



# FAIRFAX COUNTY PARK AUTHORITY



## M E M O R A N D U M

**TO:** Chairman and Members  
Park Authority Board

**VIA:** Kirk W. Kincannon, Executive Director

**FROM:** Todd Johnson, Manager  
Golf Enterprises

**DATE:** June 14, 2017

**Public Links, Inc.  
Annual Meeting  
Wednesday, June 14, 2017 – 5 p.m.  
Boardroom – Herrity Building  
Chairman: William G. Bouie**

1. Minutes from Annual Meeting 2016\*
2. Review of Public Links, Inc.- Presentation
3. Public Links, Inc. By-Laws – Update\*
4. 2016 Annual Report\*
5. Operational Updates
6. Election of Officers 2017-2018
7. Leases for 2017-2018

\*Enclosures



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## **PUBLIC LINKS, INC.**

Annual Board of Director's Meeting

May 25, 2016

### Minutes

The Public Links, Inc. annual Board of Directors meeting was held May 25, 2016 at the offices of the Fairfax County Park Authority at 12055 Government Center Parkway, Fairfax, VA 22035.

In attendance and representing Public Links, Inc.:

William Bouie, President  
Ken Quincy, Vice President  
Michael Thompson, Jr., Secretary  
Barbara Cosgrove, Treasurer

In attendance and representing the Fairfax County Park Authority:

Kirk Kincannon, Director  
Aimee Vosper, Deputy Director  
Sara Baldwin, Deputy Director  
Ken Quincy, Board Member  
Linwood Gorham, Board Member  
Judy Pedersen, PIO  
Peter Furey, Golf Enterprises  
Barbara Nugent, Park Services  
Todd Johnson, Park Operations  
Janet Burns, Financial Management  
Mike Baird, Financial Management  
Todd Brown, Resource Management

Mr. Bouie called the meeting to order on May 25, 2016 at 5:15pm. Mr. Furey offered the minutes from the 2015 meeting for review. There were no objections. A motion was forwarded by Mr. Bouie to accept the minutes. It was seconded by Mr. Quincy and unanimously approved.

Mr. Furey reviewed the 2015 Public Links Annual Report. Mr. Quincy asked if food service at Oak Marr Golf Course might be an option in the future, thus giving them the ability to sell beer. Mr. Furey reviewed the current Oak Marr clubhouse structure and operations, noting that there is not adequate room to prepare food which would be required to obtain an ABC license. All

food and drink offerings at Oak Marr Golf Course are pre-packaged. Any future expansion of services to include prepared food and beverage/beer would require significant investment in facility redesign and construction and would require future Golf Enterprises and agency assessment and prioritization.

#### New Business

Mr. Furey informed the board that a committee is currently researching the possibility of the Park Authority obtaining an ABC license for all of the golf courses and eliminating the need for the Public Links Corporation. Since the inception of Public Links, state regulations have changed which would allow FCPA to obtain its own license. Staff has been in contact with the County Attorney's office as well as Risk Management to evaluate the pros and cons of both options. Mr. Furey informed the board that staff was at least a couple months away from presenting their recommendations. An out of order meeting will be scheduled at a later date, hopefully before the end of the calendar year. Mr. Thompson asked if allowing alcohol in other facilities (non-golf) was being considered. Mr Kincannon addressed that question, stating that that would be a separate policy brought to the board for consideration. Mr. Furey informed the board that application for additional liability insurance for the Public Links Officers has been submitted and a quote is forthcoming. No other new business was presented.

Mr. Bouie presented the slate of officers for election to the Public Links, Inc. Board of Directors. The following people were elected by unanimous vote:

William Bouie, President  
Ken Quincy, Vice President  
Michael Thompson, Jr., Secretary  
Barbara Cosgrove, Treasurer

Mr. Furey presented the lease agreement between the Fairfax County Park Authority and Public Links, Inc. for review. No issues being found, the lease was signed by Mr. Bouie and Kirk Kincannon. It was then motioned by Mr. Bouie that the meeting be adjourned. The motion was seconded by Mr. Quincy and the meeting was adjourned at 5:40pm.

