



Annual Treasurer's Report 2025–2026

McKenzie County Hockey Club

Lisa Samuelson, MCHC Treasurer

Dear Members,

Over the past year, our club has continued to operate with the same passion and commitment that defines our community. But as Treasurer, it has also become clear that our financial foundation remains unstable in ways that place significant strain on our operations, our long-term planning, and especially our ability to confidently recruit and retain key leadership positions.

Financial Instability and Organizational Risk

As a nonprofit, our revenue streams are not guaranteed, and this year made that reality especially clear. One of our largest and most reliable sources of income — **dasher board advertising and the on-ice logo**, which together bring in approximately **\$150,000 annually** — was discussed in our User Agreement negotiations with the Rough Rider Center as a potential trade-off. Losing that revenue would have dramatically changed our financial outlook unless the entire operational structure shifted to a new model, which remains an active part of our ongoing discussions.

Even so, these conversations have opened the door to exploring more sustainable long-term solutions, and they highlight the importance of strengthening our financial foundation.

We also continue to rely heavily on **gaming revenue from the golf course**, yet access to that gaming is not guaranteed every year. Throughout my term as Treasurer, I have asked directly whether the club could survive without gaming revenue. The answer has consistently been **no** — operating without it would require significant cuts, reduced programming, and a complete restructuring of our financial model. Acknowledging this dependency is the first step toward reducing it.

At the same time, there is real opportunity here. **Growth in gaming revenue is one of the most common stabilizing factors** in youth hockey organizations across the region. Many clubs rely on gaming as their primary predictable income source. Continued growth in this area would allow us to build the financial stability we currently lack and reduce the pressure placed on fundraising, sponsorships, and families.

In other words, while the risks are real, so are the pathways to a stronger, more resilient financial future.

Current Account Balances

With these risks in mind, it's important to understand exactly where we stand today. The following account balances reflect our current financial position and the resources we have available as we move into the next season.

General Operating Account

- **Main Account: \$129,165.48** This account is reserved for **operational expenses**, including utilities, administrative costs, referee payments, insurance, and other essential overhead required to keep the nonprofit running.

Trust Fund Account

- **MCHC Trust: \$86,316.82** These funds are **exclusively dedicated to expenditures that directly benefit the kids** supported by the nonprofit. This ensures that resources are used to further the organization's mission and support youth development.

Gaming Account

- **Gaming Account: \$59,566.04** This account is **strictly used for fundraising activities**. Any money generated from gaming or fundraising events must be deposited back into this account. A designated percentage of gaming profits may be transferred to the Trust Fund to support its mission. *(Note: Year-round gaming begins in April.)*

Understanding the purpose of the gaming account also helps explain why certain investments were made this year. A portion of gaming revenue was used to make a strategic capital investment in a **\$40,000 food truck**, which will serve as a year-round revenue generator for the club. The food truck will be utilized at major summer activities and community events, creating a consistent, visible presence in the community while building a reliable fundraising stream that is not dependent on seasonal or unpredictable income sources.

Endowment Fund

- The Endowment Fund is a **long-term sustainability tool**. Only the interest earned may be used; the principal must remain untouched. The goal is to build this fund to a level that provides meaningful, predictable support within the next 10 years, ensuring long-term financial stability for the organization.
- Our club currently has an endowment fund totaling **\$397,255.86**, with a **spendable balance of \$9,260**. Growing the endowment over time will provide stable, predictable annual income and strengthen the club's long-term financial health.

Top 10 Revenues vs. Top 10 Expenses

While our balances provide a snapshot of our financial health, the real story lies in how money moves through the club. The table below highlights the top revenue sources and the major expenses that continue to shape our financial reality.

Top 10 Revenues	Amount	Top 10 Expenses	Amount
Advertising Income	\$163,103.00	Utilities	\$147,394.15
Registration Fees	\$108,300.46	Admin Payroll	\$88,138.29
Gaming Net	\$70,210.66	Referee Expense	\$61,625.30
Concession Net	\$69,595.75	Cleaning Expense	\$35,379.60
Donations	\$46,077.23	Tournament Registrations	\$35,175.55
Occupancy Tax	\$38,500.00	Coach Expense	\$38,470.53
Merchandise Net	\$24,047.70	Sales Tax	\$29,043.28
Clinics & Camps	\$19,628.86	Equipment	\$23,425.53
Fundraising Net	\$17,480.09	Supplies	\$23,382.57
Figure Skating	\$14,590.00	Accounting	\$17,062.53

The Hockey Director Position: Financial Realities and Investment

Even with these assets, our operational challenges directly impact our ability to support key roles within the organization. This has been especially evident in our efforts to fund and sustain the Hockey Director position.

The instability of our current revenue structure has had a direct impact on our ability to recruit and retain a Hockey Director. The role carries a high level of responsibility, yet we have not been able to offer stable, predictable funding for it.

Over the past year, the club has paid a total of **\$75,833.42** in salary to our Hockey Director, including a prorated payment for March 2025. The club also invested **\$2,650.96** in travel, lodging, and certification expenses for NARCE.

In addition to salary, the Hockey Director earned a total income of **\$88,138.29** including incentives through the 20% incentive structure outlined in his contract. As we move into a new board term, this incentive model will need to be reviewed and renegotiated to ensure long-term affordability.

Together, these factors highlight the need for a more stable and sustainable financial model before the club can confidently support a full-time Hockey Director position.

Team Slush Funds and Financial Oversight

Managing team-level slush funds continues to place significant strain on our financial processes. While each team is allowed to raise and manage its own funds, the system has created administrative inconsistency and inequity. Some teams raise up to **\$10,000**, while others raise nothing, creating disparities that contribute to division within the club.

The Treasurer is responsible for processing all team-related deposits — checks ranging from **\$40 to \$5,000** — and redistributing those funds back to the appropriate team, along with donor tax receipts. This constant cycle of in-and-out transactions is time-consuming, increases the risk of error, and adds unnecessary complexity to our accounting.

