City of Birmingham
A Walkable Community

MEMORANDUM

Department of Public Services

DATE: **February 11, 2015**

TO: **Joseph A. Valentine, City Manager**

FROM: **Jacquelyn Brito, Golf Manager**

SUBJECT: **Golf Report – 2014 Review – 2015 Prospectus**

Attached is the Golf Report – 2014 Review – 2015 Prospectus. This annual report is a compilation of the results of the 2014 golf season including a forecast for the 2015 season. It also includes an update on the upcoming 2015 marketing strategies. There is no change from the 2014 golf course fees and rates or with the rates for the passes and packages. The Parks and Recreation Board reviewed the report at their February 3, 2015 meeting.

SUGGESTED RESOLUTION:
To accept the Golf Report – 2014 Review – 2015 Prospectus.

19 29

Birmingham

· GOLF COURSES ·

GOLF REPORT

2014 Review – 2015 Prospectus

www.golfbirmingham.org

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GOLF REPORT
2014 REVIEW / 2015 PROSPECTUS

2014 REVIEW:

We are pleased to report that we made a ***net operating income*** of $212,367, this is an increase of $144,118, or 211% compared to 2013. Lincoln Hills generated a net surplus of $183,560 and we are excited to report that Springdale generated a net surplus of $28,807. Another contribution to this successful year was the management of expenses with an overall decrease of 17%.

From record snow amounts to never-before-seen flooding, 2014 was a year of historic weather events for the State of Michigan. In fact, it was the snowiest season on record with a total of 94.8" just beating the old record made back in 1880-1881 with 93.6". Not only did this put a damper on opening the courses, but we also had suffered turf damage on a few fairways and a couple of greens. However, we were very lucky compared to other local courses where they lost all of their greens and their members had to play on temporaries. Lincoln Hills' opening day was April 5th and Springdale followed on April 21st.

Precipitation was another factor this year that hindered play, especially leagues, twilight and club events. We had several days where the rains moved in late in the day and cancelled league play. Tuesday became the "Tuesday Curse" where some leagues played only nine times out of a schedule of sixteen events. We experienced approximately 9 days at Lincoln Hills and 11 days at Springdale of little or no play due to the rains in the months of May, June and August.

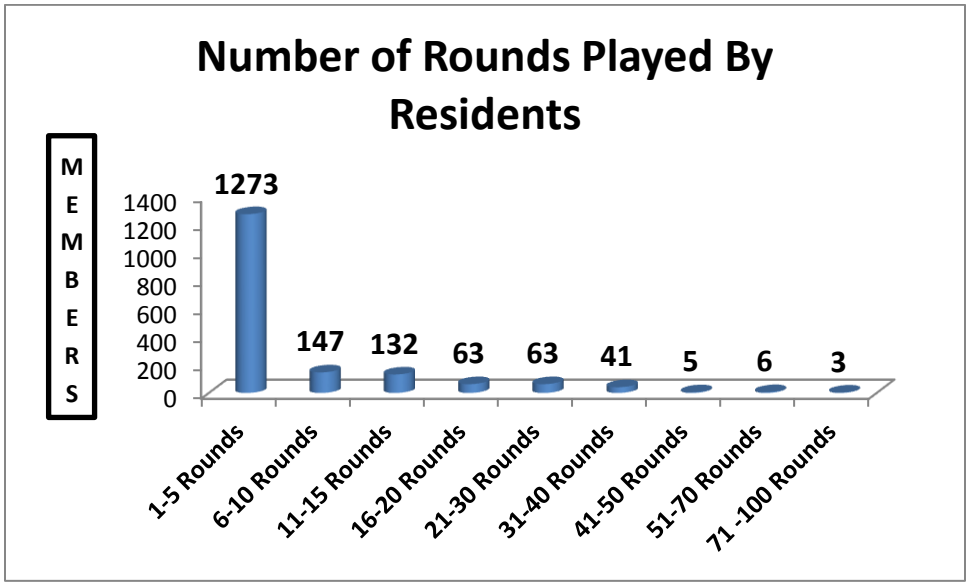
MONTH	2013	2014	ROUNDS DIFFERENCE	% DIFFERENCE
January	0	0	0	0.00%
February	0	0	0	0.00%
March	292	0	(292)	-100.00%
April	3,833	4,357	524	13.67%
May	8,111	7,886	(225)	-2.77%
June	10,180	9,546	(634)	-6.23%
July	9,384	9,775	391	4.17%
August	9,890	8,460	(1,430)	-14.46%
September	6,173	5,820	(353)	-5.72%
October	4,574	3,408	(1,166)	-25.49%
November	576	708	132	22.92%
December	53	124	71	133.96%
TOTALS	**53,066**	**50,084**	**(2,982)**	**-5.62%**

Our Business and Non-Resident Memberships have remained steady the past three years as shown in the chart below. The Resident Membership was down by 274, or 14% compared to 2013. We did have the opportunity in the fall to see some of these members and did inquire why they did not join in 2014. The prominent responses were their schedules were too busy and they only played once or twice last year. To attack this in 2015, we will do an aggressive direct mailing to those who have not joined the club in the past two years to raise our resident memberships to the 2,000 mark.

2014 Membership Analysis

	2014		2013		2012		2011	
MEMBERSHIPS	#	%	#	%	#	%	#	%
Business	102	13.42%	99	13.20%	101	13.56%	84	14.81%
Non-Resident - Individual	406	53.42%	401	53.47%	398	53.42%	343	60.49%
Non-Resident - Dual	175	23.03%	185	24.67%	186	24.97%	111	19.58%
Non-Resident - Family	77	10.13%	65	8.67%	60	8.05%	29	5.11%
Total	760	100.00%	750	100.00%	745	100.00%	567	100.00%
	2014		**2013**		**2012**		**2011**	
RESIDENT MEMBERSHIPS	#		#		#		#	
Resident	1,733		2,007		1,843		1,244	

However, the famous quote "Quality not Quantity" is imperative when analyzing the number of Resident Memberships. Below is a chart that shows the number of rounds played and is very interesting to see that 1,273 Residents played only 1-5 rounds this year.



The Unlimited Membership has still not taken off as expected for it is geared towards the "core golfer." It is appreciated by a select few and they have continued participating since the inception of this membership in 2011. The two 7-Day members did not join this year due to illness and one moved out of the area. We will continue to market this membership in 2015.

	2014		2013		2012	
UNLIMITED MEMBERSHIPS	**#**	**%**	**#**	**%**	**#**	**%**
4-Day Pass	6	54.55%	7	58.33%	5	71.43%
5-Day Pass	1	9.09%	1	8.33%	0	0.00%
7-Day Pass	0	0.00%	2	16.67%	1	14.29%
Junior Pass	4	36.36%	2	16.67%	1	14.29%
Total	11	100.00%	12	100.00%	7	100.00%

We introduced the "Trial Membership" this year and we had sold 31 memberships with added revenues of $775. Of the 31, we created 3 full time Non-Resident members, or 10%. It is a great opportunity to introduce our facilities for a short period of time and to create full time Non-Resident members. We plan on keeping this in our membership portfolio and to market it aggressively at our annual Novi Golf show that is held in March along with the upcoming season.

Our combined merchandise sales were $20,947 which was down by $2,362, or 10% from 2013. However, these sales still are above the last 10-year performances with average sales of $13,480, or 36% increase. Each season we re-evaluate the product assortment for our merchandise at both courses. We introduced UnderArmour, Nike and a variety of Junior golf apparel with our popular collegiate and Detroit Tiger's merchandise in 2014. We will have the opportunity to attend the annual PGA Merchandise Show where we can focus on the latest trends and hottest items for our 2015 season.

Merchandise Sales - 2006 -2014

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Sales	$14,858	$15,449	$13,511	$12,380	$11,835	$8,842	$14,761	$23,309	$20,947

We were excited to introduce FootGolf to our community in the fall when Lincoln Hills was closed. FootGolf is a very "addictive" sport that combines the best of the popular sport of soccer with an elite sport like golf. Similar to golf, the players' intent is to kick a ball into the hole with the least amount of strokes possible. We held it on Saturdays with our first day of play on October 25th. Unfortunately, the weather was a tad bit colder in November, but we did have 41 FootGolfers that enjoyed this new concept of a game. Our objective is to run this program during the fall in 2015 and to expand to the entire weekend at the course that is designated to close early.

FOOD AND BEVERAGE

Since the new menus were implemented back in 2012, we have increased sales by $24,138, or 37%. We did experience a decrease in sales compared to 2013 with a deficit of $3,979, or 8%. One major contributor to the decrease was our outing food sales only brought in $6,120 for 2014 compared to $7,610 in 2013, a deficit of $1,490, or 37%. Another factor was the decrease in rounds for it is a direct correlation to the sales of this department.

