



# 2017

## Annual Golf Report

*Department of Public Services*



### **Lincoln Hills GC**

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Birmingham, MI 48009  
(248) 530-1670

### **Springdale GC**

316 Strathmore  
Birmingham, MI 48009  
(248) 530-1660

[www.golfbirmingham.org](http://www.golfbirmingham.org)

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**2017 5<sup>th</sup> Annual  
Turkey Shoot Participants**

# ANNUAL GOLF REPORT

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## 2017 Review

We had another successful year with overall great golfing conditions. We continue to create a quality service culture that promotes a friendly and enjoyable experience for members, guests and the community. We believe our clubs have become an integral part of many of our members' lives and as a result, the vast majority of our members retain their memberships each year. Keeping our members satisfied with their club experience, they will remain loyal and frequent users of the courses.

The season opened at Lincoln Hills on April 1<sup>st</sup> and Springdale followed on April 15<sup>th</sup>. Springdale was a bit saturated and we require better conditions before opening for our members, but we seem to be consistent to past years.



Our “**Early Sign-Up**” bonus was again well received for the third consecutive year which is held during the last two weeks of March at Lincoln Hills. We had sold 384 memberships and we redeemed 304 complimentary rounds from this promotion. Below is the breakdown of the membership types and we look forward to implementing this program in 2018.

Residents	207
NR Single	96
NR Dual	53
NR Family	11
Business	15
Unlimited	2

**Did You Know?** Our upcoming “Early Sign-Up” Bonus will be held at Lincoln Hills from 10am – 6pm

**Mon – Fri March 19<sup>th</sup> – 23<sup>rd</sup>**

**Mon – Fri March 26<sup>th</sup> – 30<sup>th</sup>**

## Memberships

We are pleased to show that we have been maintaining a healthy capacity over the past six years as shown in the chart below. Our objective each season is to attract and retain members while increasing member usage which are the biggest drivers of our revenue growth.

Membership	CY 2012		CY 2013		CY 2014		CY 2015		CY 2016		CY 2017	
	#	%	#	%	#	%	#	%	#	%	#	%
Resident	1,843	71%	2,007	73%	1,733	70%	2,090	71%	1,874	68%	1,898	68%
<b>Other Memberships</b>												
Business	101	4%	99	4%	102	4%	109	4%	109	4%	92	3%
Non-Resident - Single	398	15%	401	15%	406	16%	475	16%	465	17%	502	18%
Non-Resident - Dual	186	7%	185	7%	175	7%	194	7%	209	8%	220	8%
Non-Resident - Family	60	2%	65	2%	77	3%	78	3%	85	3%	85	3%
<b>Total</b>	<b>745</b>		<b>750</b>		<b>760</b>		<b>856</b>		<b>868</b>		<b>899</b>	
<b>Total Memberships</b>	<b>2,588</b>	<b>100%</b>	<b>2,757</b>	<b>100%</b>	<b>2,493</b>	<b>100%</b>	<b>2,946</b>	<b>100%</b>	<b>2,742</b>	<b>100%</b>	<b>2,797</b>	<b>100%</b>

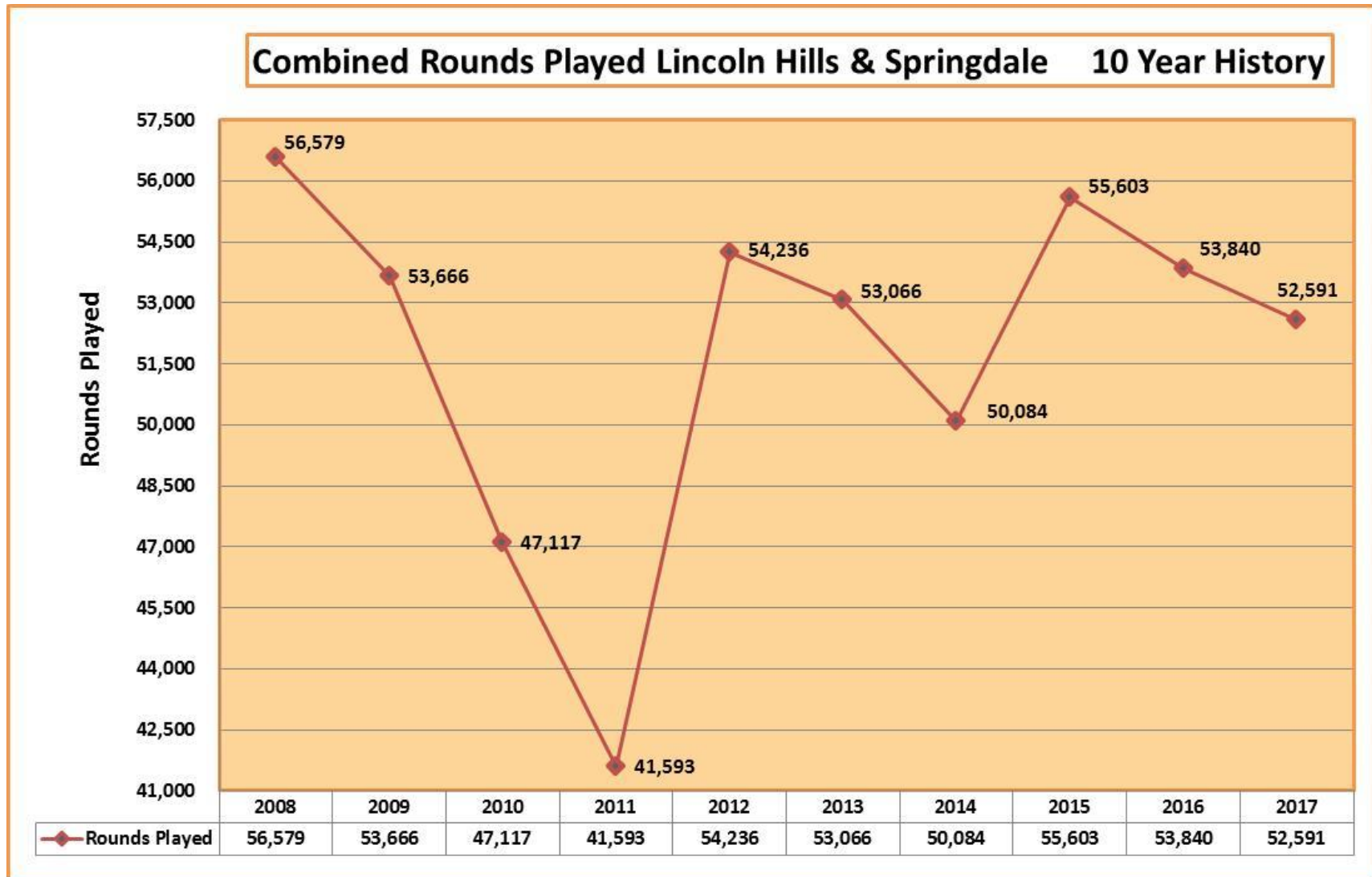
We introduced a new promotion in April called “Just a Drive Away.” The tool we utilized was a direct mailer to our surrounding communities outside of Birmingham. Households were invited to play and have lunch during this month for a special price and if they wanted to join they would receive a \$25 discount off their respected Non Resident Membership. There was one stipulation and that they were “First Time” members to be eligible for this program. There were 78 participants and we are excited to report that we added twenty-three (23) new members from this promotion, a return of 29%. We look forward to implenting this again.