Repeated fundraising requests from teams, parents, and the club also contribute to **donor fatigue**, making it harder to secure support for club-wide needs. A potential solution is the creation of a **Team Fund Coordinator** to oversee team fundraising, track balances, and report monthly to the board.

Administrative Position Recommendation

The challenges created by slush funds, combined with the overall administrative load on the board, highlight a broader organizational need. In my opinion — and I recognize this may be a point of debate for the next board — the club would benefit more from establishing a **dedicated Administrative position** at a significantly lower cost than a full-time Hockey Director.

The volume of money moving in and out of the club requires consistent oversight. Managing transactions, tracking team funds, coordinating sponsorships, supporting grant work, and ensuring accurate reporting are essential to the club's stability. Currently, these responsibilities are spread across multiple volunteers:

- **Kathy Skarda** manages concessions cash and ordering
- **Event coordinators** manage tournament cash flow and ordering
- **Aaron Pelton** manages referee payments
- **Talech** deposits flow directly into the general account
- **Johnson Accounting** handles monthly financials, gaming, and taxes
- **Lori Schettler & Samantha Kitzmann** manage invoices, registration, and Crossbar deposits

- The **Treasurer** oversees major expenses, accounting communication, BOD communication, Budget & Finance, grants, slush funds, invoices, and tournament revenue/expenses

While each person contributes significantly, the workload is fragmented and unsustainable. A dedicated Administrative role would centralize these responsibilities, improve consistency, and reduce the risk of oversight gaps. It would also strengthen communication across teams, families, and the board — an ongoing challenge.

Rough Rider Center Contract and Utility Costs

While administrative structure is one piece of the puzzle, our operational costs also continue to rise in areas we cannot control. A significant factor in this is our agreement with the Rough Rider Center. Much of our financial outlook moving forward will be shaped by the upcoming User Agreement with the RRC, and a collaborative strategy will be essential to keeping this club functioning effectively.

As part of our efforts to manage these rising costs, the club invested in strengthening our Hockey Director's ice-maintenance expertise through NARCE training, with the goal of reducing utility expenses by an estimated **\$20,000 annually**. This expectation influenced how we approached the current User Agreement and the operational responsibilities we were willing to assume. However, despite this investment, we have not seen a measurable reduction in utility costs. This outcome underscores the importance of ensuring that future agreements and operational decisions are based on reliable, achievable cost-saving measures.

Steps Taken Toward Stability

Despite these challenges, we have taken meaningful steps to strengthen our financial footing:

- Launched the **Winter Classic tournaments**, creating a more reliable revenue stream
- Completed a grant-writing course and secured **\$50,000** through the Occupancy and Lodging Grant
- Engaged community partners, including the **Watford City Job Development Authority**, to explore long-term support for essential positions
- Continued discussions on gaming site prospects and expansion

Conclusion

Our club has tremendous strengths, passionate families, committed volunteers, and a community that believes deeply in the value of youth hockey. These strengths are the foundation that allows us to navigate challenges, adapt when needed, and continue building **opportunities** for our athletes. Thank you for electing me to serve your kids. It has been an honor to advocate for their experience, their development, and the long-term stability of this club.

2:44 PM

McKenzie County Hockey Club

03/30/26

Balance Sheet

Cash Basis

As of March 31, 2026

	Mar 31, 26	Mar 31, 25	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1000 · FIB-General Checking	43,454.61	93,631.18	-50,176.57
1100 · FIB - Raffle Fund Account	70,230.04	68,768.32	1,461.72
1200 · FIB CD #91088	13,783.44	13,783.44	0.00
1250 · Petty Cash	17,260.00	12,840.00	4,420.00
1450 · FIB-MCHC Trust	85,316.82	54,507.88	30,808.94
1500 · Gaming COH	3,745.00	15,745.00	-12,000.00
Total Checking/Savings	<u>233,789.91</u>	<u>259,275.82</u>	<u>-25,485.91</u>
Other Current Assets			
Cooling Tower receivable	0.00	12,000.00	-12,000.00
Total Other Current Assets	<u>0.00</u>	<u>12,000.00</u>	<u>-12,000.00</u>
Total Current Assets	<u>233,789.91</u>	<u>271,275.82</u>	<u>-37,485.91</u>
Fixed Assets			
1400 · Equipment & Fixtures	217,845.65	171,857.65	45,988.00
1401 · Accumulated Depreciation	-136,288.54	-112,863.01	-23,425.53
Total Fixed Assets	<u>81,557.11</u>	<u>58,994.64</u>	<u>22,562.47</u>
TOTAL ASSETS	<u><u>315,347.02</u></u>	<u><u>330,270.46</u></u>	<u><u>-14,923.44</u></u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 · Accounts Payable	-15,069.25	0.00	-15,069.25
Total Accounts Payable	<u>-15,069.25</u>	<u>0.00</u>	<u>-15,069.25</u>
Credit Cards			
2102 · Visa - Corp 6126			
2100 · FIBT VISA - 9337 (Old acct # - 3626)	-35.00	-35.00	0.00
2101 · FIBT VISA - 1684 (Old acct # - 2269, 4144)	4,668.23	4,693.05	-24.82
2102 · Visa - Corp 6126 - Other	-70.00	-70.00	0.00
Total 2102 · Visa - Corp 6126	<u>4,563.23</u>	<u>4,588.05</u>	<u>-24.82</u>
Total Credit Cards	<u>4,563.23</u>	<u>4,588.05</u>	<u>-24.82</u>
Total Current Liabilities	<u>-10,506.02</u>	<u>4,588.05</u>	<u>-15,094.07</u>
Total Liabilities	<u>-10,506.02</u>	<u>4,588.05</u>	<u>-15,094.07</u>
Equity			
3200 · Retained Earnings	421,112.90	412,762.00	8,350.90
3201 · Capital Stock	800.00	800.00	0.00
Net Income	-96,059.86	-87,879.59	-8,180.27
Total Equity	<u>325,853.04</u>	<u>325,682.41</u>	<u>170.63</u>
TOTAL LIABILITIES & EQUITY	<u><u>315,347.02</u></u>	<u><u>330,270.46</u></u>	<u><u>-14,923.44</u></u>