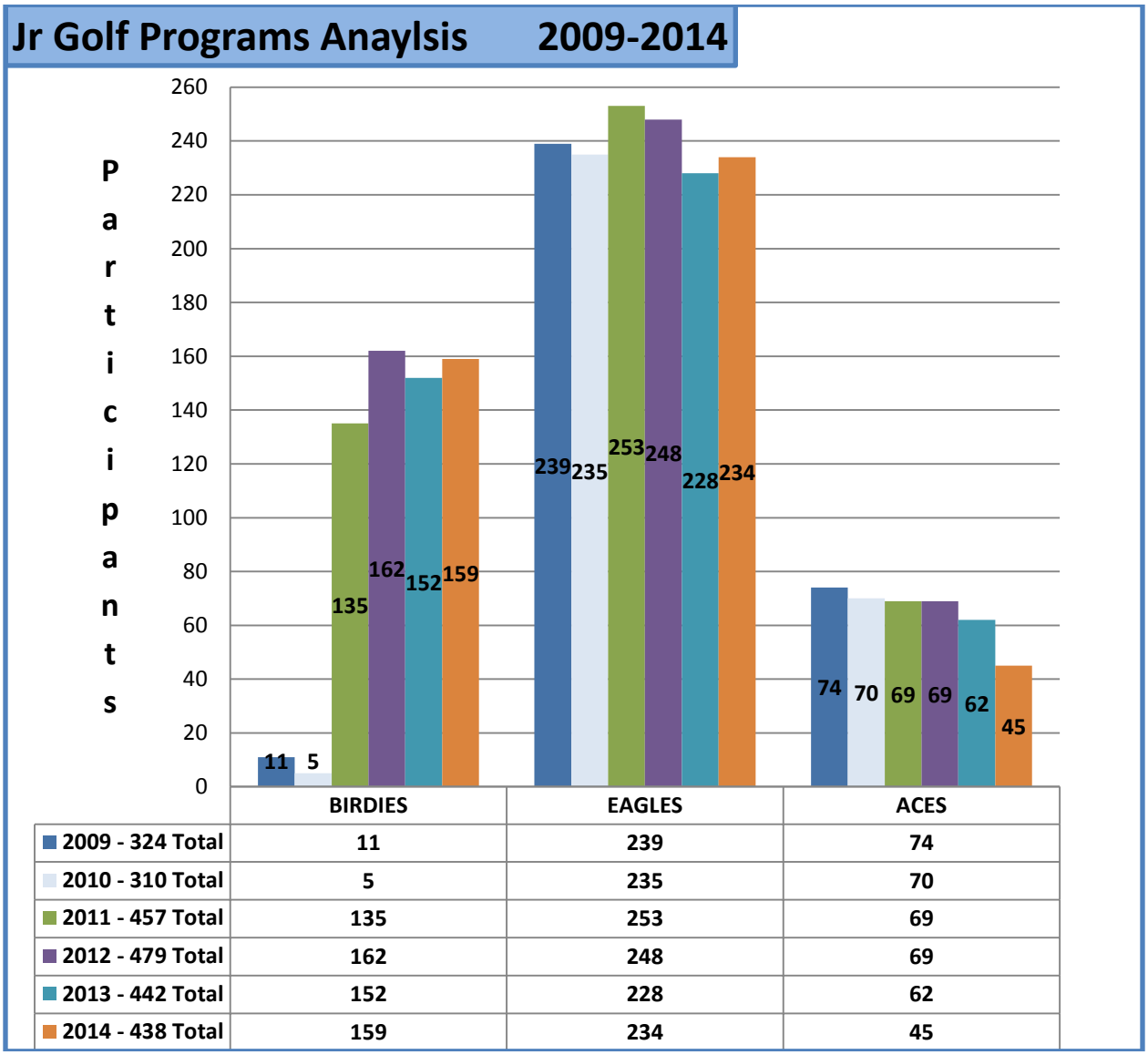
It is a continuous process combined with the right personnel to create a consistent product with emphasis on quality and presentation. Just as with merchandise, each season we re-evaluate the menu to determine what moved and what did not and we listen to the requests of our members to create our 2015 menus.

Food and Beverage Comparison 2012-2014

	2012		2013		2014	
REVENUES	***SALES***	***%***	***SALES***	***%***	***SALES***	***%***
Food & Beverage	$37,890	73.72%	$46,861	60.21%	$42,882	56.77%
Beer	$12,728	24.76%	$29,494	37.90%	$31,050	41.11%
Wine	$779	1.51%	$1,469	1.89%	$1,602	2.12%
TOTAL F&B	**$51,396**	**100.00%**	**$77,823**	**100.00%**	**$75,534**	**100.00%**

JUNIOR GOLF PROGRAM

We are pleased to announce that we enjoyed another successful program with a total of 438 participants that generated $82,400. Eliminating the second day of play at Springdale worked out perfectly and our members were able to begin play on Wednesdays at noon compared to 1pm last season. In addition, we had 124 online registrations which were 28% above last year's registrations of 97. We do plan to implement a few more stations and contests for the Birdies Division after analyzing our 2014 Jr Golf Survey.



	BIRDIES	EAGLES	ACES
2009 - 324 Total	11	239	74
2010 - 310 Total	5	235	70
2011 - 457 Total	135	253	69
2012 - 479 Total	162	248	69
2013 - 442 Total	152	228	62
2014 - 438 Total	159	234	45

ROUNDS AT LINCOLN HILLS

Lincoln Hills had a total of 26,965 rounds which was 1,432 short from 2013's performance, or a 5% deficit. Our weekday rounds were down by 808, weekend rounds by 264, league play by 110 and outings/other by 250. We had a sluggish start to the season and we had hoped to recoup those rounds during the season but we did not hit the mark. Lincoln Hills was the course that closed early this year with a closing date of October 12th.

We were not alone according to the PGA Performance Trak reports for our region, East North Central. These reports compare rounds played in 2014 at other courses to last season. The charts below show the region percentages for rounds played and precipitation along with monthly breakdown of rounds at Lincoln.

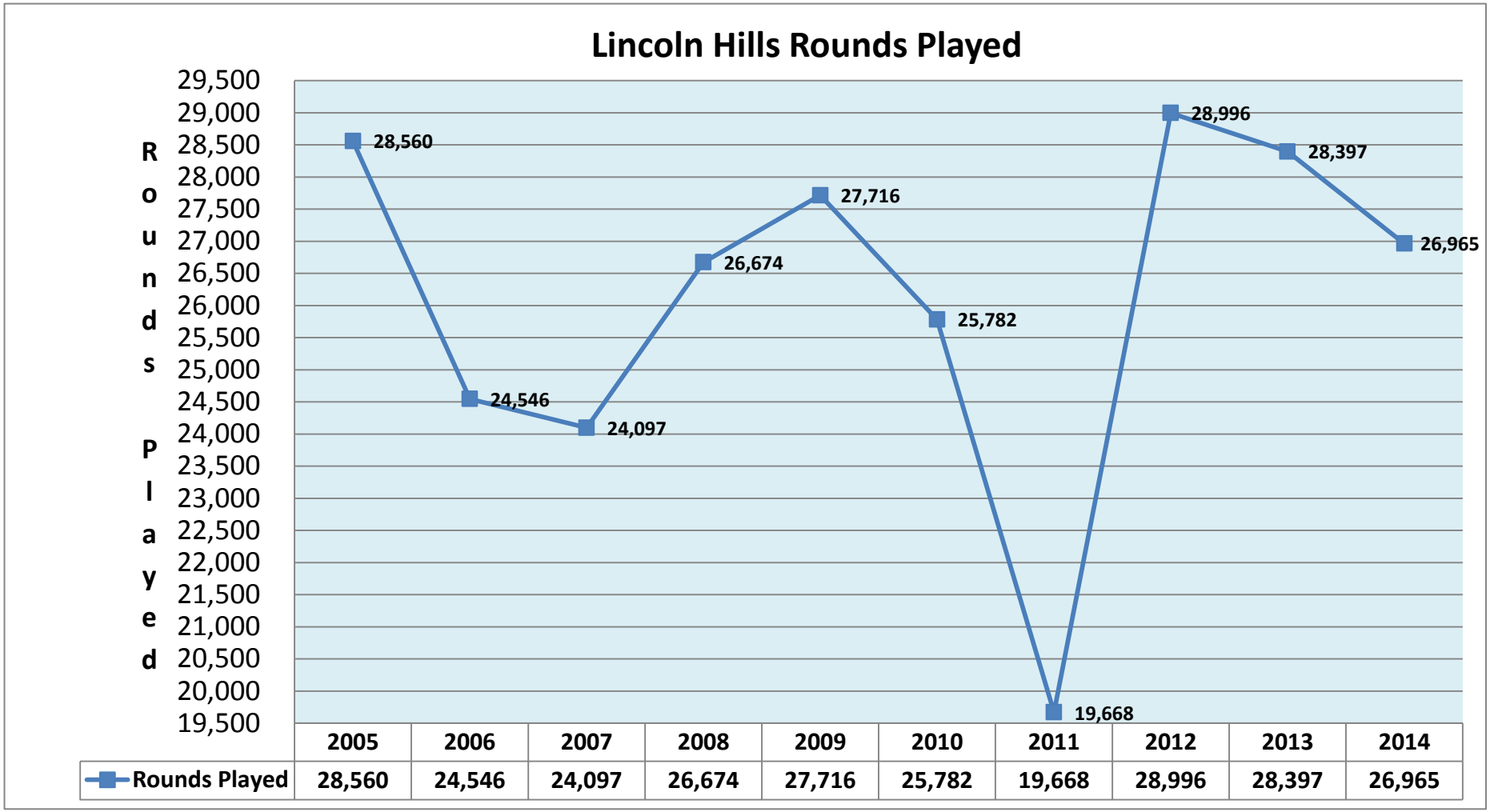
NATIONAL GOLF ROUNDS PLAYED REPORT - 2014

Provided by PGA Performance Trak in Cooperation with NGCOA

	April	May	June	July	Aug	Sept
Rounds Played	+ 2.8%	- 2.5%	- 5.1%	+ 1.0%	- 8.0%	- 5.1%
Precipitation	- 25%	- 20%	+ 21%	- 13%	+ 107%	+ 67%

Lincoln Hills

MONTH	2013	2014	ROUNDS DIFFERENCE	% DIFFERENCE
January	0	0	0	0.00%
February	0	0	0	0.00%
March	0	0	0	0.00%
April	1,573	3,705	2,132	135.54%
May	4,314	4,393	79	1.83%
June	5,774	5,330	(444)	-7.69%
July	5,098	5,139	41	0.80%
August	5,195	4,376	(819)	-15.77%
September	3,019	3,074	55	1.82%
October	2,795	915	(1,880)	-67.26%
November	576	33	(543)	0.00%
December	53	0	(53)	0.00%
TOTALS	**28,397**	**26,965**	**(1,432)**	**-5.04%**