We also introduced two new Club Events for our members to enjoy. The first was held in June – “**Nine, Dine, Laugh**” that hosted a 2-hour comedy show after dinner. The second was held in August – “**Nine, Dine, Sing**” and our members and guests enjoyed a 2-hour interactive dueling piano show. We received many compliments and these will be added to our Calendar of Events in 2018.

## Rounds

We finished our season with a combined total of 52,591 rounds which is a decrease of 1,249, or 2% compared to last season. We did experience our “rainy” days in the months of May and August, and November was very cold.



## Lincoln Hills

By looking at this table, there were a few categories that had changed our player matrix compared to 2016.

The significant changes were:

### Resident Adult

Increase by 65%

### Resident Senior

Decrease by 33%

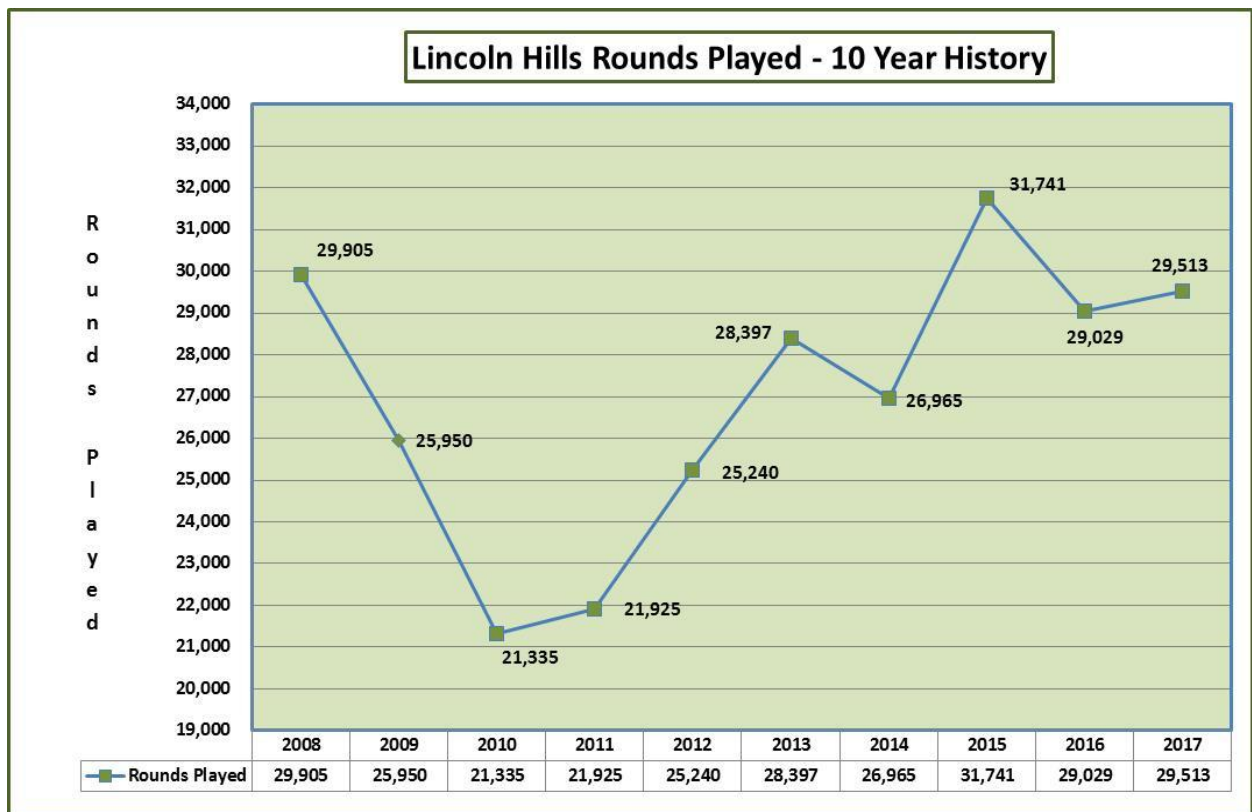
### Non-Resident Adult

Increase by 49%;

### Non-Resident Senior

Increase by 32%.