McKenzie County Hockey Club
Profit & Loss Prev Year Comparison
March 2025 through March 2026

	Mar '25 - Mar 26	Mar '24 - Mar 25	\$ Change	% Change
Ordinary Income/Expense				
Income				
4000 · Advertising Income				
4001 · Dasher Board Advertising	145,484.00	93,332.14	52,151.86	55.9%
4002 · Jersey Sponsor	800.00	6,039.20	-5,239.20	-86.8%
4005 · Zam Advertising	5,000.00	5,000.00	0.00	0.0%
4006 · Sponsorships	3,540.00	850.00	2,690.00	316.5%
Total 4000 · Advertising Income	154,824.00	105,221.34	49,602.66	47.1%
4050 · Fundraising Income				
4052 · 50-50	1,926.00	1,756.00	170.00	9.7%
4053 · War In Watford	1,109.37	3,424.01	-2,314.64	-67.6%
4055 · Raffle Fundraiser	0.00	612.00	-612.00	-100.0%
4056 · Fundraising Income - Other	6,166.00	14,764.25	-8,598.25	-58.2%
4057 · Golf Scramble	27,567.50	8,790.00	18,777.50	213.6%
4059 · Fundraising Expenses	-31,630.12	-28,836.18	-2,793.94	-9.7%
Total 4050 · Fundraising Income	5,138.75	510.08	4,628.67	907.4%
4060 · Gate Ticket Sales	0.00	5,225.00	-5,225.00	-100.0%
4070 · Ice Rental	6,258.71	12,220.00	-6,961.29	-57.0%
4080 · Registration Fee/ Equip. Rental				
4081 · Regular Season	91,420.23	69,040.81	22,379.42	32.4%
4083 · Spring Season	13,208.88	19,033.51	-5,824.63	-30.6%
4084 · Equipment Rental	525.00	1,645.00	-1,120.00	-68.1%
4085 · Open Hockey	80.79	0.00	80.79	100.0%
4086 · Preseason Training	7,724.14	11,555.20	-3,831.06	-33.2%
4087 · Summer Series	-5.98	0.00	-5.98	-100.0%
Total 4080 · Registration Fee/ Equip. Rental	112,953.06	101,274.52	11,678.54	11.5%
4090 · Clinics & Camps	22,071.74	5,077.50	16,994.24	334.7%
4100 · Figure Skating Income	14,590.00	11,100.00	3,490.00	31.4%
4120 · Skate Sharpening	0.00	10.00	-10.00	-100.0%
4200 · Donations				
4201 · Equipment Donations	5,300.00	60,000.00	-54,700.00	-91.2%
4202 · Memorials	0.00	1,347.23	-1,347.23	-100.0%
4203 · Volunteer Hours	1,000.37	2,575.00	-1,574.63	-61.2%
4209 · Other Donations	41,340.00	32,908.81	8,431.19	25.6%
Total 4200 · Donations	47,640.37	96,831.04	-49,190.67	-50.8%
4250 · Tournament				
4251 · Tournament Income	71,498.25	74,300.79	-2,802.54	-3.8%
4252 · Tournament Expenses	-88,617.53	-84,131.03	-4,486.50	-5.3%
4253 · Team Registration Fees	-1,551.00	0.00	-1,551.00	-100.0%
4255 · State Tournament Income	650.00	22,051.00	-21,401.00	-97.1%
4256 · State Tournament Expenses	-7,796.93	-1,820.79	-5,976.14	-328.2%
Total 4250 · Tournament	-25,817.21	10,399.97	-36,217.18	-348.2%
4300 · Concessions				
4305 · Concession Sales	181,851.84	159,708.67	22,143.17	13.9%
4310 · Concession Expenses	-97,417.48	-93,929.03	-3,488.45	-3.7%
Total 4300 · Concessions	84,434.36	65,779.64	18,654.72	28.4%
4304 · Vending Machine	2,166.00	5,270.72	-3,104.72	-58.9%
4400 · Merchandise Sales				
4401 · Apparel Sales	84,444.00	56,766.60	27,677.40	48.8%
4402 · Cap, Sock, Tape Mouth Guard Sales	1,014.00	1,592.00	-578.00	-36.3%
4403 · Merchandise Purchases	-9,950.85	-33,273.00	23,322.15	70.1%
4404 · Hockey Equipment Sales	748.65	130.00	618.65	475.9%
4408 · Jersey Sales	132.50	11,753.00	-11,620.50	-98.9%
4409 · Jersey Purchases	-20,423.50	-3,196.20	-17,227.30	-539.0%
Total 4400 · Merchandise Sales	55,964.80	33,772.40	22,192.40	65.7%
4500 · Gaming Income				
4501 · E-tab Income	108,591.00	76,080.75	32,530.25	42.8%
4502 · Pull-Tab Income	0.00	2,869.00	-2,869.00	-100.0%
5258 · Gaming Tax	-2,337.19	-981.88	-1,355.31	-138.0%
5700 · ETAB Gaming Supplies	-28,583.15	-24,213.96	-4,369.19	-18.0%
5701 · Site Rent	-4,500.00	-4,600.00	100.00	2.2%
5703 · Gaming Runner	-2,960.00	-2,280.00	-680.00	-29.8%
5704 · Pull-Tab Gaming Supplies	0.00	-307.32	307.32	100.0%
Total 4500 · Gaming Income	70,210.66	46,546.59	23,664.07	50.8%

McKenzie County Hockey Club
Profit & Loss Prev Year Comparison
March 2025 through March 2026