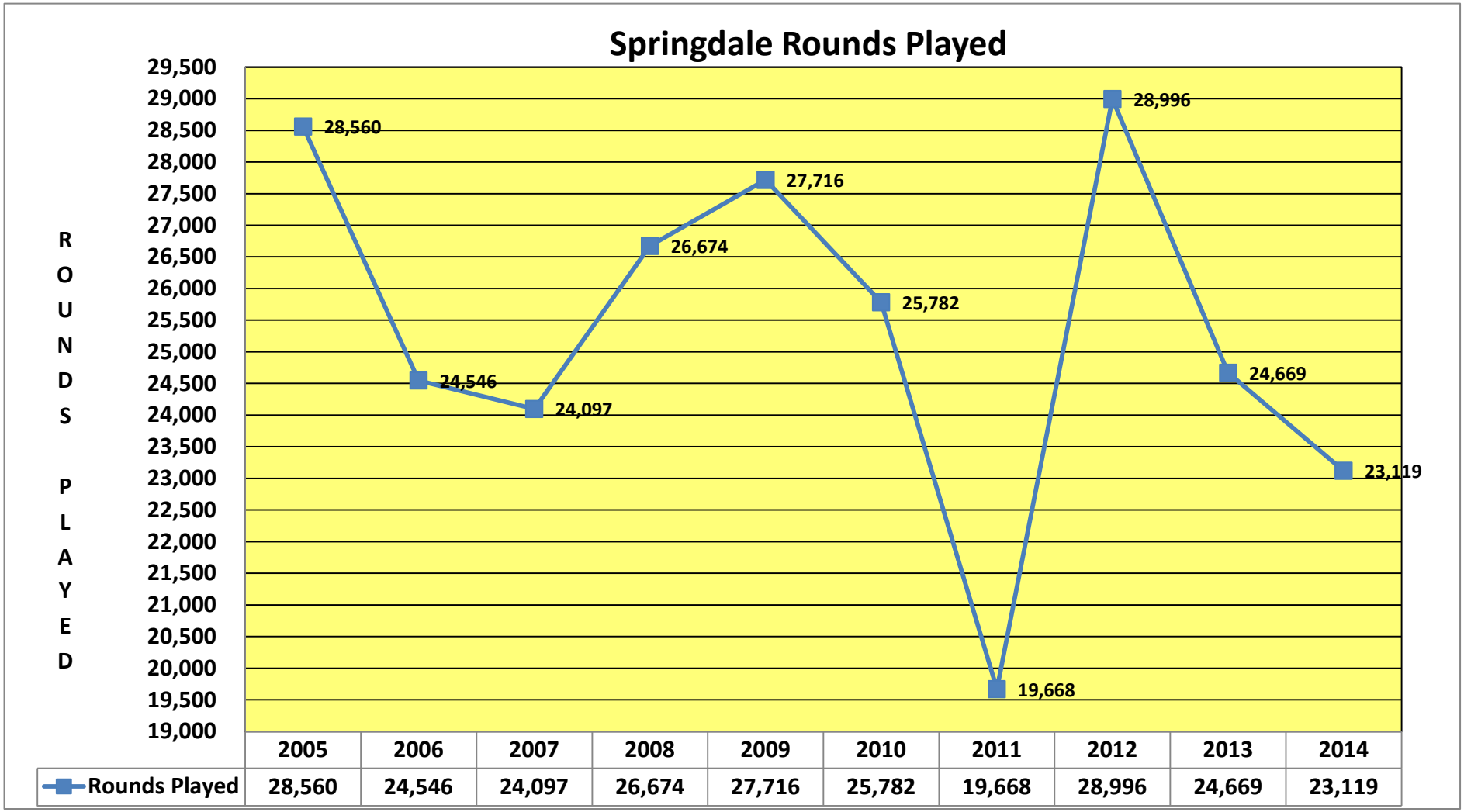
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Rounds Played	28,560	24,546	24,097	26,674	27,716	25,782	19,668	28,996	28,397	26,965

ROUNDS AT SPRINGDALE

Springdale had a total of 23,119 rounds which was 1,550 short from 2013's performance, or a 6% deficit. Our weekday rounds were down by 1,115, weekend rounds by 216, league play by 306. We did experience an increase of 87 rounds in our outings/other compared to 2013. We are showing a decline of rounds since my first year being on board in 2012 where we had 28,996 rounds and was the highest recorded since 2003. This trend concerns me and one of my main objectives in 2015 is to get Springdale back on track for I know it has much potential. Springdale's closing date was December 22.

Springdale

MONTH	2013	2014	ROUNDS DIFFERENCE	% DIFFERENCE
January	0	0	0	0.00%
February	0	0	0	0.00%
March	292	0	(292)	-100.00%
April	2,260	652	(1,608)	-71.15%
May	3,797	3,493	(304)	-8.01%
June	4,406	4,216	(190)	-4.31%
July	4,286	4,636	350	8.17%
August	4,695	4,084	(611)	-13.01%
September	3,154	2,746	(408)	-12.94%
October	1,779	2,493	714	40.13%
November	0	675	675	0.00%
December	0	124	124	0.00%
TOTALS	**24,669**	**23,119**	**(1,550)**	**-6.28%**


Springdale Rounds Played
ROUNDS PLAYED
29,500
29,000
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28,996
24,669
23,119
2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
Rounds Played 28,560 24,546 24,097 26,674 27,716 25,782 19,668 28,996 24,669 23,119

History of Rounds - Calendar Years 2011 - 2014

MONTH	2011			2012			2013			2014		
	Lincoln	Springdale	Total	Lincoln	Springdale	Total	Lincoln	Springdale	Total	Lincoln	Springdale	Total
January	0	0	0	0	0	0	0	0	0	0	0	0
February	0	0	0	0	0	0	0	0	0	0	0	0
March	181	0	181	405	1,572	1,977	0	292	292	0	0	0
April	1,527	720	2,247	2,420	2,591	5,011	1,573	2,260	3,833	3,705	652	4,357
May	2,725	2,512	5,237	4,433	4,129	8,562	4,314	3,797	8,111	4,393	3,493	7,886
June	4,148	3,994	8,142	5,206	4,522	9,728	5,774	4,406	10,180	5,330	4,216	9,546
July	4,177	4,258	8,435	4,707	4,651	9,358	5,098	4,286	9,384	5,139	4,636	9,775
August	4,289	4,491	8,780	4,128	4,449	8,577	5,195	4,695	9,890	4,376	4,084	8,460
September	1,925	2,366	4,291	3,145	3,071	6,216	3,019	3,154	6,173	3,074	2,746	5,820
October	1,932	1,327	3,259	796	2,495	3,291	2,795	1,779	4,574	915	2,493	3,408
November	1,021	0	1,021	0	1,104	1,104	576	0	576	33	675	708
December	0	0	0	0	412	412	53	0	53	0	124	124
TOTALS	**21,925**	**19,668**	**41,593**	**25,240**	**28,996**	**54,236**	**28,397**	**24,669**	**53,066**	**26,965**	**23,119**	**50,084**

2014 ROUNDS STATISTICS

CATEGORY	L.H.G.C. ROUNDS	%	S.D.G.C. ROUNDS	%	TOTAL ROUNDS	%
Weekdays	12,989	48.17%	11,276	48.77%	24,265	48.45%
Weekends	8,762	32.49%	7,535	32.59%	16,297	32.54%
Leagues	4,778	17.72%	3,960	17.13%	8,738	17.45%
Other	436	1.62%	348	1.51%	784	1.57%
Total	**26,965**	**100.00%**	**23,119**	**100.00%**	**50,084**	**100.00%**

CATEGORY	L.H.G.C. ROUNDS	%	S.D.G.C. ROUNDS	%	TOTAL ROUNDS	%
Resident	6,236	23.13%	6,591	28.51%	12,827	25.61%
Non-Resident	4,578	16.98%	4,909	21.23%	9,487	18.94%
Business	338	1.25%	458	1.98%	796	1.59%
Leagues	4,778	17.72%	3,960	17.13%	8,738	17.45%
Guest	5,834	21.64%	4,417	19.11%	10,251	20.47%
City Employee	49	0.18%	82	0.35%	131	0.26%
Outings	352	1.31%	269	1.16%	621	1.24%
Twilight	1,569	5.82%	1,580	6.83%	3,149	6.29%
High School	639	2.37%	444	1.92%	1,083	2.16%
Jr Golf Program	2,249	8.34%	0	0.00%	2,249	4.49%
Unlimited Pass	255	0.95%	292	1.26%	547	1.09%
Other	88	0.33%	117	0.51%	205	0.41%
Total	**26,965**	**100.00%**	**23,119**	**100.00%**	**50,084**	**100.00%**

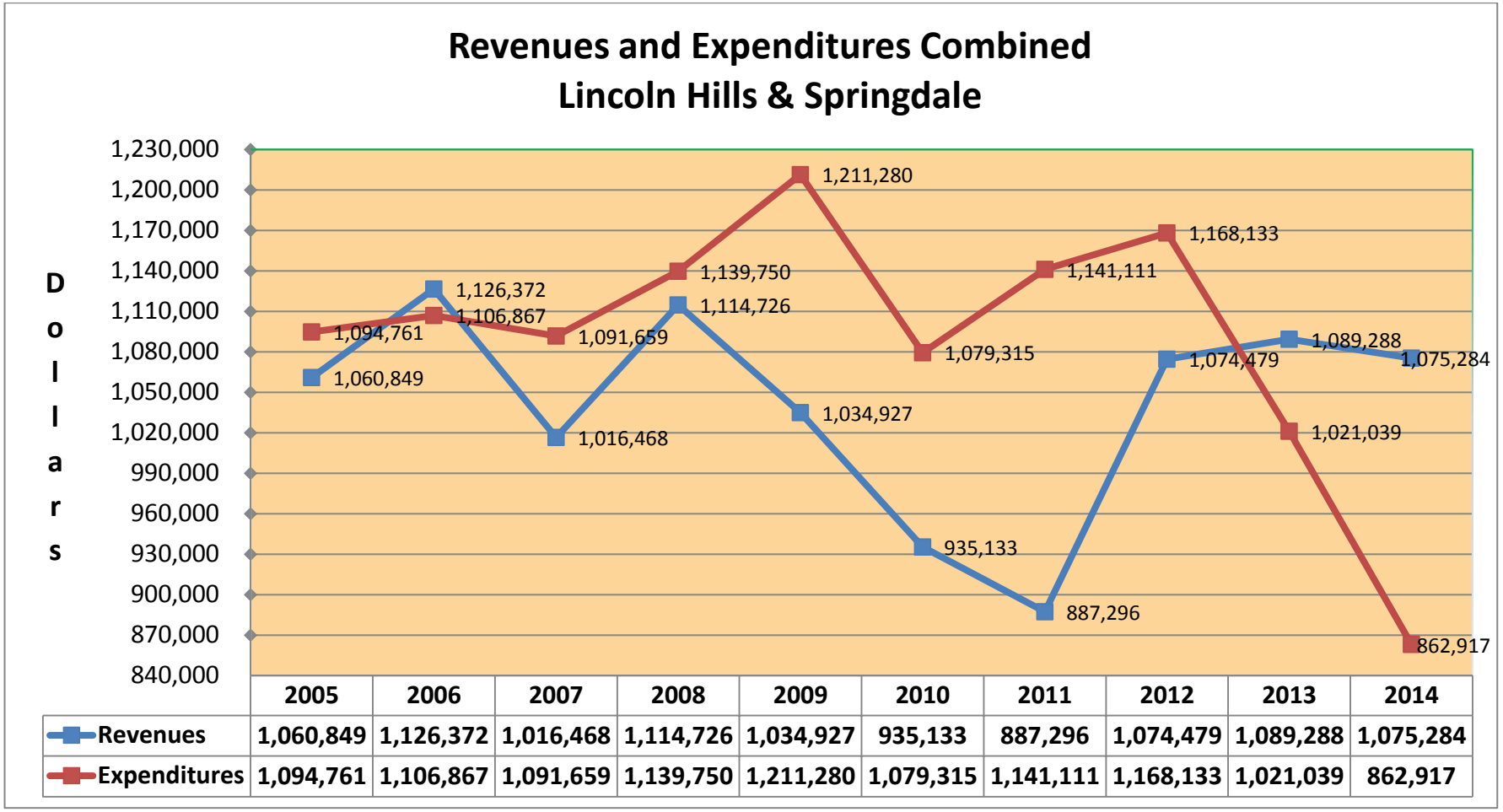
CATEGORY	L.H.G.C. ROUNDS	%	S.D.G.C. ROUNDS	%	TOTAL ROUNDS	%
Senior	13,790	51.14%	13,923	60.22%	27,713	55.33%
Adult	7,775	28.83%	6,824	29.52%	14,599	29.15%
Junior	4,926	18.27%	2,025	8.76%	6,951	13.88%
Other	474	1.76%	347	1.50%	821	1.64%
Total	**26,965**	**100.00%**	**23,119**	**100.00%**	**50,084**	**100.00%**