**By-Laws  
Of  
Public Links, Inc.  
DRAFT**

- I. The name of the corporation shall be PUBLIC LINKS, INC. and shall operate exclusively at **Fairfax County Park Authority Golf facilities** ~~the Twin Lakes Golf Course~~ in Fairfax County, Virginia, in maintaining and operating a food, beer, **wine** and beverage concession at the ~~said~~ Golf Courses.
- II. The Directors of this corporation shall be chosen by the members of the Fairfax County Park Authority, who is the owner and operator of the **golf facilities** ~~Twin Lakes Golf Course~~. The Board of Directors shall consist of three members, who shall serve for one year or until their successors are elected and duly qualified.
- III. The officers of this corporation shall consist of a President, First Vice-President and a Secretary/Treasurer, who shall be elected to the office by the Board of Directors for a term of one year, or until their successors are elected and duly qualified. They shall have the usual duties of such officers for corporations in the State of Virginia, and they shall be subject to removal from office by a majority vote of the Board of Directors. **Fairfax County Park Authority Board Chairman, Vice-Chairman, Secretary, Golf Enterprises Manager serve in the roles of officers of the corporation and an employee serves as the Treasurer.**
- IV. This corporation shall be a non-stock, non-profit corporation, and its sole function and purpose will be that of selling food and beverages, including beer **and wine**, at **golf facilities** ~~Twin Lakes Golf Course~~ and for no other purpose, as outlined in a proposed lease to be entered into between Public Links, Inc. and the Fairfax County Park Authority, as Landlord and Tenant, respectively.
- V. No persons operating and overseeing said concession for the sale of food and beverages, including beer **and wine**, at the golf facilities ~~Twin Lakes Golf Course~~, nor any officers or directors, will be entitled to any compensation from the corporation whatsoever.
- VI. The corporation, at its own cost and expense, shall keep and maintain all permits and licenses required by the laws of the Commonwealth of Virginia, and the County of Fairfax, and to keep in full force and effect public liability insurance in the amount of at least **\$1 million** ~~\$100,000~~ per person in any one occurrence and no less than **\$1 million/\$2 million** ~~\$300,000~~ in the aggregate in any one occurrence, which coverage shall include Products Liability Protection. Said policy will name the Landlord as an additional insured on the insurance contract.

- VII. The regular meeting of the Board of Directors shall be held at such time and in such place as may be prescribed by the Board. The attendance of all directors at any meeting shall be sufficient whether with or without notice. A majority of the Board shall constitute a quorum for the transaction of business.
- VIII. No officer, except the President, and no member of the Board of Directors, shall go security or endorse or sign a note, bond or other obligation of any kind in his official capacity as an officer or director of this corporation.
- IX. The treasurer shall have custody of all monies, funds and other valuable papers of the corporation and shall receive and discharge the same in accordance with the instructions of the Board of Directors. The treasurer shall at all times, reasonable, exhibit the corporate books and accounts to any Director or Officer of the Corporation, and shall exhibit said books and accounts for audit and review by the Fairfax County Park Authority on a quarterly basis. At each individual golf facility the Golf Course General Manager is responsible for the custody of monies at that facility.
- X. Checks, drafts, notes and orders for the payment of money shall be signed by the Treasurer, the Manager of Golf Enterprises, the Golf Course General Manager or their designee.
- XI. Bank accounts shall be opened and maintained in the name of the corporation for deposit and withdrawal of monies as determined by resolution of the Board of Directors.
- XII. The seal of the corporation shall be circular in form, bearing in the outer circle thereof the words "Public Links, Inc." and in the inner circle thereof the words "Corporate Seal, Virginia, 1976."
- XIII. The fiscal year of the corporation shall be a time designated by the Board of Directors.
- XIV. These by-laws may be amended, repealed, or altered, in whole or in part, by majority vote in favor of such amendment, at any regular meeting of the Board, or at any special meeting where such action has been announced in the call and notice of such meeting.

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# Public Links, Inc.

2016 Review and Recommendations

Public Links, Inc. Annual Meeting 6/14/2017

# Accomplishments-

- ▶ 40 years of Public Links, Inc. files organized to electronic file system
- ▶ Public Links Standard Operating Procedures(SOP's) were updated
- ▶ Corporate and non-profit related requirements as well as insurance requirements were reviewed and updated
- ▶ Thorough review of existing Public Links, Inc. operations completed in comparison how it could operate if dissolved and similar services were managed directly under the County system.

# Findings and Considerations-

- ▶ ABC licenses and requirements would be unchanged under County
- ▶ Site staff administrative and operational duties would be unchanged
- ▶ Virginia sales tax payments remain the same and managed through FCPA Financial Management Branch
- ▶ IRS filing requirements disappear if managed by FCPA/County
- ▶ Annual Lease and signing requirement disappear if managed by FCPA/County
- ▶ Corporation requirements including Articles, By-laws, PAB involvement and Annual Meeting would not be required if managed by FCPA/County
- ▶ County Attorney and Risk Management's opinion that liability under the existing structure is addressed appropriately



# Findings and Considerations-

- ▶ VA ABC law prohibits alcohol being purchased on credit through distributors and/or payment is due at time of delivery.
  - ▶ Site specific Public Links, Inc. checkbook meets this requirement
- ▶ Distributors by law do not offer price breaks for bulk buying(no incentives) and they do not enter into contracts as there is no need/incentive.
- ▶ County contracts restrict the current purchasing options and flexibility of Public Links, Inc.(for example- variety of kegs, bottled and canned beers and different on demand or seasonal beers)
- ▶ Centralized administrative duties for FCPA and County would increase if managed by County. Purchasing through County would cost the FCPA significantly to develop and maintain a contract.