	Mar '25 - Mar 26	Mar '24 - Mar 25	\$ Change	% Change
4600 · Scholarship				
4601 · Scholarship Income	5,300.00	374.88	4,925.12	1,313.8%
4602 · Scholarship Expense	-5,000.00	-8,027.89	1,027.89	17.1%
Total 4600 · Scholarship	300.00	-5,653.01	5,953.01	105.3%
4700 · Occupancy Tax Income	38,500.00	15,000.00	23,500.00	156.7%
4800 · Grant Income	7,500.00	9,000.00	-1,500.00	-16.7%
Total Income	595,735.24	517,585.79	78,149.45	15.1%
Gross Profit	595,735.24	517,585.79	78,149.45	15.1%
Expense				
5000 · Advertising Expense	20,297.32	17,739.86	2,557.46	14.4%
5015 · Admin Payroll				
5016 · Skills & Development Director	0.00	779.79	-779.79	-100.0%
5017 · Hockey Director	74,967.71	35,000.03	39,967.68	114.2%
5018 · Zamboni Driver	5,500.00	5,720.00	-220.00	-3.9%
5015 · Admin Payroll - Other	1,650.00	3,270.00	-1,620.00	-49.5%
Total 5015 · Admin Payroll	82,117.71	44,769.82	37,347.89	83.4%
5020 · Bank Charges	8,830.23	9,041.13	-210.90	-2.3%
5030 · Camps & Clinics	8,300.00	19,955.00	-13,655.00	-68.4%
5040 · Cleaning Expense	57,686.06	39,574.96	18,011.10	45.5%
5050 · Coach Expense				
5052 · Coaches Clinics	255.00	180.00	75.00	41.7%
5053 · Coaches Reimbursement	75,899.96	58,835.31	19,064.65	33.5%
5054 · Coaches USA Hockey Registration	511.00	197.00	314.00	159.4%
Total 5050 · Coach Expense	76,665.96	57,212.31	19,453.65	34.0%
5056 · Contributions	1,000.00	0.00	1,000.00	100.0%
5060 · Dues & Subscriptions	5,008.27	1,668.02	3,340.25	200.3%
5070 · Hockey Club Promotion	0.00	888.93	-888.93	-100.0%
5080 · Hockey Equipment Purchases	8,166.38	4,111.14	4,055.24	98.6%
5100 · Insurance Expense	14,029.00	6,930.00	7,099.00	102.4%
5110 · Jerseys - Not for Resale	0.00	17,615.40	-17,615.40	-100.0%
5120 · License & Permits	8,995.00	175.00	8,820.00	5,040.0%
5130 · Meals & Entertainment				
5131 · Annual Meeting Expense	2,672.24	1,838.24	834.00	45.4%
Total 5130 · Meals & Entertainment	2,672.24	1,838.24	834.00	45.4%
5140 · Miscellaneous Expenses	1,533.37	1,278.17	255.20	20.0%
5150 · Name Plates	53.25	298.20	-244.95	-82.1%
5160 · Office Expense	3,754.75	8,856.58	-5,100.83	-57.6%
5170 · Professional Fees	19,251.60	3,162.50	16,089.10	508.8%
5175 · Depreciation Expense	23,425.53	10,288.00	13,137.53	127.7%
5180 · Referee Expense				
5181 · Referee Mileage	0.00	1,063.56	-1,063.56	-100.0%
5182 · Referee Per-Diem	0.00	450.00	-450.00	-100.0%
5183 · Referees Pay	59,605.00	60,399.00	-794.00	-1.3%
5184 · Referee Travel	4,376.85	3,208.42	1,168.43	36.4%
Total 5180 · Referee Expense	63,981.85	65,120.98	-1,139.13	-1.8%
5198 · Roughrider Rent Expense	160.00	520.00	-360.00	-69.2%
5205 · Special Events	1,232.75	1,511.61	-278.86	-18.5%
5210 · Supplies	23,009.25	3,596.07	19,413.18	539.8%
5220 · Taxes				
5222 · Sales Tax	27,692.53	23,669.96	4,022.57	17.0%
Total 5220 · Taxes	27,692.53	23,669.96	4,022.57	17.0%
5234 · Tournament Registrations	34,325.55	31,029.77	3,295.78	10.6%
5240 · Travel Expenses	361.04	0.00	361.04	100.0%
5600 · Rough Rider Center (Ice Rink)				
5190 · Repairs & Maintenance				
5192 · Building Repairs	0.00	3,283.32	-3,283.32	-100.0%
5194 · Ice Expenses	0.00	5,878.80	-5,878.80	-100.0%
5196 · Rink Expenses	1,087.20	4,178.13	-3,090.93	-74.0%
Total 5190 · Repairs & Maintenance	1,087.20	13,140.25	-12,053.05	-91.7%
5197 · Zamboni Maintenance	6,722.33	1,985.17	4,737.16	238.6%

McKenzie County Hockey Club
Profit & Loss Prev Year Comparison
March 2025 through March 2026

	Mar '25 - Mar 26	Mar '24 - Mar 25	\$ Change	% Change
5254 · Utilities				
5255 · Electric	139,808.73	143,733.06	-3,924.33	-2.7%
5256 · Water/Sewer	13,356.08	9,798.77	3,557.31	36.3%
5257 · Telephone & Internet	1,950.00	1,942.00	8.00	0.4%
5259 · Gas	1,328.37	0.00	1,328.37	100.0%
Total 5254 · Utilities	<u>156,443.18</u>	<u>155,473.83</u>	<u>969.35</u>	<u>0.6%</u>
Total 5600 · Rough Rider Center (Ice Rink)	164,252.71	170,599.25	-6,346.54	-3.7%
66000 · Payroll Expenses (Payroll expenses)	54.25	21.00	33.25	158.3%
Total Expense	<u>654,756.60</u>	<u>541,470.90</u>	<u>113,285.70</u>	<u>20.9%</u>
Net Ordinary Income	-59,021.36	-23,885.11	-35,136.25	-147.1%
Other Income/Expense				
Other Income				
6100 · Interest Income	92.32	355.82	-263.50	-74.1%
6300 · Miscellaneous Income	5,036.45	81.17	4,955.28	6,104.8%
6400 · Patronage Dividend	3,797.54	2,986.07	811.47	27.2%
6500 · Endowment Donation	0.00	0.00	0.00	0.0%
Total Other Income	<u>8,926.31</u>	<u>3,423.06</u>	<u>5,503.25</u>	<u>160.8%</u>
Other Expense				
7000 · Interest Expense	12.00	0.00	12.00	100.0%
Total Other Expense	<u>12.00</u>	<u>0.00</u>	<u>12.00</u>	<u>100.0%</u>
Net Other Income	8,914.31	3,423.06	5,491.25	160.4%
Net Income	<u><u>-50,107.05</u></u>	<u><u>-20,462.05</u></u>	<u><u>-29,645.00</u></u>	<u><u>-144.9%</u></u>