LINCOLN HILLS	Customer Type Analysis					
	2015	%	2016	%	2017	%
Resident Adult	2,496	7.86%	1,244	4.29%	2,062	6.99%
Resident Sr	3,858	12.15%	4,057	13.98%	2,682	9.09%
Resident Jr	908	2.86%	714	2.46%	512	1.73%
Non-Resident Adult	1,057	3.33%	1,065	3.67%	1,596	5.41%
Non-Resident Sr	4,753	14.97%	4,137	14.25%	5,479	18.56%
Non-Resident Jr	483	1.52%	837	2.88%	398	1.35%
Guests	6,807	21.45%	5,997	20.66%	5,838	19.78%
Leagues	4,696	14.79%	4,815	16.59%	4,937	16.73%
Jr Golf Program	2,248	7.08%	2,392	8.24%	2,360	8.00%
Twilight	1,926	6.07%	1,868	6.43%	1,799	6.10%
High School	722	2.27%	641	2.21%	565	1.91%
Outings	469	1.48%	463	1.59%	439	1.49%
Business	589	1.86%	455	1.57%	422	1.43%
Unlimited Pass	258	0.81%	228	0.79%	207	0.70%
City	80	0.25%	114	0.39%	159	0.54%
Other	391	1.23%	2	0.01%	58	0.20%
<b>TOTAL</b>	<b>31,741</b>	<b>100%</b>	<b>29,029</b>	<b>100%</b>	<b>29,513</b>	<b>100%</b>



## Springdale

Our player matrix seems to fluctuate each year by shown in this table. A few of the customer types that changed compared to last year are the following:

**Resident Senior**  
Decrease by 9%

**Non-Resident Adult**  
Decrease by 35%

**Guests**  
Decrease by 11%

**Twilight**  
Decrease by 26%

SPRINGDALE	Customer Type Analysis					
	2015	%	2016	%	2017	%
Resident Adult	2,119	8.88%	2,321	9.35%	2,176	9.43%
Resident Sr	3,162	13.25%	3,428	13.82%	3,102	13.44%
Resident Jr	780	3.27%	453	1.83%	359	1.56%
Non-Resident Adult	635	2.66%	695	2.80%	450	1.95%
Non-Resident Sr	4,510	18.90%	4,987	20.10%	4,812	20.85%
Non-Resident Jr	153	0.64%	319	1.29%	141	0.61%
Guests	4,302	18.03%	5,082	20.48%	4,473	19.38%
Leagues	4,306	18.05%	4,196	16.91%	4,338	18.80%
Twilight	2,009	8.42%	1,914	7.71%	1,404	6.08%
High School	495	2.07%	288	1.16%	683	2.96%
Business	479	2.01%	430	1.73%	373	1.62%
Unlimited Pass	166	0.70%	227	0.91%	361	1.56%
Outings	344	1.44%	407	1.64%	319	1.38%
City	62	0.26%	59	0.24%	67	0.29%
Other	340	1.42%	5	0.02%	20	0.09%
<b>TOTALS</b>	<b>23,862</b>	<b>100%</b>	<b>24,811</b>	<b>100%</b>	<b>23,078</b>	<b>100%</b>

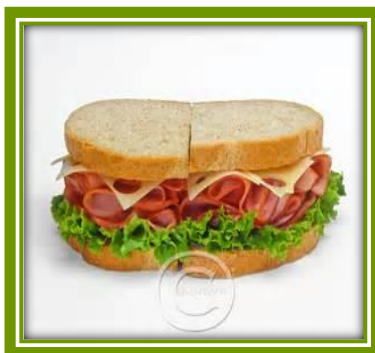


## Food and Beverage

We achieved revenues of \$85,791 which was just a slim increase than last year (\$82,650) by \$3,321, or 4%. Our staff made the difference this season, and I would like to thank each one for their hard work in creating these delicious entrees.

As seen in this table, we prepared 627 entrees which is 352 additional compared to last year, or 128%. The increases came from the “Just a Drive Away” promotion, and the additional entrees served to our members and guests throughout the season. This department is slowly growing and it is a great amenity for our customers and our focus will remain to increase revenues each season.

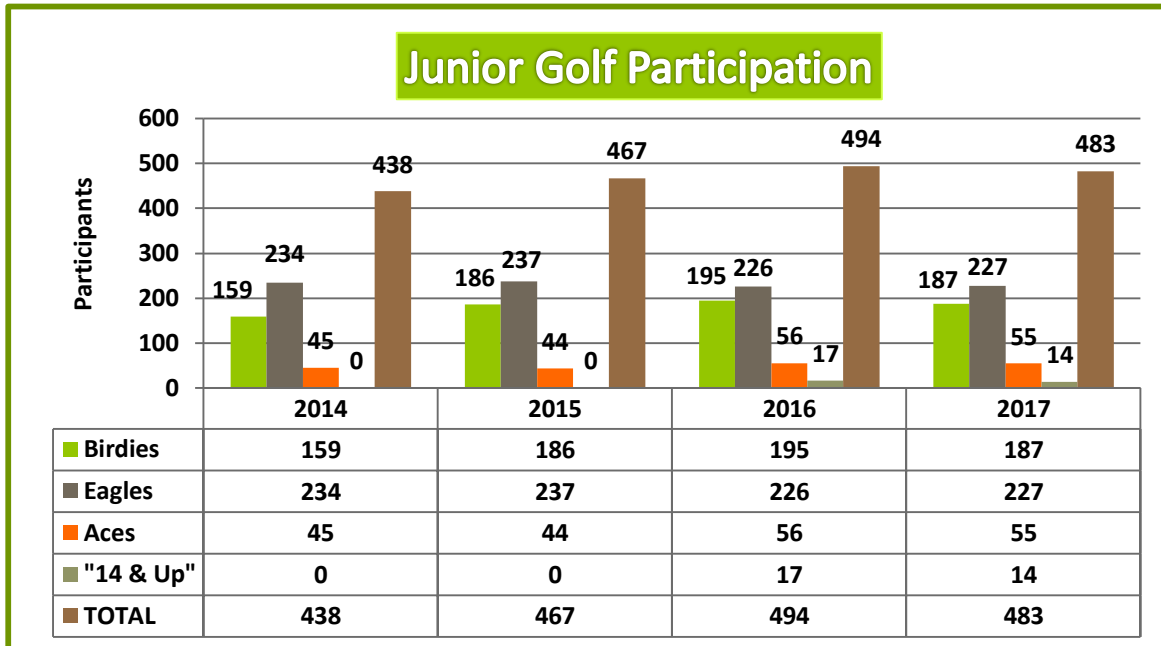
Entrees	2016	2017
BLT	16	47
Burgers	87	226
Chicken	9	20
Club	21	83
Grilled Cheese	58	110
Ham & Cheese	33	43
Salads	25	41
Turkey Burger	5	5
Turkey & Cheese	21	52
<b>Total Entrees</b>	<b>275</b>	<b>627</b>



**Did You Know?** Everyone is welcome to have Lunch with us and enjoy great food and beautiful ambiance at either course.