# Recomendations-

- ▶ Keep Public Links, Inc. in place for flexibility and ability to respond to operational and market demands.
- ▶ Review and update Public Links, Inc. Standard Operating Procedures and By-laws periodically
- ▶ Utilize FCPA- Financial Management Branch to periodically audit Public Links, Inc. to ensure SOP's compliance, efficiency and transparency

Fairfax County Park Authority

Public Links Inc.

2016 Annual Report

Introduction/Overview

Public Links Inc. operates alcoholic beverage concessions at the following six Fairfax County Park Authority golf facilities: Burke Lake, Greendale, Jefferson, Laurel Hill, Pinecrest, and Twin Lakes.

Gross revenues in 2016 for Public Links Inc. were \$328,732.07. This was a 9.1% increase over 2015 gross revenues. Total expenses were up \$11,888.78 or 8.6% and the net revenue for Public Links was up \$15,650.15 or 9.6%. The total paid to FCPA was \$160,146.45, a decrease of 14% or \$26,037.66 from 2015.

The decrease in profits paid to FCPA can be attributed to larger than normal balances brought forward into 2017 from Twin Lakes and Laurel Hill. This was done to allow for the potential purchase of a replacement beverage cart for Twin Lakes and other replacement beverage equipment at both courses.

## PUBLIC LINKS SUMMARY 2016

Name of Golf Course	Balance Forwarded	Gross Revenue	Total Expense	Net Revenue	Total Paid FCPA	Account Balance
Burke Lake	\$5,382.11	\$9,032.26	\$3,321.64	\$5,710.62	\$6,300.00	\$4,792.73
Greendale	\$6,061.18	\$56,266.24	\$18,779.60	\$37,486.64	\$35,500.00	\$8,047.82
Jefferson	\$3,504.90	\$39,708.92	\$13,127.60	\$26,581.32	\$25,846.45	\$4,239.77
Pinecrest	\$11,369.37	\$21,590.52	\$14,082.45	\$7,508.07	\$10,500.00	\$8,377.44
Twin Lakes	\$6,736.29	\$78,821.53	\$31,380.25	\$47,441.28	\$27,000.00	\$27,177.57
Laurel Hill	\$24,268.49	\$123,312.60	\$68,930.75	\$54,381.85	\$55,000.00	\$23,650.34
<b>TOTAL</b>	<b>\$57,322.34</b>	<b>\$328,732.07</b>	<b>\$149,622.29</b>	<b>\$179,109.78</b>	<b>\$160,146.45</b>	<b>\$76,285.67</b>

## PUBLIC LINKS SUMMARY 2015

Name of Golf Course	Balance Forwarded	Gross Revenue	Total Expense	Net Revenue	Total Paid FCPA	Account Balance
Burke Lake	\$5,355.07	\$9,671.32	\$3,044.28	\$6,627.04	\$6,600.00	\$5,382.11
Greendale	\$4,870.41	\$59,748.55	\$22,057.78	\$37,690.77	\$36,500.00	\$6,061.18
Jefferson	\$3,356.70	\$31,074.26	\$14,302.00	\$16,772.26	\$16,624.06	\$3,504.90
Pinecrest	\$8,988.53	\$21,447.00	\$8,049.14	\$13,397.86	\$11,017.02	\$11,369.37
Twin Lakes	\$14,941.09	\$75,554.50	\$49,759.30	\$25,795.20	\$34,000.00	\$6,736.29
Laurel Hill	\$42,535.02	\$103,697.51	\$40,521.01	\$63,176.50	\$81,443.03	\$24,268.49
<b>TOTAL</b>	<b>\$80,046.82</b>	<b>\$301,193.14</b>	<b>\$137,733.51</b>	<b>\$163,459.63</b>	<b>\$186,184.11</b>	<b>\$57,322.34</b>