McKenzie County Hockey Club
Profit & Loss Budget vs. Actual
March 2025 through March 2026

	Mar '25 - Mar 26	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · Advertising Income				
4001 · Dasher Board Advertising	145,484.00	95,000.00	50,484.00	153.1%
4002 · Jersey Sponsor	800.00			
4005 · Zam Advertising	5,000.00	5,000.00	0.00	100.0%
4006 · Sponsorships	3,540.00	2,000.00	1,540.00	177.0%
Total 4000 · Advertising Income	154,824.00	102,000.00	52,824.00	151.8%
4050 · Fundraising Income				
4052 · 50-50	1,926.00	1,500.00	426.00	128.4%
4053 · War In Watford	1,109.37			
4055 · Raffle Fundraiser	0.00	15,000.00	-15,000.00	0.0%
4056 · Fundraising Income - Other	6,166.00			
4057 · Golf Scramble	27,567.50	8,000.00	19,567.50	344.6%
4059 · Fundraising Expenses	-31,630.12			
Total 4050 · Fundraising Income	5,138.75	24,500.00	-19,361.25	21.0%
4060 · Gate Ticket Sales	0.00	5,000.00	-5,000.00	0.0%
4070 · Ice Rental	5,258.71	10,000.00	-4,741.29	52.6%
4080 · Registration Fee/ Equip. Rental				
4081 · Regular Season	91,420.23	75,000.00	16,420.23	121.9%
4083 · Spring Season	13,208.88			
4084 · Equipment Rental	525.00			
4085 · Open Hockey	80.79			
4086 · Preseason Training	7,724.14			
4087 · Summer Series	-5.98			
Total 4080 · Registration Fee/ Equip. Rental	112,953.06	75,000.00	37,953.06	150.6%
4090 · Clinics & Camps	22,071.74			
4100 · Figure Skating Income	14,590.00	15,000.00	-410.00	97.3%
4200 · Donations				
4201 · Equipment Donations	5,300.00			
4203 · Volunteer Hours	1,000.37			
4209 · Other Donations	41,340.00			
Total 4200 · Donations	47,640.37			
4250 · Tournament				
4251 · Tournament Income	71,498.25	62,500.00	8,998.25	114.4%
4252 · Tournament Expenses	-88,617.53	-54,166.68	-34,450.85	163.6%
4253 · Team Registration Fees	-1,551.00			
4255 · State Tournament Income	650.00	15,000.00	-14,350.00	4.3%
4256 · State Tournament Expenses	-7,796.93	-10,000.00	2,203.07	78.0%
Total 4250 · Tournament	-25,817.21	13,333.32	-39,150.53	-193.6%
4300 · Concessions				
4305 · Concession Sales	181,851.84	120,000.00	61,851.84	151.5%
4310 · Concession Expenses	-97,417.48	-55,000.00	-42,417.48	177.1%
Total 4300 · Concessions	84,434.36	65,000.00	19,434.36	129.9%
4304 · Vending Machine	2,166.00			
4400 · Merchandise Sales				
4401 · Apparel Sales	84,444.00			
4402 · Cap, Sock, Tape Mouth Guard Sales	1,014.00			
4403 · Merchandise Purchases	-9,950.85			
4404 · Hockey Equipment Sales	748.65			
4408 · Jersey Sales	132.50			
4409 · Jersey Purchases	-20,423.50			
Total 4400 · Merchandise Sales	55,964.80			

McKenzie County Hockey Club
Profit & Loss Budget vs. Actual
March 2025 through March 2026

	Mar '25 - Mar 26	Budget	\$ Over Budget	% of Budget
4500 · Gaming Income				
4501 · E-tab Income	108,591.00			
5258 · Gaming Tax	-2,337.19			
5700 · ETAB Gaming Supplies	-28,583.15	-25,000.00	-3,583.15	114.3%
5701 · Site Rent	-4,500.00	-6,900.00	2,400.00	65.2%
5703 · Gaming Runner	-2,960.00	-1,500.00	-1,460.00	197.3%
4500 · Gaming Income - Other	0.00	75,000.00	-75,000.00	0.0%
Total 4500 · Gaming Income	70,210.66	41,600.00	28,610.66	168.8%
4600 · Scholarship				
4601 · Scholarship Income	5,300.00			
4602 · Scholarship Expense	-5,000.00			
Total 4600 · Scholarship	300.00			
4700 · Occupancy Tax Income	38,500.00	15,000.00	23,500.00	256.7%
4800 · Grant Income	7,500.00			
Total Income	595,735.24	366,433.32	229,301.92	162.6%
Gross Profit	595,735.24	366,433.32	229,301.92	162.6%
Expense				
5000 · Advertising Expense	20,297.32			
5015 · Admin Payroll				
5017 · Hockey Director	74,967.71	58,333.34	16,634.37	128.5%
5018 · Zamboni Driver	5,500.00			
5015 · Admin Payroll - Other	1,650.00			
Total 5015 · Admin Payroll	82,117.71	58,333.34	23,784.37	140.8%
5020 · Bank Charges	8,830.23			
5030 · Camps & Clinics	6,300.00			
5040 · Cleaning Expense	57,586.06	22,000.00	35,586.06	261.8%
5050 · Coach Expense				
5052 · Coaches Clinics	255.00			
5053 · Coaches Reimbursement	75,899.96	28,000.00	47,899.96	271.1%
5054 · Coaches USA Hockey Registration	511.00	500.00	11.00	102.2%
Total 5050 · Coach Expense	76,665.96	28,500.00	48,165.96	269.0%
5056 · Contributions	1,000.00			
5060 · Dues & Subscriptions	5,008.27			
5080 · Hockey Equipment Purchases	8,166.38			
5100 · Insurance Expense	14,029.00			
5120 · License & Permits	8,995.00			
5130 · Meals & Entertainment				
5131 · Annual Meeting Expense	2,672.24			
Total 5130 · Meals & Entertainment	2,672.24			
5140 · Miscellaneous Expenses	1,533.37			
5150 · Name Plates	53.25			
5160 · Office Expense	3,754.75			
5170 · Professional Fees	19,251.60	0.00	19,251.60	100.0%
5175 · Depreciation Expense	23,425.53			
5180 · Referee Expense				
5183 · Referees Pay	59,605.00	30,000.00	29,605.00	198.7%
5184 · Referee Travel	4,376.85			
Total 5180 · Referee Expense	63,981.85	30,000.00	33,981.85	213.3%
5198 · Roughrider Rent Expense	160.00	165,000.00	-164,840.00	0.1%
5205 · Special Events	1,232.75			
5210 · Supplies	23,009.25			