## Junior Golf

Junior golfers are such an essential part of the golf industry. They are important for the future of the game and they also represent the future of our club. We have a number of avenues available to help junior players develop their skills, etiquette and self-discipline through our extensive junior golf program.



We had another successful year with revenues of \$87,357 with a total of 483 participants that produced a net profit of \$51,201. There was an increase in labor due to the need of additional rangers to monitor the juniors during their weekly round of golf. These rangers play an integral part of assisting the juniors and keeping them safe while on the course.

Junior Golf 2014 - 2017				
	Revenues	Expenses		Net Operating
Year		Payroll	Supplies	Profit \$
2014	90,142	32,643	1,408	\$56,091
2015	86,140	34,290	3,423	\$48,427
2016	89,392	31,435	1,280	\$56,677
2017	87,357	34,953	1,203	\$51,201



The PGA Junior League consisted of 24 players in which we fielded two teams this season. Our competitors this year included Sanctuary Lake, Pine Trace, Cherry Creek, Springdale GC and Lincoln Hills GC. The children really enjoyed the fun competition arena and the parents loved watching and supporting the teams.

## Projects

The strong financial position that we have been building up on from the past years has enabled the courses to move forward with a number of projects.

**1. Renovated Practice Area at Both Courses**

We installed new netting, poles and mats and it has been well received by the members and their guests.

**2. Purchased an Adaptive Golf Cart for Handicap Golfers**

A member had approached us regarding the American Disability Act and we are proud to be compliant and able to serve all golfers who are handicapped. This cart is stored at Springdale but may be used at either course with a 24-hour notice.



**3. Renovated Bunkers at Lincoln Hills**

All bunkers were excavated and replaced with new sand prior to season opening.

**4. New Tee Signs at Lincoln Hills**

We will be installing new tee signs prior to the season opening and plan to install them at Springdale next season.

**5. Adding Cart Path at Lincoln Hills**

The teeing area on #9 has been worn out and needs to be repaired. We will be extending the cart path up to the back of this tee.

**6. Bridge Renovations at Springdale**

The bridges are in need of repair due to age, wear, and safety for our members. There are four bridges that will be renovated prior to opening in 2018.

**7. Golf Cart Fleet**

We have upgraded our fleet to a newer version of EZ-Go carts that will include windshields, per the request of the membership. Our combined fleet now consists of 52 total carts due to the demand from league and regular play. Springdale now has 24 carts and Lincoln Hills remains at 28 carts.

**8. New Membership Cards**

In 2018, we will have the capacity to add photos to our membership cards as done in the past.

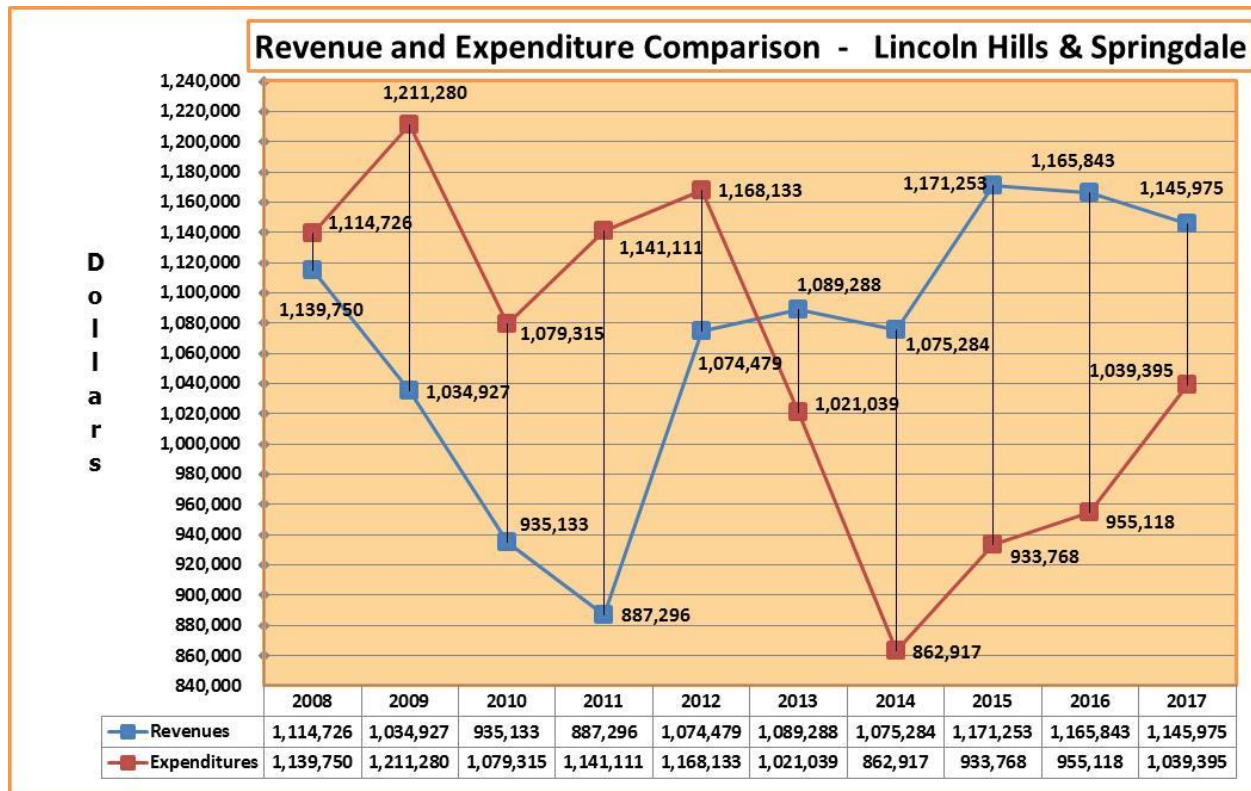
**Did You Know?** We used 12,540,465 gallons of water to irrigate Lincoln Hills this past season and 5,484,000 for Springdale.