REVENUES AND EXPENDITURES – COMBINED COURSES

It was a very exciting year even with rounds being down. With the 2012 strategy being implemented, we are generating revenues with other amenities; memberships, food and beverage, instruction, outings and club events. Most importantly, we have managed our expenses to bring our operations in balance.

CALENDAR YEAR 5-YEAR ANALYSIS

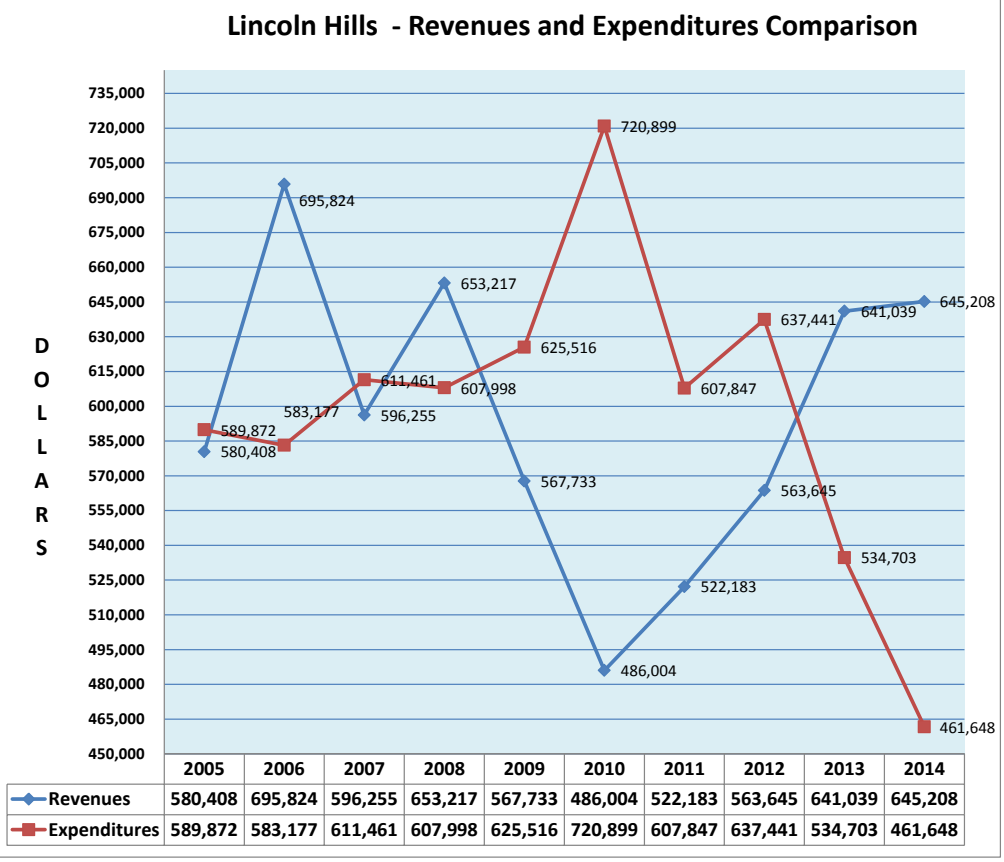
COMBINED COURSES	2014	2013	2012	2011	2010
REVENUES	1,075,284	1,372,934	1,284,479	1,735,742	935,133
IMPRELIS FUNDS		192,046			
G.F. CONTRIBUTION (G.F. CONT.)		91,600	210,000	848,446	
REVENUES NET OF G.F. CONT.	**1,075,284**	**1,089,288**	**1,074,479**	**887,296**	**935,133**
EXPENDITURES					
ADMINISTRATIVE	37,250	35,097	32,860	33,194	31,614
MAINTENANCE	295,154	433,379	535,625	556,524	541,033
CLUBHOUSE	429,995	445,159	474,536	423,697	431,470
TOTAL EXPENDITURES	762,399	913,635	1,043,021	1,013,415	1,004,117
OPERATING INCOME/(LOSS) Before Dep.	**312,885**	**175,653**	**31,458**	**(126,119)**	**(68,984)**
DEPRECIATION (DEP.)	100,518	107,404	115,112	107,693	55,198
G.F. CONTRIBUTION (G.F. CONT.)			10,000	20,003	20,000
NET SURPLUS/(LOSS)	**212,367**	**68,249**	**(93,655)**	**(253,815)**	**(144,182)**



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenues	1,060,849	1,126,372	1,016,468	1,114,726	1,034,927	935,133	887,296	1,074,479	1,089,288	1,075,284
Expenditures	1,094,761	1,106,867	1,091,659	1,139,750	1,211,280	1,079,315	1,141,111	1,168,133	1,021,039	862,917

REVENUES & EXPENDITURES – LINCOLN HILLS

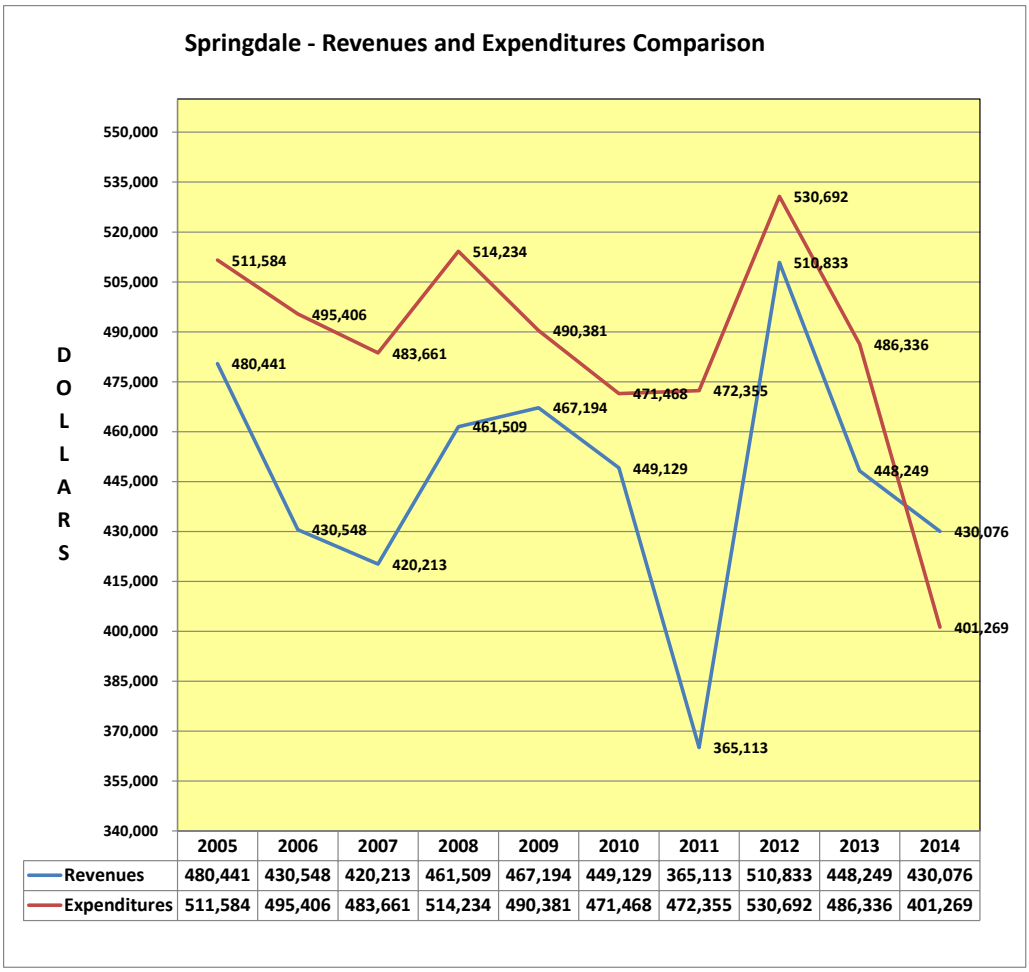
LINCOLN HILLS G.C.	2014	2013	2012	2011	2010
REVENUES	645,208	829,695	773,645	1,370,629	486,004
IMPRELIS FUNDS		122,986			
G.F. CONTRIBUTION		65,670	210,000	848,446	
REVENUES NET OF G.F. CONT.	645,208	641,039	563,645	522,183	486,004
EXPENDITURES	408,831	476,810	573,685	586,736	551,231
OPERATING INCOME/(LOSS) Before Dep	**236,377**	**164,229**	**(10,040)**	**(64,554)**	**(65,227)**
DEPRECIATION	52,817	57,893	53,756	62,017	36,616
CONTRIBUTION TO G.F.			10,000	20,003	20,000
NET SURPLUS/(LOSS)	**183,560**	**106,336**	**(73,796)**	**(146,574)**	**(121,843)**