McKenzie County Hockey Club
Profit & Loss Budget vs. Actual
March 2025 through March 2026

	Mar '25 - Mar 26	Budget	\$ Over Budget	% of Budget
5220 · Taxes				
5222 · Sales Tax	27,692.53	12,000.00	15,692.53	230.8%
Total 5220 · Taxes	27,692.53	12,000.00	15,692.53	230.8%
5234 · Tournament Registrations	34,325.55	35,000.00	-674.45	98.1%
5240 · Travel Expenses	361.04			
5600 · Rough Rider Center (Ice Rink)				
5190 · Repairs & Maintenance				
5196 · Rink Expenses	1,087.20			
Total 5190 · Repairs & Maintenance	1,087.20			
5197 · Zamboni Maintenance	6,722.33	900.00	5,822.33	746.9%
5254 · Utilities				
5255 · Electric	139,808.73	102,000.00	37,808.73	137.1%
5256 · Water/Sewer	13,356.08	7,100.00	6,256.08	188.1%
5257 · Telephone & Internet	1,950.00	1,480.00	470.00	131.8%
5259 · Gas	1,328.37			
Total 5254 · Utilities	156,443.18	110,580.00	45,863.18	141.5%
Total 5600 · Rough Rider Center (Ice Rink)	164,252.71	111,480.00	52,772.71	147.3%
66000 · Payroll Expenses (Payroll expenses)	54.25			
Total Expense	654,756.60	462,313.34	192,443.26	141.6%
Net Ordinary Income	-59,021.36	-95,880.02	36,858.66	61.6%
Other Income/Expense				
Other Income				
6100 · Interest Income	92.32			
6300 · Miscellaneous Income	5,036.45			
6400 · Patronage Dividend	3,797.54			
Total Other Income	8,926.31			
Other Expense				
7000 · Interest Expense	12.00			
Total Other Expense	12.00			
Net Other Income	8,914.31			
Net Income	-50,107.05	-95,880.02	45,772.97	52.3%

McKenzie County Hockey Club
Profit & Loss
January through March 2026

	Jan - Mar 26	Jan - Mar 25	\$ Change
Ordinary Income/Expense			
Income			
4000 · Advertising Income			
4001 · Dasher Board Advertising	0.00	4,800.00	-4,800.00
4002 · Jersey Sponsor	0.00	3,519.00	-3,519.00
4005 · Zam Advertising	5,000.00	5,000.00	0.00
4006 · Sponsorships	40.00	0.00	40.00
Total 4000 · Advertising Income	5,040.00	13,319.00	-8,279.00
4050 · Fundraising Income			
4053 · War In Watford	1,269.37	3,424.01	-2,154.64
4056 · Fundraising Income - Other	3,941.00	13,481.25	-9,540.25
4057 · Golf Scramble	0.00	260.00	-260.00
4059 · Fundraising Expenses	-14,281.66	-14,421.03	139.37
Total 4050 · Fundraising Income	-9,071.29	2,744.23	-11,815.52
4070 · Ice Rental	440.15	2,780.00	-2,339.85
4080 · Registration Fee/ Equip. Rental			
4081 · Regular Season	18,867.47	16,055.01	2,812.46
4083 · Spring Season	0.00	5,533.51	-5,533.51
4084 · Equipment Rental	0.00	325.00	-325.00
Total 4080 · Registration Fee/ Equip. Rental	18,867.47	21,913.52	-3,046.05
4090 · Clinics & Camps	2,442.88	0.00	2,442.88
4120 · Skate Sharpening	0.00	10.00	-10.00
4200 · Donations			
4202 · Memorials	0.00	-652.77	652.77
4203 · Volunteer Hours	1,000.37	0.00	1,000.37
4209 · Other Donations	660.00	1,000.00	-340.00
Total 4200 · Donations	1,660.37	347.23	1,313.14
4250 · Tournament			
4251 · Tournament Income	-400.00	3,692.47	-4,092.47
4252 · Tournament Expenses	-22,233.95	-5,906.30	-16,327.65
4255 · State Tournament Income	650.00	0.00	650.00
4256 · State Tournament Expenses	-6,896.93	-900.00	-5,996.93
Total 4250 · Tournament	-28,880.88	-3,113.83	-25,767.05
4300 · Concessions			
4305 · Concession Sales	113,401.75	93,210.19	20,191.56
4310 · Concession Expenses	-48,569.85	-43,754.76	-4,815.09
Total 4300 · Concessions	64,831.90	49,455.43	15,376.47
4304 · Vending Machine	1,164.00	1,988.04	-824.04
4400 · Merchandise Sales			
4401 · Apparel Sales	51,402.00	21,802.00	29,600.00
4402 · Cap, Sock, Tape Mouth Guard Sales	436.00	1,292.00	-856.00
4403 · Merchandise Purchases	-9,950.85	-20,865.00	10,914.15
4404 · Hockey Equipment Sales	573.65	80.00	493.65
4408 · Jersey Sales	67.50	8,143.00	-8,075.50
4409 · Jersey Purchases	-464.20	-3,196.20	2,732.00
Total 4400 · Merchandise Sales	42,064.10	7,255.80	34,808.30
4600 · Scholarship			
4601 · Scholarship Income	0.00	100.00	-100.00
4602 · Scholarship Expense	0.00	-6,027.89	6,027.89
Total 4600 · Scholarship	0.00	-5,927.89	5,927.89
Total Income	98,558.70	90,771.53	7,787.17
Gross Profit	98,558.70	90,771.53	7,787.17