**Why such a difference?** Lincoln Hills has a “wall-to-wall” irrigation system while Springdale has a “single-row” system which is limited.

## Financials

### Combined Courses

We are pleased to report that we had a **Net Operating Profit of \$106,580** which is much lower than last year by \$104,145, or 49%. However, one main factor is Lincoln Hills will be contributing \$100,000 to the General Fund on an annual basis to repay the bond for the construction of the clubhouse in 2010. The payments began on July 1, 2017 and this report reflects a total payment of \$50,000. Overall, we endured additional expenses through labor and enhancements to the courses in 2017.



# CALENDAR YEAR 7-YEAR ANALYSIS (2011 - 2017)

COMBINED COURSES	2011	2012	2013	2014	2015	2016	2017
REVENUES	1,735,742	1,284,479	1,372,934	1,075,284	1,171,253	1,165,843	1,145,975
IMPRELIS FUNDS			192,046				
G.F. CONTRIBUTION (G.F. CONT.)	848,446	210,000	91,600				
NET REVENUES OF G.F. CONT.	887,296	1,074,479	1,089,288	1,075,284	1,171,253	1,165,843	1,145,975
EXPENDITURES							
ADMINISTRATIVE	33,194	32,860	35,097	37,250	38,423	36,257	35,230
MAINTENANCE	556,524	535,625	445,849	295,154	343,681	335,011	351,526
CLUBHOUSE	423,697	474,536	445,159	429,995	441,111	473,835	494,733
TOTAL EXPENDITURES	1,013,415	1,043,021	926,105	762,399	823,215	845,103	881,489
OPERATING INCOME/(LOSS) Before Dep	(126,119)	31,458	163,183	312,885	348,038	320,740	264,486
DEPRECIATION (DEP.)	107,693	115,112	107,404	100,518	110,553	110,014	107,906
G.F. CONTRIBUTION (G.F. CONT.)	20,003	10,000					50,000
NET SURPLUS/(LOSS)	(253,815)	(93,655)	55,779	212,367	237,485	210,725	106,580

## Lincoln Hills

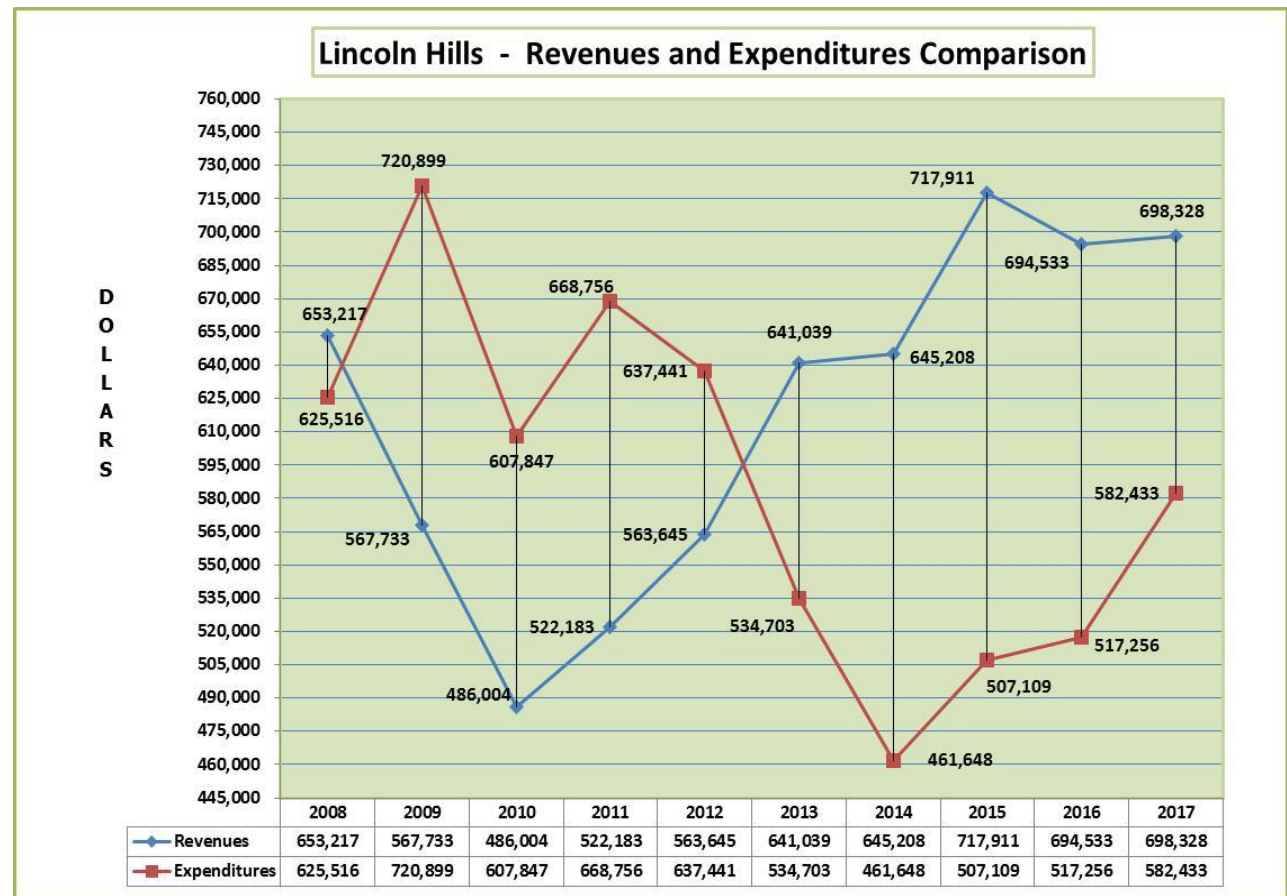
Lincoln Hills' revenues were overall similar to last year's with a total of \$698,328 which is a small increase of \$3,795. The significant differences are listed below.

