	
Gift Cards/Meals/Sponsor Tent	14,491
<b><i>Prepaid Expenses</i></b>	
ATP Prize Money, Trophies, Programs	25,000
Scoreboard	4,950
Grainger Rentals	1,288
Fastsigns	750
10-5 Tennis Supply	982
Savannah Special Events	3,082
Website Hosting & Comcast	1,100
Staples	956
Ice	750
Other/Supplies	1,558

<b>TOTAL EXPENSES</b>	<b>\$ 103,526</b>
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<b>PROFIT/(LOSS)</b>	<b>\$ 1,212</b>
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	Goal 4d - tournaments			
	Budget		Actual	
	Month	YTD	Month	YTD
January	148	148	▼	-
February	369	517	▼	-
March	662	1,179	▼	-
April	809	1,988	▼	-
May	473	2,461	▼	-
June	262	2,723	▼	-
July	347	3,070	▼	-
August	77	3,147	▼	-
September	172	3,319	▼	-
October	961	4,280	▼	-
November	554	4,834	▼	-
December	238	5,072	▼	-

	Goal 4e - F&B events			
	Budget		Actual	
	Month	YTD	Month	YTD
January	513	513	-	-
February	1,277	1,790	-	-
March	957	2,747	-	-
April	1,647	4,393	-	-
May	1,096	5,489	-	-
June	476	5,965	-	-
July	607	6,573	-	-
August	172	6,744	-	-
September	550	7,294	-	-
October	964	8,258	-	-
November	1,804	10,062	-	-
December	1,411	11,473	-	-