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenues	580,408	695,824	596,255	653,217	567,733	486,004	522,183	563,645	641,039	645,208
Expenditures	589,872	583,177	611,461	607,998	625,516	720,899	607,847	637,441	534,703	461,648

REVENUES & EXPENDITURES – SPRINGDALE

SPRINGDALE G.C.	2014	2013	2012	2011	2010
REVENUES	430,076	543,239	510,833	365,113	449,129
IMPRELIS FUNDS		69,060			
G.F. CONTRIBUTION		25,930			
REVENUES NET OF CONTRIBUTIONS	**430,076**	448,249	510,833	365,113	449,129
EXPENDITURES	353,568	436,825	469,336	426,679	452,885
OPERATING INCOME/(LOSS) Before Dep	**76,508**	**11,424**	**41,498**	**(61,565)**	**(3,757)**
DEPRECIATION	47,701	49,511	61,357	45,676	18,583
NET SURPLUS/(LOSS)	**28,807**	**(38,087)**	**(19,859)**	**(107,241)**	**(22,339)**



3 Calendar Year Comparison 2012-2014

REVENUES:	2012			2013			2014		
	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL
WEEKDAY GREENS FEES	217,027	168,098	385,125	181,583	197,074	378,657	162,552	180,890	343,442
WEEKEND GREENS FEES	101,281	107,019	208,299	89,905	105,302	195,208	94,702	110,808	205,510
FOOD & BEVERAGE	26,246	25,150	51,396	29,458	48,439	77,897	31,507	44,027	75,534
MERCHANDISE	6,316	8,445	14,761	6,908	16,401	23,309	7,413	13,534	20,947
PULL CART RENTAL	5,512	4,423	9,935	4,163	4,015	8,178	4,643	4,274	8,917
GOLF CART RENTAL	79,377	72,104	151,481	73,021	82,906	155,927	71,323	77,780	149,103
GAM HANDICAP	505	1,150	1,655	650	1,322	1,972	596	1,142	1,738
CLASSES	0	86,798	86,798	11	89,882	89,893	0	90,142	90,142
BUSINESS MEMBERSHIPS	5,885	4,535	10,420	5,200	4,600	9,800	4,440	5,800	10,240
NON-RESIDENT MEMBERSHIPS	53,585	63,035	116,620	41,760	66,881	108,641	38,855	77,765	116,620
UNLIMITED GOLF PASS	3,100	2,800	5,900	3,475	3,945	7,420	0	4,600	4,600
PACKAGE CLUB PASSES	0	1,015	1,015	435	1,705	2,140	435	145	580
TOURNAMENT ENTRY FEES	2,970	2,232	5,202	1,319	7,990	9,309	3,909	6,447	10,356
INTEREST INCOME	0	8,311	8,311	0	(2,272)	(2,272)	0	15,036	15,036
LEASE INCOME	9,000	11,705	20,705	9,495	12,056	21,551	9,600	12,418	22,018
CELL TOWER ACCESS FEE	0	0	0	645	645	1,289	0	0	0
MISCELLANEOUS INCOME	5	(3,187)	(3,182)	69,281	123,130	192,410	91	375	467
CASH OVERAGE/(SHORTAGE	24	13	37	0	5	5	11	25	36
GENERAL FUND CONTRIBUTION		210,000	210,000	25,930	65,670	91,600	0	0	0
TOTAL REVENUES	**510,833**	**773,645**	**1,284,479**	**543,239**	**829,695**	**1,372,934**	**430,076**	**645,208**	**1,075,284**

EXPENSES:	2012			2013			2014		
ADMINISTRATIVE	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL
ADMINISTRATIVE CHARGE	16,430	16,430	32,860	16,875	16,875	33,750	18,525	18,525	37,050
AUDIT	0	0	0	674	674	1,347	100	100	200
SUB-TOTAL ADMINISTRATIVE	**16,430**	**16,430**	**32,860**	**17,549**	**17,549**	**35,097**	**18,625**	**18,625**	**37,250**

	2012			2013			2014		
MAINTENANCE	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL
SALARIES AND WAGES	103,069	122,038	225,107	92,044	93,255	185,299	57,322	63,643	120,965
OVERTIME PAY	323	720	1,043	12,443	12,141	24,584	232	227	459
LONGEVITY	990	990	1,980	682	682	1,364	648	648	1,296
FICA	7,969	9,423	17,392	8,111	8,181	16,292	4,142	5,090	9,232
HOSPITALIZATION	11,158	13,214	24,372	10,447	10,397	20,844	4,162	4,072	8,234
LIFE	216	245	461	202	201	403	171	169	340
RETIREE HEALTH CARE	15,314	17,348	32,662	17,036	16,964	34,000	5,866	5,758	11,624
DENTAL/OPTICAL	1,059	1,223	2,282	1,015	1,010	2,025	727	722	1,449
DISABILITY INSURANCE	433	499	932	421	418	839	301	299	600
WORKER'S COMPENSATION	1,317	1,545	2,862	1,251	1,263	2,514	665	804	1,469
SICK TIME PAY OUT	0	0	0	153	153	306	(226)	(226)	(452)
RETIREMENT CONTRIBUTION	11,138	12,602	23,740	12,094	12,039	24,133	929	858	1,787
HRA BENEFIT	522	522	1,044	529	529	1,058	510	510	1,020
HEALTH SAVINGS BENEFIT	343	553	896	214	210	424	1,451	1,446	2,897
OPERATING SUPPLIES	48,438	49,238	97,676	40,261	40,245	80,506	37,352	41,563	78,915
OTHER CONTRACTUAL SERVICE	858	3,015	3,873	0	1,512	1,512	2,004	3,872	5,876
TELEPHONE	0	0	0	0	52	52	0	0	0
ELECTRICITY	4,580	11,770	16,350	3,578	11,598	15,176	2,079	9,389	11,468
GAS	1,411	1,120	2,531	1,572	1,165	2,737	1,141	887	2,028
WATER	3,534	516	4,050	0	332	332	0	194	194
TRAINING	228	228	456	270	270	540	50	50	100
PRINTING & PUBLISHING	25	25	50	180	440	620	54	54	108
EQUIPMENT RENTAL	32,829	43,038	75,867	7,551	9,658	17,209	15,597	19,948	35,545
BUILDINGS	0	0	0	0	0	0	0	0	0
MACHINERY & EQUIPMENT	0	0	0	7,880	4,589	12,469	0	3,995	3,995
PUBLIC IIMPROVEMENTS	0	0	0		0	0	0	18,590	18,590
CONTRIBUTED EXP - CAP OUTLAY	0	0	0	(7,270)	(4,589)	(11,859)	0	(22,585)	(22,585)
SUB-TOTAL MAINTENANCE	**245,753**	**289,872**	**535,625**	**210,664**	**222,715**	**433,379**	**135,177**	**159,977**	**295,154**

	2012			2013			2014		
CLUBHOUSE:	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL
SALARIES AND WAGES	94,606	102,232	196,838	99,916	111,801	211,717	98,279	112,320	210,599
OVERTIME	2,582	1,284	3,866	3,552	6,070	9,622	940	1,180	2,120
LONGEVITY	890	890	1,780	478	478	956	291	291	582
FICA	7,537	8,021	15,558	7,937	9,036	16,973	8,426	9,053	17,479
HOSPITALIZATION	3,483	3,420	6,903	2,849	2,873	5,722	818	823	1,640
LIFE	87	87	174	54	57	111	43	44	87

	2012			2013			2014		
CLUBHOUSE:	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL	SPRINGDALE	LINC. HILLS	TOTAL
RETIREE HEALTH CARE	5,926	5,885	11,811	4,370	4,437	8,807	2,157	2,177	4,334
DENTAL/OPTICAL	415	413	828	285	298	583	148	149	297
DISABILITY	169	167	336	116	120	236	60	60	120
WORKER'S COMPENSATION	1,190	1,268	2,458	1,219	1,377	2,596	1,268	1,374	2,642
SICK TIME PAYOUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	4,378	4,348	8,726	2,313	2,359	4,672	(1,245)	(1,237)	(2,482)
HRA BENEFIT	20	20	40	21	23	44	20	20	40
HEALTH SAVINGS BENEFIT	231	229	460	158	205	363	218	219	437
OPERATING SUPPLIES	17,581	15,498	33,079	6,689	11,694	18,383	6,914	14,571	21,485
CONCESSIONS	0	0	0	(944)	(1,663)	(2,607)	0	0	0
FOOD & BEVERAGE	11,480	12,581	24,061	10,951	14,978	25,929	11,001	15,324	26,325
BEER & WINE PURCHASES	2,601	1,914	4,515	4,597	5,679	10,276	5,068	5,586	10,654
INSTRUCTORS	0	62,440	62,440	0	0	0	0	0	0
OTHER CONTRACTUAL SERVICES	7,001	3,388	10,389	12,497	11,235	23,732	11,343	9,817	21,160
TELEPHONE	141	126	267	550	746	1,296	764	771	1,535
MERCHANDISE	4,517	7,144	11,661	7,320	12,279	19,599	4,491	10,575	15,066
CONTRACTUAL ALARM	912	2,173	3,085	1,074	2,273	3,347	946	1,546	2,492
ELECTRICITY	6,448	25	6,473	5,349	0	5,349	4,281	0	4,281
GAS	1,161	474	1,635	1,629	452	2,081	1,729	282	2,011
WATER	1,473	932	2,405	1,631	2,393	4,024	1,480	1,735	3,215
LIQOUR LICENSE	1,340	1,270	2,610	1,253	1,253	2,506	1,253	1,253	2,506
PRINTING & PUBLISHING	947	1,072	2,019	545	544	1,089	1,511	1,387	2,898
MARKETING & ADVERTISING	1,030	1,030	2,060	1,983	2,016	3,999	921	1,071	1,992
MISCELLANEOUS	4,852	4,958	9,810	0	0	0	0	0	0
DEPRECIATION	61,357	53,756	115,113	49,511	57,893	107,404	47,701	52,817	100,518
EQUIPMENT RENTAL	12,797	12,705	25,502	10,707	16,225	26,932	13,125	16,106	29,231
LIABILITY INSURANCE	11,357	11,357	22,714	17,309	17,309	34,618	21,664	21,664	43,328
CONTRIBUTED EXP. - CAP. OUTLAY	0	0	0	(2,002)	0	(2,002)	(2,533)	(2,460)	(4,993)
Machinery & Equipment	0	0	0	4,207	0	4,207	1,853	2,070	3,923
FURNITURE	0	0	0	0	0	0	2,533	2,460	4,993
BUILDINGS	0	32	32	0	0	0	0	0	0
CONTRIBUTION TO GENERAL FUND	0	10,000	10,000	0	0	0	0	0	0
SUB-TOTAL CLUBHOUSE	**268,509**	**331,139**	**599,648**	**258,124**	**294,440**	**552,563**	**247,467**	**283,046**	**530,513**