### Revenues for Lincoln Hills

- Weekday Green Fees were down by **\$9,727**, or **-4%**
- Weekend Green Fees were up by \$11,939, or 11%
- Interest Income was down by **\$13,290**, or **-76%**

### Expenses for Lincoln Hills

- Maintenance
  - New Nets - \$4,900 and New Poles - \$1,900,
  - New Sand - \$3,400
  - Chemical Increase - \$5,800
  - Repair Fuel Tanks -\$1,700
- Clubhouse
  - Contribution to General Fund - \$50,000
  - Marketing & Advertising \$5,472



**CALENDAR YEAR 7-YEAR ANALYSIS (2011 - 2017)**

<b>LINCOLN HILLS G.C.</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>REVENUES</b>	1,370,629	773,645	829,695	645,208	717,911	694,533	698,328
IMPRELIS FUNDS			122,986				
G.F. CONTRIBUTION	848,446	210,000	65,670				
<b>NET REVENUES OF G.F. CONT.</b>	<b>522,183</b>	<b>563,645</b>	<b>641,039</b>	<b>645,208</b>	<b>717,911</b>	<b>694,533</b>	<b>698,328</b>
EXPENDITURES	586,736	573,685	481,400	408,831	446,476	459,098	475,304
<b>OPERATING INCOME/(LOSS) Before Dep</b>	<b>(64,554)</b>	<b>(10,040)</b>	<b>159,640</b>	<b>236,377</b>	<b>271,436</b>	<b>235,435</b>	<b>223,024</b>
DEPRECIATION	62,017	53,756	57,893	52,817	60,634	58,207	57,130
<b>CONTRIBUTION TO G.F.</b>	20,003	10,000					50,000
<b>NET SURPLUS/(LOSS)</b>	<b>(146,574)</b>	<b>(73,796)</b>	<b>101,747</b>	<b>183,560</b>	<b>210,802</b>	<b>177,228</b>	<b>115,895</b>

## Springdale

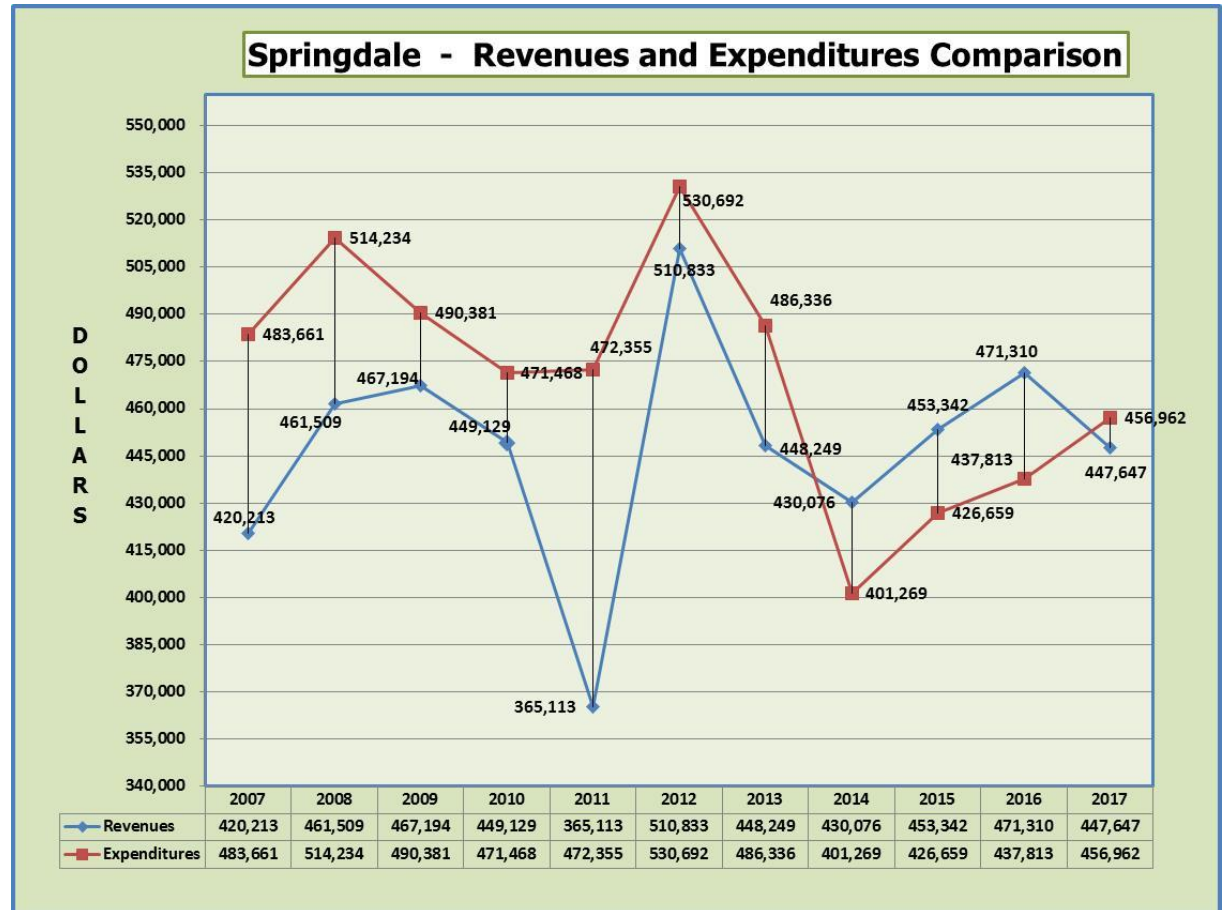
Springdale had an Operating Profit of \$41,463 but after depreciation we ended with a **Net Operating Loss of -\$9,314**. Performance included a combination of less revenues generated combined with additional expenses as noted below.