**BURKE LAKE GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>5382.11</b>
<b>January</b>	<b>107.49</b>	<b>0.00</b>	<b>10.79</b>	<b>96.70</b>	<b>0.00</b>	<b>5478.81</b>
<b>February</b>	<b>258.47</b>	<b>8.60</b>	<b>6.10</b>	<b>243.77</b>	<b>0.00</b>	<b>5722.58</b>
<b>March</b>	<b>587.00</b>	<b>33.52</b>	<b>796.83</b>	<b>-243.35</b>	<b>0.00</b>	<b>5479.23</b>
<b>April</b>	<b>842.25</b>	<b>48.04</b>	<b>0.00</b>	<b>794.21</b>	<b>0.00</b>	<b>6273.44</b>
<b>May</b>	<b>833.50</b>	<b>47.52</b>	<b>-0.59</b>	<b>786.57</b>	<b>2500.00</b>	<b>4560.01</b>
<b>June</b>	<b>1347.79</b>	<b>77.38</b>	<b>926.80</b>	<b>343.61</b>	<b>0.00</b>	<b>4903.62</b>
<b>July</b>	<b>1416.16</b>	<b>80.44</b>	<b>0.00</b>	<b>1335.72</b>	<b>1000.00</b>	<b>5239.34</b>
<b>August</b>	<b>1166.46</b>	<b>66.28</b>	<b>559.90</b>	<b>540.28</b>	<b>0.00</b>	<b>5779.62</b>
<b>September</b>	<b>1080.50</b>	<b>61.43</b>	<b>0.00</b>	<b>1019.07</b>	<b>0.00</b>	<b>6798.69</b>
<b>October</b>	<b>814.00</b>	<b>46.29</b>	<b>0.00</b>	<b>767.71</b>	<b>0.00</b>	<b>7566.40</b>
<b>November</b>	<b>529.40</b>	<b>30.10</b>	<b>519.40</b>	<b>-20.10</b>	<b>2800.00</b>	<b>4746.30</b>
<b>December</b>	<b>49.24</b>	<b>2.81</b>	<b>0.00</b>	<b>46.43</b>	<b>0.00</b>	<b>4792.73</b>
<b>Total</b>	<b>9032.26</b>	<b>502.41</b>	<b>2819.23</b>	<b>5710.62</b>	<b>6300.00</b>	

**BURKE LAKE GOLF COURSE  
PUBLIC LINKS EXPENDITURES  
2016**

	Beer	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total	
January	0.00	0.00	0.00	0.00	10.79	0.00	0.00	10.79	
February	0.00	0.00	0.00	0.00	14.70	0.00	0.00	14.70	
March	790.74	0.00	0.00	0.00	39.61	0.00	0.00	830.35	
April	0.00	0.00	0.00	0.00	48.04	0.00	0.00	48.04	
May	0.00	0.00	0.00	0.00	47.52	0.00	Bank Credit	-0.59	46.93
June	926.80	0.00	0.00	0.00	77.38	0.00	0.00	1004.18	
July	0.00	0.00	0.00	0.00	80.44	0.00	0.00	80.44	
August	414.90	0.00	0.00	0.00	66.28	145.00	0.00	626.18	
September	0.00	0.00	0.00	0.00	61.43	0.00	0.00	61.43	
October	0.00	0.00	0.00	0.00	46.29	0.00	0.00	46.29	
November	519.40	0.00	0.00	0.00	30.10	0.00	0.00	549.50	
December	0.00	0.00	0.00	0.00	2.81	0.00	0.00	2.81	
<b>Total</b>	<b>2651.84</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>525.39</b>	<b>145.00</b>		<b>-0.59</b>	<b>3321.64</b>

**GREENDALE GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>6061.18</b>
<b>January</b>	<b>339.70</b>	<b>0.00</b>	<b>80.31</b>	<b>259.39</b>	<b>1000.00</b>	<b>5320.57</b>
<b>February</b>	<b>1049.67</b>	<b>25.93</b>	<b>794.41</b>	<b>229.33</b>	<b>500.00</b>	<b>5049.90</b>
<b>March</b>	<b>3797.16</b>	<b>211.82</b>	<b>786.33</b>	<b>2799.01</b>	<b>0.00</b>	<b>7848.91</b>
<b>April</b>	<b>6427.76</b>	<b>360.49</b>	<b>1501.86</b>	<b>4565.41</b>	<b>0.00</b>	<b>12414.32</b>
<b>May</b>	<b>6501.45</b>	<b>365.25</b>	<b>1578.47</b>	<b>4557.73</b>	<b>8000.00</b>	<b>8972.05</b>
<b>June</b>	<b>8957.45</b>	<b>503.23</b>	<b>1696.33</b>	<b>6757.89</b>	<b>7000.00</b>	<b>8729.94</b>
<b>July</b>	<b>8686.40</b>	<b>488.00</b>	<b>2169.35</b>	<b>6029.05</b>	<b>0.00</b>	<b>14758.99</b>
<b>August</b>	<b>7538.10</b>	<b>423.49</b>	<b>2273.23</b>	<b>4841.38</b>	<b>8000.00</b>	<b>11600.37</b>
<b>September</b>	<b>5157.55</b>	<b>289.75</b>	<b>1843.12</b>	<b>3024.68</b>	<b>5000.00</b>	<b>9625.05</b>
<b>October</b>	<b>3920.25</b>	<b>220.24</b>	<b>472.69</b>	<b>3227.32</b>	<b>0.00</b>	<b>12852.37</b>
<b>November</b>	<b>2273.95</b>	<b>127.75</b>	<b>2229.60</b>	<b>-83.40</b>	<b>6000.00</b>	<b>6768.97</b>
<b>December</b>	<b>1616.80</b>	<b>46.00</b>	<b>291.95</b>	<b>1278.85</b>	<b>0.00</b>	<b>8047.82</b>
<b>Total</b>	<b>56266.24</b>	<b>3061.95</b>	<b>15717.65</b>	<b>37486.64</b>	<b>35500.00</b>	