McKenzie County Hockey Club
Profit & Loss
January through March 2026

	Jan - Mar 26	Jan - Mar 25	\$ Change
Expense			
5000 · Advertising Expense	541.10	1,750.00	-1,208.90
5015 · Admin Payroll			
5016 · Skills & Development Director	0.00	779.79	-779.79
5017 · Hockey Director	17,500.02	0.00	17,500.02
5018 · Zamboni Driver	4,060.00	3,580.00	480.00
5015 · Admin Payroll - Other	0.00	1,650.00	-1,650.00
Total 5015 · Admin Payroll	21,560.02	6,009.79	15,550.23
5020 · Bank Charges	4,578.94	4,147.97	430.97
5030 · Camps & Clinics	0.00	1,500.00	-1,500.00
5040 · Cleaning Expense	25,966.46	7,760.00	18,206.46
5050 · Coach Expense			
5052 · Coaches Clinics	130.00	180.00	-50.00
5053 · Coaches Reimbursement	41,023.63	30,851.86	10,171.77
5054 · Coaches USA Hockey Registration	264.00	197.00	67.00
Total 5050 · Coach Expense	41,417.63	31,228.86	10,188.77
5060 · Dues & Subscriptions	998.32	344.67	653.65
5080 · Hockey Equipment Purchases	0.00	241.25	-241.25
5110 · Jerseys - Not for Resale	0.00	15,095.20	-15,095.20
5130 · Meals & Entertainment			
5131 · Annual Meeting Expense	0.00	1,105.24	-1,105.24
Total 5130 · Meals & Entertainment	0.00	1,105.24	-1,105.24
5140 · Miscellaneous Expenses	356.08	1,177.00	-820.92
5150 · Name Plates	53.25	0.00	53.25
5160 · Office Expense	694.53	4,055.65	-3,361.12
5170 · Professional Fees	0.00	2,150.00	-2,150.00
5180 · Referee Expense			
5183 · Referees Pay	39,445.00	41,754.00	-2,309.00
5184 · Referee Travel	4,376.85	1,821.30	2,555.55
Total 5180 · Referee Expense	43,821.85	43,575.30	246.55
5198 · Roughrider Rent Expense	40.00	0.00	40.00
5205 · Special Events	1,232.75	0.00	1,232.75
5210 · Supplies	85.81	514.09	-428.28
5220 · Taxes			
5222 · Sales Tax	11,019.35	12,370.10	-1,350.75
Total 5220 · Taxes	11,019.35	12,370.10	-1,350.75
5234 · Tournament Registrations	0.00	850.00	-850.00
5240 · Travel Expenses	361.04	0.00	361.04
5600 · Rough Rider Center (Ice Rink)			
5190 · Repairs & Maintenance			
5196 · Rink Expenses	87.05	0.00	87.05
Total 5190 · Repairs & Maintenance	87.05	0.00	87.05
5197 · Zamboni Maintenance	585.73	1,433.35	-847.62
5254 · Utilities			
5255 · Electric	40,994.01	40,067.37	926.64
5256 · Water/Sewer	3,625.12	2,856.16	768.96
5257 · Telephone & Internet	450.00	450.00	0.00
5259 · Gas	853.58	0.00	853.58
Total 5254 · Utilities	45,922.71	43,373.53	2,549.18
Total 5600 · Rough Rider Center (Ice Rink)	46,595.49	44,806.88	1,788.61

2:47 PM

03/30/26

Cash Basis

McKenzie County Hockey Club

Profit & Loss

January through March 2026

	<u>Jan - Mar 26</u>	<u>Jan - Mar 25</u>	<u>\$ Change</u>
66000 · Payroll Expenses (Payroll expenses)	14.00	0.00	14.00
Total Expense	<u>199,336.62</u>	<u>178,682.00</u>	<u>20,654.62</u>
Net Ordinary Income	<u>-100,777.92</u>	<u>-87,910.47</u>	<u>-12,867.45</u>
Other Income/Expense			
Other Income			
6100 · Interest Income	18.18	30.88	-12.70
6300 · Miscellaneous Income	4,711.88	0.00	4,711.88
6500 · Endowment Donation	0.00	0.00	0.00
Total Other Income	<u>4,730.06</u>	<u>30.88</u>	<u>4,699.18</u>
Other Expense			
7000 · Interest Expense	12.00	0.00	12.00
Total Other Expense	<u>12.00</u>	<u>0.00</u>	<u>12.00</u>
Net Other Income	<u>4,718.06</u>	<u>30.88</u>	<u>4,687.18</u>
Net Income	<u><u>-96,059.86</u></u>	<u><u>-87,879.59</u></u>	<u><u>-8,180.27</u></u>