TOTAL OPERATING EXPENSE	**530,692**	**637,441**	**1,168,133**	**486,336**	**534,703**	**1,021,039**	**401,269**	**461,648**	**862,917**
TOTAL REVENUES	**510,822**	**773,645**	**1,284,479**	**543,239**	**829,695**	**1,372,934**	**430,076**	**645,208**	**1,075,284**
OPERATING INCOME (LOSS)	**(19,859)**	**136,204**	**116,345**	**56,903**	**294,993**	**351,895**	**28,807**	**183,560**	**212,367**

LINCOLN HILLS - 5 YEAR LONG TERM PLAN

REVENUES LINE ITEM	F.Y. 2011-2012 ACTUAL	F.Y. 2012-2013 ACTUAL	F.Y. 2013-2014 ACTUAL	F.Y. 2014-2015 6/30/2015	F.Y. 2015-2016 PROJECTED	F.Y. 2016-2017 PROJECTED	F.Y. 2017-2018 PROJECTED	F.Y. 2018-2019 PROJECTED	F.Y. 2019-2020 PROJECTED
WEEKDAY GREENS FEES	176,240.30	176,811.31	192,369.25	195,000.00	198,900.00	202,878.00	206,935.56	211,074.27	215,295.76
WEEKEND GREENS FEES	102,707.76	104,627.60	113,746.04	115,000.00	117,300.00	119,646.00	122,038.92	124,479.70	126,969.29
FOOD & BEVERAGE	17,006.75	34,541.04	50,058.42	55,000.00	56,100.00	57,222.00	58,366.44	59,533.77	60,724.44
MERCHANDISE	6,550.87	10,867.22	17,035.72	18,000.00	18,360.00	18,727.20	19,101.74	19,483.78	19,873.45
PULL CART RENTAL	4,918.90	4,050.59	4,233.75	5,000.00	5,100.00	5,202.00	5,306.04	5,412.16	5,520.40
GOLF CART RENTAL	69,425.11	71,304.79	81,630.17	82,000.00	83,640.00	85,312.80	87,019.06	88,759.44	90,534.63
GAM HANDICAP	0.00	1,150.00	1,322.00	1,500.00	1,530.00	1,560.60	1,591.81	1,623.65	1,656.12
CLASSES	94,935.00	100,335.91	90,326.03	90,000.00	91,800.00	93,636.00	95,508.72	97,418.89	99,367.27
BUSINESS MEMBERSHIPS	4,825.00	4,410.00	5,850.00	6,000.00	6,120.00	6,242.40	6,367.25	6,494.59	6,624.48
NON-RESIDENT MEMBERSHIPS	62,322.50	64,668.18	79,925.00	80,000.00	81,600.00	83,232.00	84,896.64	86,594.57	88,326.46
UNLIMITED GOLF PASS	2,800.00	3,545.00	5,000.00	5,000.00	5,100.00	5,202.00	5,306.04	5,412.16	5,520.40
PACKAGE CLUB PASSES	725.00	1,705.00	435.00	1,000.00	1,020.00	1,040.40	1,061.21	1,082.43	1,104.08
TOURNAMENT ENTRY FEES	2,450.00	3,357.00	7,964.50	8,000.00	8,160.00	8,323.20	8,489.66	8,659.46	8,832.65
INTEREST INCOME	7,816.19	(2,087.55)	14,403.65	14,000.00	14,280.00	14,565.60	14,856.91	15,154.05	15,457.13
LEASE INCOME	11,533.81	11,879.48	12,235.87	12,000.00	12,240.00	12,484.80	12,734.50	12,989.19	13,248.97
CELL TOWER ACCESS FEE/CABLE GRANT	0.00	0.00	644.52	0.00	0.00	0.00	0.00	0.00	0.00
MISCELLANEOUS INCOME	1,307.16	123,799.55	120.19	0.00	0.00	0.00	0.00	0.00	0.00
CASH OVERAGE/(SHORTAGE	16.46	6.98	0.11	0.00	0.00	0.00	0.00	0.00	0.00
GENERAL FUND CONTRIBUTION	1,058,446.00	65,670.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	1,624,026.81	780,642.10	677,300.22	687,500.00	701,250.00	715,275.00	729,580.50	744,172.11	759,055.55
% INCREASE		-51.93%	-13.24%	1.51%	2.00%	2.00%	2.00%	2.00%	2.00%

ADMINISTRATIVE FEE

EXPENDITURES LINE ITEM	F.Y. 2011-2012 ACTUAL	F.Y. 2012-2013 ACTUAL	F.Y. 2013-2014 ACTUAL	F.Y. 2014-2015 6/30/2015	F.Y. 2015-2016 PROJECTED	F.Y. 2016-2017 PROJECTED	F.Y. 2017-2018 PROJECTED	F.Y. 2018-2019 PROJECTED	F.Y. 2018-2019 PROJECTED
Administrative fee	16,298.97	16,560.00	17,190.00	17,447.85	17,709.57	17,975.21	18,244.84	18,518.51	18,796.29
Audit	600.00	0.00	673.50	683.60	693.86	704.26	714.83	725.55	736.43
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	16,898.97	16,560.00	17,863.50	18,131.45	18,403.42	18,679.48	18,959.67	19,244.06	19,532.72
% INCREASE		-2.01%	7.87%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

MAINTENANCE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
SALARIES AND WAGES	117,465.89	96,488.61	80,663.35	84,000.00	85,680.00	87,393.60	89,141.47	90,924.30	92,742.79
OVERTIME PAY	4,127.63	7,623.13	4,616.23	2,000.00	2,020.00	2,040.20	2,060.60	2,081.21	2,102.02
LONGEVITY	1,456.25	1,024.11	648.01	50.00	50.50	51.01	51.52	52.03	52.55
FICA	9,303.78	8,174.28	7,125.54	7,560.00	7,711.20	7,865.42	8,022.73	8,183.19	8,346.85
HOSPITALIZATION	15,233.17	10,663.73	8,082.90	4,480.00	4,524.80	4,570.05	4,615.75	4,661.91	4,708.53
LIFE	262.11	207.70	170.00	180.00	181.80	183.62	185.45	187.31	189.18
RETIREE HEALTH CARE	17,335.06	15,434.49	13,770.42	5,370.00	5,423.70	5,477.94	5,532.72	5,588.04	5,643.92
DENTAL/OPTICAL	1,292.66	1,026.24	852.08	830.00	838.30	846.68	855.15	863.70	872.34
DISABILITY INSURANCE	557.79	423.96	350.94	350.00	353.50	357.04	360.61	364.21	367.85
WORKER'S COMPENSATION	1,632.81	1,279.50	1,114.42	1,100.00	1,111.00	1,122.11	1,133.33	1,144.66	1,156.11
SICK TIME OUT	0.00	0.00	(226.18)	0.00	0.00	0.00	0.00	0.00	0.00
RETIREMENT CONTRIBUTION	12,466.78	11,431.03	6,539.40	1,990.00	2,009.90	2,030.00	2,050.30	2,070.80	2,091.51
HRA BENEFIT	509.99	541.16	510.00	510.00	515.10	520.25	525.45	530.71	536.02
HSA CONTRIBUTION	520.79	214.86	483.22	500.00	505.00	510.05	515.15	520.30	525.51
OPERATING SUPPLIES	44,644.72	45,000.00	42,927.45	40,000.00	40,000.00	40,600.00	41,209.00	41,827.14	42,454.54
OTHER CONTRACTUAL SERVICE	3,876.50	1,512.00	3,702.00	4,000.00	4,060.00	4,120.90	4,182.71	4,245.45	4,309.14
TELEPHONE	0.00	0.00	51.90	55.00	55.83	56.66	57.51	58.37	59.25
ELECTRICITY	10,874.03	11,110.54	11,193.18	12,000.00	12,240.00	12,484.80	12,734.50	12,989.19	13,248.97
GAS	1,055.66	1,155.31	1,104.94	1,500.00	1,530.00	1,560.60	1,591.81	1,623.65	1,656.12
WATER	955.28	137.74	278.79	300.00	306.00	312.12	318.36	324.73	331.22
TRAINING	170.00	207.50	232.50	300.00	306.00	312.12	318.36	324.73	331.22
PRINTING & PUBLISHING	4.28	335.00	184.30	300.00	306.00	312.12	318.36	324.73	331.22
EQUIPMENT RENTAL	48,612.33	19,249.81	20,004.26	20,000.00	25,000.00	25,000.00	25,000.00	30,000.00	30,000.00
BUILDINGS	5,388.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT & MACHINERY	0.00	4,589.45	3,995.00	0.00	0.00	0.00	0.00	0.00	0.00
PUBLIC IMPROVEMENTS	0.00	0.00	18,590.00	0.00	0.00	0.00	0.00	0.00	0.00
CAPITAL OUTLAY	(5,388.78)	(4,589.45)	(22,585.00)	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	292,357.51	233,240.70	204,379.65	187,375.00	194,728.63	197,727.28	200,780.85	208,890.36	212,056.87
% INCREASE		-20.22%	-12.37%	-8.32%	3.92%	1.54%	1.54%	4.04%	1.52%