### Revenues for Springdale

- Weekday Green Fees were down by **\$11,918, or -6%**
- Weekend Green Fees were down by **\$3,086, or -3%**
- Golf Cart Rental Fees were down by **\$6,462, or -7%**

### Expenses for Springdale

- Clubhouse
  - DPS Personnel Assistance with Projects - \$4,000
  - Labor for Junior Ranger Booked at SD - \$4,100
  - Increase in Wages & Personnel by \$4,900
  - Increase in Hourly Rate and Employee Benefits - \$5,035



**CALENDAR YEAR 7-YEAR ANALYSIS (2011 - 2017)**

<b>SPRINGDALE G.C.</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>REVENUES</b>	365,113	510,833	543,239	430,076	453,342	471,310	447,647
IMPRELIS FUNDS			69,060				
G.F. CONTRIBUTION			25,930				
<b>REVENUES NET OF CONTRIBUTIONS</b>	<b>365,113</b>	<b>510,833</b>	<b>448,249</b>	<b>430,076</b>	<b>453,342</b>	<b>471,310</b>	<b>447,647</b>
EXPENDITURES	426,679	469,336	444,705	353,568	376,739	386,006	406,184
<b>OPERATING INCOME/(LOSS) Before Dep</b>	<b>(61,565)</b>	<b>41,498</b>	<b>3,544</b>	<b>76,508</b>	<b>76,603</b>	<b>85,304</b>	<b>41,463</b>
DEPRECIATION	45,676	61,357	49,511	47,701	49,919	51,807	50,776
<b>NET SURPLUS/(LOSS)</b>	<b>(107,241)</b>	<b>(19,859)</b>	<b>(45,968)</b>	<b>28,807</b>	<b>26,683</b>	<b>33,497</b>	<b>(9,314)</b>

## Operations Statement 2015 – 2017

	2015			2016			2017		
REVENUES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
WEEKDAY GREENS FEES	207,924	186,016	393,940	202,117	184,596	386,714	192,391	172,679	365,069
WEEKEND GREENS FEES	116,219	84,132	200,351	105,267	92,520	197,787	117,206	89,434	206,640
FOOD & BEVERAGE	49,979	34,535	84,514	48,268	34,381	82,650	51,298	34,673	85,971
MERCHANDISE	18,727	7,669	26,395	14,963	7,836	22,798	14,794	8,201	22,995
PULL CART RENTAL	4,823	4,817	9,639	5,118	5,262	10,380	5,215	5,280	10,495
GOLF CART RENTAL	96,111	74,204	170,314	90,863	82,728	173,591	93,171	76,266	169,438
GAM HANDICAP	1,232	452	1,684	1,766	641	2,407	1,937	671	2,608
CLASSES	95,130	0	95,130	89,252	140	89,392	87,357	0	87,357
BUSINESS MEMBERSHIPS	6,800	4,120	10,920	7,660	3,350	11,010	6,600	2,480	9,080
NON-RESIDENT MEMBERSHIPS	89,709	40,059	129,768	96,400	35,850	132,250	106,350	33,255	139,605
UNLIMITED GOLF PASS	4,050	1,000	5,050	3,600	-11	3,589	3,020	1,300	4,320
PACKAGE CLUB PASSES	580	145	725	0	0	0	334	0	334
TOURNAMENT ENTRY FEES	5,129	5,221	10,350	4,797	5,386	10,183	5,082	4,146	9,228
INTEREST INCOME	11,937	0	11,937	17,392	0	17,392	6,222	0	6,222
LEASE INCOME	8,093	9,600	17,693	6,727	18,600	25,327	6,929	19,200	26,129
CELL TOWER ACCESS FEE	999	998	1,997	0	0	0	0	0	0
MISCELLANEOUS INCOME	415	337	752	308	0	308	449	62	511
CASH OVERAGE/(SHORTAGE)	54	38	93	35	31	66	27	1	-26
GENERAL FUND CONTRIBUTION	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>717,911</b>	<b>453,342</b>	<b>1,171,253</b>	<b>694,533</b>	<b>471,310</b>	<b>1,165,843</b>	<b>698,328</b>	<b>447,647</b>	<b>1,145,975</b>

	2015			2016			2017		
EXPENSES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
ADMINISTRATIVE									
ADMINISTRATIVE CHARGE	18,510	18,510	37,020	17,425	17,425	34,850	16,905	16,905	33,810
AUDIT	702	702	1,403	703	704	1,407	710	710	1,420
<b>SUB-TOTAL ADMINISTRATIVE</b>	<b>19,212</b>	<b>19,212</b>	<b>38,423</b>	<b>18,128</b>	<b>18,129</b>	<b>36,257</b>	<b>17,615</b>	<b>17,615</b>	<b>35,230</b>

	2015			2016			2017		
MAINTENANCE	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	89,259	75,166	164,425	73,967	67,031	140,999	68,588	57,198	125,787
OVERTIME PAY	(3,157)	(2,158)	(5,315)	0	159	159	3,581	409	3,990
LONGEVITY	(600)	(600)	(1,199)	24	24	48	24	24	48
FICA	6,505	5,503	12,008	5,613	5,096	10,709	5,530	4,360	9,891
HOSPITALIZATION	3,508	3,519	7,027	4,665	4,640	9,304	5,739	5,286	11,025
LIFE	183	184	367	181	180	361	186	183	369
RETIREE HEALTH CARE	(977)	(852)	(1,828)	1,622	1,577	3,200	2,345	2,347	4,692
DENTAL/OPTICAL	672	674	1,346	653	650	1,302	669	657	1,326
DISABILITY INSURANCE	279	280	559	281	280	561	294	289	583
WORKER'S COMPENSATION	858	731	1,589	726	656	1,383	674	547	1,222
SICK TIME PAY OUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	(971)	(954)	(1,925)	1,519	1,419	2,938	2,774	2,846	5,620
HRA BENEFIT	10	10	20	10	10	20	10	10	20
HSA CONTRIBUTION/ RETIRE EMPR	2,162	2,148	4,310	3,635	3,626	7,261	3,851	3,780	7,631
OPERATING SUPPLIES	38,170	38,840	77,011	36,437	33,790	70,227	52,470	39,891	92,361
OTHER CONTRACTUAL SERVICE	5,707	11,150	16,857	5,226	5,134	10,360	3,939	5,730	9,670
TELEPHONE	0	0	0	0	0	0	0	0	0
ELECTRICITY	10,410	2,978	13,388	10,578	3,226	13,804	10,437	3,199	13,636
GAS	935	1,532	2,467	1,211	1,327	2,538	1,046	1,457	2,503
WATER	182	0	182	203	0	203	330	0	330
TRAINING	593	593	1,187	188	241	428	422	357	779
PRINTING & PUBLISHING	60	60	119	0	47	47	0	0	0
EQUIPMENT RENTAL	24,018	22,078	46,096	29,999	29,160	59,159	29,999	30,042	60,041
BUILDINGS	0	0	0	0	0	0	0	0	0
MACHINERY & EQUIPMENT	0	0	0	0	0	0	0	0	0
PUBLIC IMPROVEMENTS	2,495	2,495	4,990	0	5,990	5,990	0	0	0
CONTRIBUTED EXP - CAP OUTLAY	0	0	0	0	(5,990)	(5,990)	0	0	0
<b>SUB-TOTAL MAINTENANCE</b>	<b>180,303</b>	<b>163,378</b>	<b>343,681</b>	<b>176,738</b>	<b>158,274</b>	<b>335,011</b>	<b>192,911</b>	<b>158,615</b>	<b>351,526</b>