**GREENDALE GOLF COURSE  
PUBLIC LINKS EXPENDITURES  
2016**

	Beer	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total
January	0.00	0.00	0.00	0.00	80.31	0.00	0.00	80.31
February	775.17	0.00	0.00	0.00	45.17	0.00	0.00	820.34
March	786.33	0.00	0.00	0.00	211.82	0.00	0.00	998.15
April	1450.83	0.00	0.00	18.00	393.52	0.00	0.00	1862.35
May	1582.57	0.00	0.00	0.00	365.25	0.00	Bank Adjustment	1943.72
June	1696.33	0.00	0.00	0.00	503.23	0.00	0.00	2199.56
July	2169.35	0.00	0.00	0.00	488.00	0.00	0.00	2657.35
August	2128.23	0.00	0.00	0.00	423.49	145.00	0.00	2696.72
September	1843.12	0.00	0.00	0.00	289.75	0.00	0.00	2132.87
October	472.69	0.00	0.00	0.00	220.24	0.00	0.00	692.93
November	211.60	0.00	0.00	18.00	127.75	2000.00	0.00	2357.35
December	291.95	0.00	0.00	0.00	46.00	0.00	0.00	337.95
<b>Total</b>	<b>13408.17</b>	<b>0.00</b>	<b>0.00</b>	<b>36.00</b>	<b>3194.53</b>	<b>2145.00</b>	<b>-4.10</b>	<b>18779.60</b>



**JEFFERSON GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

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	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>3504.90</b>
<b>January</b>	<b>198.96</b>	<b>0.00</b>	<b>63.29</b>	<b>135.67</b>	<b>441.61</b>	<b>3198.96</b>
<b>February</b>	<b>867.13</b>	<b>10.70</b>	<b>11.29</b>	<b>845.14</b>	<b>187.67</b>	<b>3856.43</b>
<b>March</b>	<b>2737.46</b>	<b>157.49</b>	<b>636.20</b>	<b>1943.77</b>	<b>0.00</b>	<b>5800.20</b>
<b>April</b>	<b>4316.00</b>	<b>248.31</b>	<b>1585.80</b>	<b>2481.89</b>	<b>0.00</b>	<b>8282.09</b>
<b>May</b>	<b>4439.96</b>	<b>255.46</b>	<b>1373.21</b>	<b>2811.29</b>	<b>3500.00</b>	<b>7593.38</b>
<b>June</b>	<b>6533.44</b>	<b>375.95</b>	<b>1973.88</b>	<b>4183.61</b>	<b>8000.00</b>	<b>3776.99</b>
<b>July</b>	<b>5844.97</b>	<b>336.42</b>	<b>1542.79</b>	<b>3965.76</b>	<b>0.00</b>	<b>7742.75</b>
<b>August</b>	<b>5204.00</b>	<b>299.54</b>	<b>1441.50</b>	<b>3462.96</b>	<b>0.00</b>	<b>11205.71</b>
<b>September</b>	<b>3950.50</b>	<b>227.37</b>	<b>873.07</b>	<b>2850.06</b>	<b>8000.00</b>	<b>6055.77</b>
<b>October</b>	<b>3246.50</b>	<b>186.86</b>	<b>778.42</b>	<b>2281.22</b>	<b>5000.00</b>	<b>3336.99</b>
<b>November</b>	<b>1744.50</b>	<b>100.41</b>	<b>613.63</b>	<b>1030.46</b>	<b>0.00</b>	<b>4367.45</b>
<b>December</b>	<b>625.50</b>	<b>36.01</b>	<b>0.00</b>	<b>589.49</b>	<b>717.17</b>	<b>4239.77</b>
<b>Total</b>	<b>39708.92</b>	<b>2234.52</b>	<b>10893.08</b>	<b>26581.32</b>	<b>25846.45</b>	