CLUBHOUSE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
SALARIES AND WAGES	107,511.20	99,355.87	120,534.99	124,000.00	125,240.00	126,492.40	127,757.32	129,034.90	130,325.25
OVERTIME	1,489.79	2,617.35	4,240.43	2,000.00	2,020.00	2,040.20	2,060.60	2,081.21	2,102.02
LONGEVITY	1,068.06	923.76	443.95	500.00	505.00	510.05	515.15	520.30	525.51
FICA	8,488.69	7,917.94	9,566.97	11,160.00	11,271.60	11,384.32	11,498.16	11,613.14	11,729.27
HOSPITALIZATION	4,480.12	3,488.72	1,766.64	1,300.00	1,313.00	1,326.13	1,339.39	1,352.79	1,366.31
LIFE	108.12	67.96	53.10	30.00	30.30	30.60	30.91	31.22	31.53

CLUBHOUSE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
RETIREE HEALTH CARE	6,842.77	4,836.17	3,411.43	2,320.00	2,343.20	2,366.63	2,390.30	2,414.20	2,438.34
DENTAL/OPTICAL	501.31	345.69	219.97	110.00	111.10	112.21	113.33	114.47	115.61
DISABILITY	213.35	138.90	88.86	40.00	40.40	40.80	41.21	41.62	42.04
WORKER'S COMPENSATION	1,321.39	1,253.86	1,451.53	1,860.00	1,878.60	1,897.39	1,916.36	1,935.52	1,954.88
SICK TIME PAYOUT	2,461.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
RETIREMENT CONTRIBUTION	2,526.86	2,754.93	(469.79)	2,000.00	2,020.00	2,040.20	2,060.60	2,081.21	2,102.02
HRA BENEFIT	134.06	23.00	20.00	20.00	20.20	20.40	20.61	20.81	21.02
HSA CONTRIBUTION	11,518.42	247.14	253.52	20.00	20.20	20.40	20.61	20.81	21.02
OPERATING SUPPLIES	1,507.95	9,586.04	13,395.67	14,000.00	14,280.00	14,565.60	14,856.91	15,154.05	15,457.13
CONCESSIONS	8,276.99	(1,663.14)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FOOD & BEVERAGE	5,108.18	13,058.86	15,818.55	16,000.00	16,000.00	17,000.00	17,000.00	18,000.00	19,000.00
BEER & WINE	0.00	4,464.09	6,282.30	6,000.00	7,000.00	7,000.00	8,000.00	8,000.00	9,000.00
INSTRUCTORS	17,139.30	44,778.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OTHER CONTRACTUAL SERVICES	0.00	9,161.14	11,133.62	11,500.00	11,845.00	12,200.35	12,566.36	12,943.35	13,331.65
TELEPHONE	5,730.10	532.72	705.05	800.00	808.00	816.08	824.24	832.48	840.81
MERCHANDISE	1,378.62	10,890.31	11,568.36	11,000.00	11,110.00	11,221.10	11,333.31	11,446.64	11,561.11
CONTRACTUAL ALARM	209.13	2,272.56	1,520.28	1,600.00	1,600.00	1,632.00	1,632.00	1,632.00	1,632.00
ELECTRICITY	228.07	24.54	0.00	300.00	303.00	306.03	309.09	312.18	315.30
GAS	486.15	543.37	362.61	700.00	707.00	714.07	721.21	728.42	735.71
WATER	1,490.00	1,456.77	1,718.45	1,800.00	1,818.00	1,836.18	1,854.54	1,873.09	1,891.82
LIQUOR LICENSE	1,124.01	1,252.50	1,252.50	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00
PRINTING & PUBLISHING	970.03	543.50	749.50	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
MARKETING & ADVERTISING	1,103.16	2,368.61	994.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
MISCELLANEOUS	16,348.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DEPRECIATION	50,753.62	57,392.76	57,133.68	58,000.00	58,580.00	59,165.80	59,757.46	60,355.03	60,958.58
EQUIPMENT RENTAL	7,018.22	14,635.56	14,850.94	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
LIABILITY INSURANCE	10,678.61	13,664.04	22,492.04	0.00	0.00	0.00	0.00	0.00	0.00
CONTRIBUTION EXP. - CAP. OUTLAY	0.00	0.00	(2,459.95)	0.00	0.00	0.00	0.00	0.00	0.00
MACHINERY & EQUIPMENT	0.00	0.00	1,852.76	0.00	0.00	0.00	0.00	0.00	0.00
FURNITURE	1,698.19	0.00	2,459.95	0.00	0.00	0.00	0.00	0.00	0.00
BUILDINGS	31.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRIBUTION GENERAL FUND	112,792.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	392,738.74	308,933.52	303,412.41	295,410.00	299,214.60	303,088.95	306,969.68	310,889.45	315,848.93

% INCREASE		-21.34%	-1.79%	-2.64%	1.29%	1.29%	1.28%	1.28%	1.60%
Revenues	1,624,026.81	780,642.10	677,300.22	687,500.00	701,250.00	715,275.00	729,580.50	744,172.11	759,055.55
Expenditures	701,995.22	558,734.22	525,655.56	500,916.45	512,346.65	519,495.70	526,710.20	539,023.88	547,438.52

SPRINGDALE - 5 YEAR LONG TERM PLAN

REVENUES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	**ACTUAL**	**ACTUAL**	**ACTUAL**	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
CLASSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAM HANDICAP	0.00	505.00	650.00	700.00	707.00	714.07	721.21	728.42	735.71
FOOD & BEVERAGE SALES	13,358.14	31,034.06	31,654.74	35,000.00	38,500.00	42,350.00	46,585.00	51,243.50	56,367.85
MERCHANDISE SALES	4,856.95	7,054.05	7,000.00	8,000.00	8,400.00	8,820.00	9,261.00	9,724.05	10,210.25
WEEKDAY GREENS FEES	198,364.52	196,262.10	161,273.00	180,000.00	182,700.00	185,440.50	188,222.11	191,045.44	193,911.12
WEEKEND & HOLIDAY GREENS FEES	85,166.58	100,017.40	88,165.91	95,000.00	96,425.00	97,871.38	99,339.45	100,829.54	102,341.98
CART RENTALS	5,461.52	4,896.19	3,996.81	5,000.00	5,100.00	5,202.00	5,306.04	5,412.16	5,520.40
TOURNAMENT ENTRY FEES	2,100.00	1,570.00	2,373.00	4,000.00	4,080.00	4,161.60	4,244.83	4,329.73	4,416.32
ELECTRIC CART RENTALS	67,871.65	74,425.52	69,604.70	75,000.00	76,500.00	78,030.00	79,590.60	81,182.41	82,806.06
BUSINESS MEMBERSHIPS	6,085.00	5,000.00	4,390.00	5,000.00	5,075.00	5,151.13	5,228.39	5,306.82	5,386.42
NON-RESIDENT MEMEBERSHIPS	50,272.50	47,122.50	47,593.73	60,000.00	60,900.00	61,813.50	62,740.70	63,681.81	64,637.04
UNLIMITED GOLF PASS	3,100.00	3,475.00	0.00	4,000.00	4,000.00	5,000.00	5,000.00	6,000.00	6,000.00
PACKAGE CLUB PASS	0.00	435.00	435.00	600.00	700.00	800.00	900.00	1,000.00	1,100.00
INVESTMENT INCOME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LEASE PAYMENTS	9,000.00	10,740.32	9,600.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
SUNDRY & MISCELLANEOUS	(6.56)	69,963.16	84.90	100.00	100.00	100.00	100.00	100.00	100.00
CASH OVERAGE/(SHORTAGE)	(39.53)	0.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GENERAL FUND	0.00	25,930.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	445,590.77	578,430.66	426,821.79	481,400.00	492,187.00	504,454.17	516,239.33	529,583.88	542,533.16

% INCREASE		29.81%	-26.21%	12.79%	2.24%	2.49%	2.34%	2.58%	2.45%

ADMINISTRATIVE FEE

EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2017-2018	F.Y. 2017-2018
LINE ITEM	**ACTUAL**	**ACTUAL**	**ACTUAL**	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Administrative fee	15,699.96	16,560.00	16,560.00	17,190.00	17,447.85	17,709.57	17,975.21	18,244.84	18,518.51
Audit	640.00	0.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	16,339.96	16,560.00	17,200.00	17,830.00	18,087.85	18,349.57	18,615.21	18,884.84	19,158.51

% INCREASE		1.35%	3.86%	3.66%	1.45%	1.45%	1.45%	1.45%	1.45%

MAINTENANCE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Salaries & Wages Direct	98,662.79	87,522.82	80,490.43	82,000.00	83,640.00	85,312.80	87,019.06	88,759.44	90,534.63
Overtime Pay	1,698.48	7,924.32	4,608.88	2,000.00	2,040.00	2,080.80	2,122.42	2,164.86	2,208.16
Longevity	1,456.32	1,024.11	648.03	20.00	20.40	20.81	21.22	21.65	22.08
FICA	7,732.74	7,511.13	6,574.26	6,560.00	6,691.20	6,825.02	6,961.52	7,100.75	7,242.77
Hospitalization	10,961.37	10,737.81	8,000.99	4,480.00	4,569.60	4,660.99	4,754.21	4,849.30	4,946.28
Life	203.12	208.89	161.38	180.00	183.60	187.27	191.02	194.84	198.73
Retire Contrib.. Health	13,167.02	15,481.03	13,935.66	5,770.00	5,885.40	6,003.11	6,123.17	6,245.63	6,370.55
Dental/Optical	963.41	1,029.83	818.02	840.00	856.80	873.94	891.41	909.24	927.43
LT/ST Disability	420.81	426.56	337.54	360.00	367.20	374.54	382.03	389.68	397.47
Workers Compensation	1,359.78	1,196.73	1,025.89	940.00	958.80	977.98	997.54	1,017.49	1,037.84
Retirement Employer Contrib.	9,530.16	11,466.13	9,494.78	2,090.00	2,131.80	2,174.44	2,217.92	2,262.28	2,307.53
HRA Benefit	510.01	541.24	510.00	510.00	520.20	530.60	541.22	552.04	563.08
Retirement - Def Contr Emplr.	(491.69)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retire HSA Cont. Emplr.	590.02	217.67	380.83	420.00	428.40	436.97	445.71	454.62	463.71
Operating Supplies	43,114.17	40,753.53	30,187.49	40,000.00	40,400.00	40,804.00	41,212.04	41,624.16	42,040.40
Other Contractual Service	2,732.25	0.00	891.00	2,500.00	2,550.00	2,601.00	2,653.02	2,706.08	2,760.20
Telephone	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Printing & Publishing	4.27	75.00	130.00	200.00	300.00	325.00	350.00	350.00	350.00
Electric Utility	4,634.80	4,147.29	2,722.28	4,200.00	4,326.00	4,455.78	4,589.45	4,727.14	4,868.95
Gas Utility	1,295.73	1,604.71	1,600.00	1,648.00	1,697.44	1,748.36	1,800.81	1,854.84	1,910.48
Equipment Rental or Lease	43,483.01	15,081.45	15,571.60	15,000.00	25,000.00	25,000.00	30,000.00	30,000.00	30,000.00
Training	95.00	207.50	282.50	300.00	300.00	400.00	400.00	400.00	400.00
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Machinery & Equipment	5,153.78	7,270.15	610.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contribution Expense - Cap. Outla	(5,153.78)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	242,123.57	214,427.90	178,981.56	170,018.00	182,866.84	185,793.41	193,673.78	196,584.04	199,550.30