McKenzie County Hockey Club

Profit & Loss Detail

January 1, 2025 through April 1, 2026

Type	Date	Num	Name	Memo	Amount	Balance
Ordinary Income/Expense						
Income						
4050 · Fundraising Income						
4053 · War In Watford						
Bill	10/10/25		Icesmiths LLC		-160.00	-160.00
Total 4053 · War In Watford					-160.00	-160.00
Total 4050 · Fundraising Income					-160.00	-160.00
4070 · Ice Rental						
Bill	05/23/25	March	Icesmiths LLC	March Rental Income	-478.00	-478.00
Bill	05/23/25	April	Icesmiths LLC	April Rental Income	-1,974.00	-2,452.00
Bill	08/22/25		Icesmiths LLC	20% of May & June's Rental Income	-2,036.00	-4,488.00
Bill	10/10/25		Icesmiths LLC		-120.00	-4,608.00
Bill	11/02/25	Oct2025	Icesmiths LLC		-180.00	-4,788.00
Bill	12/23/25	Nov2025	Icesmiths LLC		-140.00	-4,928.00
Bill	01/28/26		Icesmiths LLC	December Rental Income	-480.00	-5,408.00
Total 4070 · Ice Rental					-5,408.00	-5,408.00
4080 · Registration Fee/ Equip. Rental						
4083 · Spring Season						
Bill	05/23/25	Spring2025	Icesmiths LLC	Spring Program Income	-3,102.75	-3,102.75
Total 4083 · Spring Season					-3,102.75	-3,102.75
4085 · Open Hockey						
Bill	10/10/25		Icesmiths LLC	Adult Drop-In Hockey	-24.00	-24.00
Total 4085 · Open Hockey					-24.00	-24.00
4086 · Preseason Training						
Bill	10/10/25		Icesmiths LLC	OPT Program Income	-1,953.00	-1,953.00
Total 4086 · Preseason Training					-1,953.00	-1,953.00
Total 4080 · Registration Fee/ Equip. Rental					-5,079.75	-5,079.75
4090 · Clinics & Camps						
Bill	11/02/25	Oct2025	Icesmiths LLC		-1,557.12	-1,557.12
Total 4090 · Clinics & Camps					-1,557.12	-1,557.12
4250 · Tournament						
4252 · Tournament Expenses						
Bill	12/23/25	Nov2025	Icesmiths LLC	WC Resurfacing	-100.00	-100.00
Total 4252 · Tournament Expenses					-100.00	-100.00
Total 4250 · Tournament					-100.00	-100.00
Total Income					-12,304.87	-12,304.87
Gross Profit					-12,304.87	-12,304.87
Expense						
5015 · Admin Payroll						
5017 · Hockey Director						
Bill	04/04/25	March	Icesmiths LLC	Prorated pay from March 1st-31st	5,833.34	5,833.34
Bill	04/15/25		Icesmiths LLC		2,916.67	8,750.01
Bill	05/01/25		Icesmiths LLC		2,916.67	11,666.68
Bill	05/15/25		Icesmiths LLC		2,916.67	14,583.35
Bill	06/02/25		Icesmiths LLC		2,916.67	17,500.02
Bill	06/16/25		Icesmiths LLC		2,916.67	20,416.69
Bill	07/01/25		Icesmiths LLC		2,916.67	23,333.36
Bill	07/15/25		Icesmiths LLC		2,916.67	26,250.03
Bill	08/01/25		Icesmiths LLC		2,916.67	29,166.70
Bill	08/15/25		Icesmiths LLC		2,916.67	32,083.37
Bill	09/01/25		Icesmiths LLC		2,916.67	35,000.04
Bill	09/15/25		Icesmiths LLC		2,916.67	37,916.71
Bill	10/01/25		Icesmiths LLC		2,916.67	40,833.38
Bill	10/15/25		Icesmiths LLC		2,916.67	43,750.05
Bill	11/03/25		Icesmiths LLC		2,916.67	46,666.72
Bill	11/17/25		Icesmiths LLC		2,916.67	49,583.39
Bill	12/01/25		Icesmiths LLC		2,916.67	52,500.06
Bill	12/15/25		Icesmiths LLC		2,916.67	55,416.73
Bill	01/02/26		Icesmiths LLC		2,916.67	58,333.40
Bill	01/15/26		Icesmiths LLC		2,916.67	61,250.07
Bill	01/31/26		Icesmiths LLC		2,916.67	64,166.74
Bill	02/13/26		Icesmiths LLC		2,916.67	67,083.41
Bill	03/02/26		Icesmiths LLC		2,916.67	70,000.08

2:25 PM

03/30/26

Accrual Basis

McKenzie County Hockey Club Profit & Loss Detail

January 1, 2025 through April 1, 2026

Type	Date	Num	Name	Memo	Amount	Balance
Bill	03/16/26		Icesmiths LLC		2,916.67	72,916.75
Bill	04/01/26		Icesmiths LLC		2,916.67	75,833.42
Total 5017 · Hockey Director					75,833.42	75,833.42
Total 5015 · Admin Payroll					75,833.42	75,833.42
Total Expense					75,833.42	75,833.42
Net Ordinary Income					-88,138.29	-88,138.29
Net Income					-88,138.29	-88,138.29

**McKenzie County Hockey Club
Profit & Loss Detail
January 1, 2025 through April 1, 2026**

Type	Date	Num	Name	Memo	Amount	Balance
Ordinary Income/Expense						
Expense						
5015 · Admin Payroll						
5017 · Hockey Director						
Bill	03/31/25		Bryan Smith	North American Rink Conference & Expo	600.00	600.00
Bill	03/31/25		Bryan Smith	Flight	522.96	1,122.96
Bill	03/31/25		Bryan Smith	Hotel for conference	928.00	2,050.96
Total 5017 · Hockey Director					2,050.96	2,050.96
5018 · Zamboni Driver						
Bill	04/02/25		Bryan Smith	Zaming for figure skating show	220.00	220.00
Total 5018 · Zamboni Driver					220.00	220.00
Total 5015 · Admin Payroll					2,270.96	2,270.96
5180 · Referee Expense						
5183 · Referees Pay						
Bill	10/16/25		Bryan Smith	USA Hockey Referee registration - Keagan & Kylie	150.00	150.00
Total 5183 · Referees Pay					150.00	150.00
Total 5180 · Referee Expense					150.00	150.00
Total Expense					2,420.96	2,420.96
Net Ordinary Income					-2,420.96	-2,420.96
Net Income					-2,420.96	-2,420.96