**JEFFERSON GOLF COURSE  
PUBLIC LINKS EXPENDITURES  
2016**

	Beer	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total
January	0.00	0.00	0.00	0.00	63.29	0.00	0.00	63.29
February	0.00	0.00	0.00	0.00	21.99	0.00	0.00	21.99
March	605.76	0.00	0.00	0.00	187.93	0.00	0.00	793.69
April	1585.80	0.00	0.00	0.00	248.31	0.00	0.00	1834.11
May	1373.21	0.00	0.00	0.00	255.46	0.00	0.00	1628.67
June	1973.88	0.00	0.00	0.00	375.95	0.00	0.00	2349.83
July	1505.34	0.00	0.00	37.45	336.42	0.00	0.00	1879.21
August	1296.50	0.00	0.00	0.00	299.54	145.00	0.00	1741.04
September	858.07	0.00	0.00	15.00	227.37	0.00	0.00	1100.44
October	763.42	0.00	0.00	15.00	186.86	0.00	0.00	965.28
November	598.63	0.00	0.00	15.00	100.41	0.00	0.00	714.04
December	0.00	0.00	0.00	0.00	36.01	0.00	0.00	36.01
<b>Total</b>	<b>10560.61</b>	<b>0.00</b>	<b>0.00</b>	<b>82.45</b>	<b>2339.54</b>	<b>145.00</b>	<b>0.00</b>	<b>13127.60</b>

**LAUREL HILL GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

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	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>24268.49</b>
<b>January</b>	<b>3018.26</b>	<b>0.00</b>	<b>1156.07</b>	<b>1862.19</b>	<b>0.00</b>	<b>26130.68</b>
<b>February</b>	<b>1713.15</b>	<b>52.80</b>	<b>264.79</b>	<b>1395.56</b>	<b>0.00</b>	<b>27526.24</b>
<b>March</b>	<b>6675.73</b>	<b>379.84</b>	<b>2532.99</b>	<b>3762.90</b>	<b>0.00</b>	<b>31289.14</b>
<b>April</b>	<b>10336.22</b>	<b>588.01</b>	<b>22750.41</b>	<b>-13002.20</b>	<b>0.00</b>	<b>18286.94</b>
<b>May</b>	<b>11556.55</b>	<b>655.61</b>	<b>3129.20</b>	<b>7771.74</b>	<b>10000.00</b>	<b>16058.68</b>
<b>June</b>	<b>22343.29</b>	<b>1263.99</b>	<b>7051.47</b>	<b>14027.83</b>	<b>0.00</b>	<b>30086.51</b>
<b>July</b>	<b>13926.29</b>	<b>789.80</b>	<b>3419.11</b>	<b>9717.38</b>	<b>0.00</b>	<b>39803.89</b>
<b>August</b>	<b>18154.88</b>	<b>1046.10</b>	<b>10093.27</b>	<b>7015.51</b>	<b>20000.00</b>	<b>26819.40</b>
<b>September</b>	<b>13949.66</b>	<b>810.77</b>	<b>4838.78</b>	<b>8300.11</b>	<b>0.00</b>	<b>35119.51</b>
<b>October</b>	<b>11289.06</b>	<b>646.13</b>	<b>2292.04</b>	<b>8350.89</b>	<b>0.00</b>	<b>43470.40</b>
<b>November</b>	<b>7190.19</b>	<b>403.97</b>	<b>3661.36</b>	<b>3124.86</b>	<b>0.00</b>	<b>46595.26</b>
<b>December</b>	<b>3159.32</b>	<b>179.20</b>	<b>925.04</b>	<b>2055.08</b>	<b>25000.00</b>	<b>23650.34</b>
<b>Total</b>	<b>123312.60</b>	<b>6816.22</b>	<b>62114.53</b>	<b>54381.85</b>	<b>55000.00</b>	