% INCREASE		-11.44%	-16.53%	-5.01%	7.56%	1.60%	4.24%	1.50%	1.51%

CLUBHOUSE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Salaries & Wages Direct	82,112.09	104,029.39	97,301.60	98,274.62	99,257.36	100,249.94	101,252.44	102,264.96	103,287.61
Overtime Pay	2,811.13	3,300.09	2,188.46	2,210.34	2,232.45	2,254.77	2,277.32	2,300.09	2,323.09
Longevity	1,068.15	923.86	444.00	448.44	452.92	457.45	462.03	466.65	471.31
FICA	6,647.23	8,314.48	7,633.11	7,709.44	7,786.54	7,864.40	7,943.04	8,022.48	8,102.70
Hospitalization	4,725.95	3,535.81	1,755.74	1,773.30	1,791.03	1,808.94	1,827.03	1,845.30	1,863.75
Life	114.92	66.15	52.97	53.50	54.03	54.58	55.12	55.67	56.23

CLUBHOUSE									
EXPENDITURES	F.Y. 2011-2012	F.Y. 2012-2013	F.Y. 2013-2014	F.Y. 2014-2015	F.Y. 2015-2016	F.Y. 2016-2017	F.Y. 2017-2018	F.Y. 2018-2019	F.Y. 2019-2020
LINE ITEM	ACTUAL	ACTUAL	ACTUAL	6/30/2015	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Retire Contrib.. Health	7,188.32	4,857.97	3,384.15	3,417.99	3,452.17	3,486.69	3,521.56	3,556.78	3,592.34
Dental/Optical	517.47	338.91	218.42	220.60	222.81	225.04	227.29	229.56	231.86
LT/ST Disability	227.63	137.06	88.60	89.49	90.38	91.28	92.20	93.12	94.05
Workers Compensation	1,043.52	1,314.50	1,165.50	1,177.16	1,188.93	1,200.82	1,212.82	1,224.95	1,237.20
Sick Time Payout	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement Employer Contrib.	5,205.42	2,771.65	(488.33)	1,130.00	1,141.30	1,152.71	1,164.24	1,175.88	1,187.64
HRA Benefit	20.00	21.20	20.00	20.20	20.40	20.61	20.81	21.02	21.23
Retirement - Def Contr Emplr.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retire HSA Cont. Emplr.	230.61	207.89	251.64	254.16	256.70	259.26	261.86	264.48	267.12
Operating Supplies	16,062.71	8,090.58	6,769.07	7,500.00	7,650.00	7,803.00	7,959.06	8,118.24	8,280.61
Food & Beverage	9,895.62	10,683.56	12,500.00	13,000.00	13,500.00	14,000.00	14,000.00	15,000.00	15,000.00
Beer & Wine Purchases	240.32	4,352.00	5,000.00	6,000.00	6,200.00	6,500.00	6,700.00	7,000.00	7,200.00
Other Contractual Service	0.00	14,823.93	9,000.00	11,000.00	11,000.00	11,500.00	11,500.00	11,500.00	11,500.00
Merchandise/concession Op.	3,572.23	7,285.52	4,500.00	6,000.00	6,180.00	6,365.40	6,556.36	6,753.05	6,955.64
Contractual Alarm	758.00	887.47	1,100.60	1,100.00	1,100.00	1,300.00	1,300.00	1,300.00	1,300.00
Telephone	0.00	491.01	613.37	631.77	650.72	670.25	690.35	711.06	732.40
Printing & Publishing	999.04	1,089.00	1,067.75	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Marketing & Advertising	192.95	2,336.13	994.50	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Electric Utility	5,376.73	6,060.26	4,769.71	4,912.80	5,060.19	5,211.99	5,368.35	5,529.40	5,695.28
Gas Utility	1,338.33	1,831.94	1,776.12	1,829.40	1,884.29	1,940.81	1,999.04	2,059.01	2,120.78
Water Utility	1,376.91	1,453.57	1,670.40	1,720.51	1,772.13	1,825.29	1,880.05	1,936.45	1,994.54
Equipment Rental or Lease	12,645.51	10,927.10	12,710.76	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Liquor License	1,340.00	2,505.00	1,252.50	1,340.00	1,340.00	1,340.00	1,340.00	1,340.00	1,340.00
Liability Insurance	11,357.29	13,664.04	22,492.04	23,166.80	23,861.81	24,577.66	25,314.99	26,074.44	26,856.67
Miscellaneous	9,365.11	13,015.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	47,156.69	49,011.12	49,517.70	50,508.05	51,518.22	52,548.58	53,599.55	54,671.54	55,764.97
Machinery & Equipment	0.00	1,850.00	1,852.76	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	0.00	2,500.00	2,532.90	0.00	0.00	0.00	0.00	0.00	0.00
Buildings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contribution Expense - Cap. Outla	0.00	(6,352.00)	(4,385.66)	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	233,589.88	276,324.37	249,750.38	270,988.58	275,164.37	280,209.48	284,025.51	289,014.14	292,977.05
% INCREASE		18.29%	-9.62%	8.50%	1.54%	1.83%	1.36%	1.76%	1.37%
REVENUES	445,590.77	578,430.66	426,821.79	481,400.00	492,187.00	504,454.17	516,239.33	529,583.88	542,533.16
EXPENDITURES	492,053.41	507,312.27	445,931.94	458,836.58	476,119.06	484,352.45	496,314.51	504,483.02	511,685.86

2015 MARKETING PLAN

Our marketing campaign will focus on creating new members, retaining the ones we have by offering a fun and stress free environment and to increase revenues for our other departments; food and beverage, merchandise, club events and outings.

Increase Memberships

With our Resident Memberships down in 2014, we will be doing a special mailing campaign to those Residents who have not joined the Club in the past two seasons. In addition, we want to focus on the communities surrounding Springdale. A special invitation will go to residents with selected zip codes to join us for our "Open House" on April 25th to see what we have to offer.

We look forward to participating in the Novi Golf Show being held in early March to focus on selling our "Two Amazing Courses – One Fabulous Membership." We will continue to promote our great Membership packages along with our new Trial Membership and opportunities for small intimate golf outings.

Increase Rounds

After analysis of the rounds played by Residents, we will track rounds with a monthly report so we can identify those members that have not been around. They will be sent a "Come Back and Visit Us" coupon so they know we have missed them. Our objective is to have our Resident Members play more rounds in 2015.

Get Golf Ready was successful last season and we will continue to offer these programs in 2015 to develop and grow new golfers. We will also offer a Get Golf Ready league to graduates of the program to retain them in the game for the season.

Increase Revenues

We will continue to focus on building our food and beverage department as our staff has begun upselling the menu to all our members and guests. There are still many members that have yet to enjoy one of our new menu items and we hope to get them to come in and give us a try after one of their rounds. We will be introducing our "Happy Birthday" Club where we will send emails to invite them to come out during the week of their birthday and enjoy lunch on us.

We will again add other vendors to our merchandise mix of inventory in 2015 and continue to build these revenues. Our strong items still remain to be Detroit Tigers and collegiate wear. However, the small ladies groupings have done very well the last two seasons.

Tournaments and Outings are great sources of revenues that include the entire package; golf, merchandise, food and beverage. These events are great for our portfolio, but must be managed and coordinated properly so our members and guests always have one course to play at all times during these events. The smaller intimate groups/outings are a great avenue as they require only tee times and are easy to manage around our membership play.

The information we received back from our "End of the Season" survey from our members is always helpful. The following are some of what we will implement to continue to improve our marketing efforts.

E-blast Marketing

This will email a monthly newsletter to inform our members of the upcoming events, special discounts and promotions for the month.

Website

We do have all of our information on our website, www.golfbimingham.org, but want to update and continue to revamp some pages so it is easier to navigate and retrieve information.

Club Events

Our popular events included our Nite Golf and Parent/Child in 2014. We had several Couples Night events that were mostly rained out, but we do have a few still on our schedule. We also had requests for a Singles night and are excited to add this to our schedule.

MAY		
Friday	May 15th	Nite Golf at Springdale
Friday	May 29th	Couples Night at Springdale
JUNE		
Friday	June 12th	Singles Night at Springdale
Sunday	June 21st	Parent/Child at Lincoln Hills
JULY		
Saturday	July 4th	Show Your Colors – Red, White & Blue
Sunday	July 12th	Couples Day at Lincoln Hills
Friday	July 24th	Nite Golf at Springdale
Sunday	July 26th	Parent/Child at Springdale
AUGUST		
Sat & Sun	Aug 8th & 9th	Club Championship
Thursday	Aug 13th	Junior Club Championship
Friday	Aug 21st	Singles Night at Lincoln Hills

SEPTEMBER

Friday	Sept 25th	Nite Golf at Springdale

OCTOBER

Sunday	Oct 4th	Fall Parent/Child

NOVEMBER

Saturday	Nov 14th	3rd Annual Turkey Shoot

In conclusion, we firmly believe that our efforts to create "Raving Fans" will generate happy Members' that will enjoy coming to their courses. We will continue to aggressively market our amazing courses to the surrounding communities we serve and offer a great value, with exceptional service.