**Laurel Hill Golf Club**  
**PUBLIC LINKS EXPENDITURES**  
**2016**

	Beer	Wine	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total
January	485.84	475.68	0.00	0.00	0.00	194.55	0.00	0.00	1156.07
February	0.00	0.00	0.00	95.34	0.00	222.25	0.00		317.59
March	2006.35	0.00	0.00	0.00	0.00	379.84		Beer Cooler Repair 526.64	2912.83
April	3932.55	1589.52	0.00	284.95	0.00	631.09	0.00	New Bev. Cart/Repair 16900.31	23338.42
May	2853.17	276.03	0.00	0.00	0.00	655.61	0.00	0.00	3784.81
June	6872.64	0.00	0.00	189.43	0.00	1263.99	0.00	Bank Error -10.60	8315.46
July	3419.11	0.00	0.00	0.00	0.00	789.80	0.00	0.00	4208.91
August	4515.22	169.95	0.00	109.10	0.00	1046.10	300.00	New Beer Lines 4999.00	11139.37
September	3928.53	151.26	0.00	309.00	0.00	810.77	0.00	Keperator 449.99	5649.55
October	2292.04	0.00	0.00	0.00	0.00	646.13	0.00	0.00	2938.17
November	1312.95	1805.34	0.00	543.07	0.00	403.97	0.00	0.00	4065.33
December	179.00	746.04	0.00	0.00	0.00	179.20	0.00	0.00	1104.24
<b>Total</b>	<b>31797.40</b>	<b>5213.82</b>	<b>0.00</b>	<b>1530.89</b>	<b>0.00</b>	<b>7223.30</b>	<b>300.00</b>	<b>22865.34</b>	<b>68930.75</b>

**PINECREST GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

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	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>11369.37</b>
<b>January</b>	<b>499.00</b>	<b>0.00</b>	<b>51.87</b>	<b>447.13</b>	<b>500.00</b>	<b>11316.50</b>
<b>February</b>	<b>455.67</b>	<b>10.81</b>	<b>31.17</b>	<b>413.69</b>	<b>500.00</b>	<b>11230.19</b>
<b>March</b>	<b>2300.89</b>	<b>67.68</b>	<b>194.56</b>	<b>2038.65</b>	<b>0.00</b>	<b>13268.84</b>
<b>April</b>	<b>1985.53</b>	<b>121.23</b>	<b>6705.73</b>	<b>-4841.43</b>	<b>0.00</b>	<b>8427.41</b>
<b>May</b>	<b>1913.33</b>	<b>107.82</b>	<b>449.15</b>	<b>1356.36</b>	<b>4000.00</b>	<b>5783.77</b>
<b>June</b>	<b>3444.22</b>	<b>194.40</b>	<b>1133.02</b>	<b>2116.80</b>	<b>1500.00</b>	<b>6400.57</b>
<b>July</b>	<b>3061.45</b>	<b>172.71</b>	<b>1477.65</b>	<b>1411.09</b>	<b>0.00</b>	<b>7811.66</b>
<b>August</b>	<b>3208.55</b>	<b>181.08</b>	<b>847.81</b>	<b>2179.66</b>	<b>0.00</b>	<b>9991.32</b>
<b>September</b>	<b>2054.36</b>	<b>115.92</b>	<b>1789.87</b>	<b>148.57</b>	<b>4000.00</b>	<b>6139.89</b>
<b>October</b>	<b>1357.69</b>	<b>76.59</b>	<b>169.67</b>	<b>1111.43</b>	<b>0.00</b>	<b>7251.32</b>
<b>November</b>	<b>844.66</b>	<b>47.52</b>	<b>0.00</b>	<b>797.14</b>	<b>0.00</b>	<b>8048.46</b>
<b>December</b>	<b>465.17</b>	<b>26.19</b>	<b>110.00</b>	<b>328.98</b>	<b>0.00</b>	<b>8377.44</b>
<b>Total</b>	<b>21590.52</b>	<b>1121.95</b>	<b>12960.50</b>	<b>7508.07</b>	<b>10500.00</b>	

Duplicate deposit in the amount of \$1,104.19 made in March. Returned to FCPA in April.

**PINECREST GOLF COURSE  
PUBLIC LINKS EXPENDITURES  
2016**

	Beer	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total
January	0.00	0.00	0.00	3.00	48.87	0.00	0.00	51.87
February	0.00	0.00	0.00	3.00	38.98	0.00	0.00	41.98
March	194.56	0.00	0.00	0.00	67.68	0.00	0.00	262.24
April	830.21	0.00	153.00	3.00	136.56	0.00	Bev. Cart/FCPA 5704.19	6826.96
May	446.15	0.00	0.00	3.00	107.82	0.00	0.00	556.97
June	1133.02	0.00	0.00	0.00	194.40	0.00	0.00	1327.42
July	1355.85	118.80	0.00	3.00	172.71	0.00	0.00	1650.36
August	741.81	0.00	103.00	3.00	181.08	0.00	0.00	1028.89
September	1219.37	0.00	0.00	3.00	115.92	145.00	Cooler Repair 422.50	1905.79
October	169.67	0.00	0.00	0.00	76.59	0.00	0.00	246.26
November	0.00	0.00	0.00	0.00	47.52	0.00	0.00	47.52
December	110.00	0.00	0.00	0.00	26.19	0.00	0.00	136.19
<b>Total</b>	<b>6200.64</b>	<b>118.80</b>	<b>256.00</b>	<b>21.00</b>	<b>1214.32</b>	<b>145.00</b>	<b>6126.69</b>	<b>14082.45</b>

**TWIN LAKES GOLF COURSE  
PUBLIC LINKS REVENUES  
2016**

	<b>Total Revenue (deposits/credits)</b>	<b>Taxes Paid By FCPA</b>	<b>Total Expenses</b>	<b>Net Revenue</b>	<b>Beer Sales Paid to FCPA</b>	<b>Account Balance</b>
<b>Balance Brought Forward</b>						<b>6736.29</b>
<b>January</b>	<b>703.91</b>		<b>475.06</b>	<b>228.85</b>	<b>0.00</b>	<b>6965.14</b>
<b>February</b>	<b>819.37</b>	<b>22.79</b>	<b>29.40</b>	<b>767.18</b>	<b>0.00</b>	<b>7732.32</b>
<b>March</b>	<b>3671.50</b>	<b>208.94</b>	<b>2025.88</b>	<b>1436.68</b>	<b>0.00</b>	<b>9169.00</b>
<b>April</b>	<b>7307.91</b>	<b>417.18</b>	<b>2137.73</b>	<b>4753.00</b>	<b>0.00</b>	<b>13922.00</b>
<b>May</b>	<b>9974.00</b>	<b>568.09</b>	<b>3932.92</b>	<b>5472.99</b>	<b>7000.00</b>	<b>12394.99</b>
<b>June</b>	<b>12338.51</b>	<b>701.21</b>	<b>4433.09</b>	<b>7204.21</b>	<b>10000.00</b>	<b>9599.20</b>
<b>July</b>	<b>11609.50</b>	<b>655.97</b>	<b>4605.59</b>	<b>6347.94</b>	<b>0.00</b>	<b>15947.14</b>
<b>August</b>	<b>9468.00</b>	<b>538.22</b>	<b>3249.59</b>	<b>5680.19</b>	<b>0.00</b>	<b>21627.33</b>
<b>September</b>	<b>9444.00</b>	<b>535.17</b>	<b>3812.48</b>	<b>5096.35</b>	<b>0.00</b>	<b>26723.68</b>
<b>October</b>	<b>7344.25</b>	<b>416.81</b>	<b>1069.60</b>	<b>5857.84</b>	<b>10000.00</b>	<b>22581.52</b>
<b>November</b>	<b>3781.25</b>	<b>214.80</b>	<b>986.12</b>	<b>2580.33</b>	<b>0.00</b>	<b>25161.85</b>
<b>December</b>	<b>2359.33</b>	<b>59.31</b>	<b>284.30</b>	<b>2015.72</b>	<b>0.00</b>	<b>27177.57</b>
<b>Total</b>	<b>78821.53</b>	<b>4338.49</b>	<b>27041.76</b>	<b>47441.28</b>	<b>27000.00</b>	

**TWIN LAKES GOLF COURSE  
PUBLIC LINKS EXPENDITURES  
2016**

	Beer	Cups	Mixed Gas	Bank Fees	Sales Tax	ABC	Misc.	Total
January	351.66	0.00	0.00	0.00	123.40	0.00		475.06
February	0.00	0.00	0.00	0.00	52.19	0.00		52.19
March	1834.40	0.00	167.73	0.00	232.69	0.00		2234.82
April	2123.42	0.00	14.31	0.00	417.18	0.00		2554.91
May	3687.87	0.00	245.05	0.00	568.09	0.00		4501.01
June	4418.78	0.00	14.31	0.00	701.21	0.00		5134.30
July	4395.01	0.00	210.58	0.00	655.97	0.00		5261.56
August	1904.32	0.00	196.27	0.00	538.22	145.00	SCC Reg/Insurance 1004.00	3787.81
September	3797.11	0.00	15.37	0.00	535.17	0.00		4347.65
October	846.87	0.00	222.73	0.00	416.81	0.00		1486.41
November	986.12	0.00	0.00	0.00	214.80	0.00		1200.92
December	284.30	0.00	0.00	0.00	59.31	0.00		343.61
<b>Total</b>	<b>24629.86</b>	<b>0.00</b>	<b>1086.35</b>	<b>0.00</b>	<b>4515.04</b>	<b>145.00</b>	<b>1004.00</b>	<b>31380.25</b>

August - SCC Registration Fee - \$25.00, Registered Agent Fee - \$215.00, Public Links Officers Insurance \$764.00