CLUBHOUSE:	2015			2016			2017		
	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	123,961	88,016	211,977	116,926	83,832	200,758	120,901	96,068	216,969
OVERTIME	1,885	(782)	1,103	3,828	704	4,531	420	577	996
LONGEVITY	(221)	(221)	(442)	35	35	70	35	35	70
FICA	9,608	6,656	16,263	9,221	6,450	15,671	9,230	7,344	16,573
HOSPITALIZATION	11,150	11,026	22,176	12,243	12,603	24,846	15,637	18,150	33,787
LIFE	23	22	45	21	21	42	24	21	45
RETIREE HEALTH CARE	252	165	416	1,870	1,847	3,717	2,418	2,404	4,822
DENTAL/OPTICAL	66	59	126	55	53	108	747	735	1,482
DISABILITY	28	24	52	23	22	45	328	323	651
WORKER'S COMPENSATION	1,217	840	2,057	1,180	829	2,010	1,154	909	2,063
SICK TIME PAYOUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	(712)	(700)	(1,412)	1,758	1,637	3,394	3,174	3,162	6,336
HRA BENEFIT	20	20	40	20	20	40	20	20	40
HSA CONTRIBUTION/ RETIRE EMPR	53	20	72	7,852	7,851	15,703	4,255	4,196	8,451
OPERATING SUPPLIES	10,030	9,600	19,630	14,610	13,056	27,665	16,673	13,598	30,271
CONCESSIONS	0	0	0	0	0	0	0	0	0
FOOD & BEVERAGE	18,225	12,537	30,762	15,230	12,256	27,486	16,028	11,948	27,976
BEER & WINE PURCHASES	6,562	5,759	12,321	6,338	7,259	13,596	6,274	7,582	13,856
INSTRUCTORS	0	0	0	0	0	0	0	0	0
OTHER CONTRACTUAL SERVICES	10,082	9,171	19,253	18,482	10,372	28,854	13,804	11,629	25,432
TELEPHONE	952	1,198	2,150	1,168	1,146	2,314	1,136	1,239	2,376
MERCHANDISE	12,733	6,197	18,931	14,119	7,777	21,895	7,649	5,311	12,960
CONTRACTUAL ALARM	1,674	747	2,421	1,743	946	2,688	3,128	946	4,073
ELECTRICITY	0	4,563	4,563	0	5,081	5,081	0	4,519	4,519
GAS	282	1,632	1,915	299	1,314	1,613	245	1,614	1,859
WATER	3,982	2,323	6,305	1,933	2,322	4,256	1,925	1,699	3,624
LIQOUR LICENSE	1,253	1,253	2,505	1,253	1,253	2,505	1,253	1,253	2,505
PRINTING & PUBLISHING	1,629	1,128	2,756	1,390	1,315	2,705	2,452	1,469	3,921
MARKETING & ADVERTISING	2,051	3,387	5,438	176	176	351	5,647	1,864	7,512
MISCELLANEOUS	0	0	0	0	0	0	0	0	0
DEPRECIATION	60,634	49,919	110,553	58,207	51,807	110,014	57,130	50,776	107,906
EQUIPMENT RENTAL	16,268	15,603	31,871	17,855	14,821	32,676	15,923	17,044	32,967
TRAINING	0	0	0	699	699	1,399	135	135	270
LIABILITY INSURANCE	13,909	13,909	27,817	13,909	13,909	27,817	14,162	14,162	28,324
CONTRIBUTED EXP. - CAP. OUTLAY	0	(15,846)	(15,846)	(8,201)	0	(8,201)	0	0	0
MACHINERY & EQUIPMENT	0	0	0	2,106	0	2,106	0	0	0
FURNITURE	0	0	0	0	0	0	0	0	0
BUILDINGS	0	0	0	0	0	0	0	0	0
PUBLIC IMPROVEMENTS	0	15,846	15,846	6,095	0	6,095	0	0	0
CONTRIBUTION TO GENERAL FUND	0	0	0	0	0	0	50,000	0	50,000
<b>SUB-TOTAL CLUBHOUSE</b>	<b>307,594</b>	<b>244,070</b>	<b>551,664</b>	<b>322,439</b>	<b>261,410</b>	<b>583,850</b>	<b>371,908</b>	<b>280,731</b>	<b>652,639</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>507,109</b>	<b>426,659</b>	<b>933,768</b>	<b>517,305</b>	<b>437,813</b>	<b>955,118</b>	<b>582,434</b>	<b>456,961</b>	<b>1,039,395</b>
<b>TOTAL REVENUES</b>	<b>717,911</b>	<b>453,342</b>	<b>1,171,253</b>	<b>694,533</b>	<b>471,310</b>	<b>1,165,843</b>	<b>698,328</b>	<b>447,647</b>	<b>1,145,975</b>
<b>OPERATING INCOME (LOSS)</b>	<b>210,802</b>	<b>26,683</b>	<b>237,485</b>	<b>177,228</b>	<b>33,497</b>	<b>210,725</b>	<b>115,894</b>	<b>(9,314)</b>	<b>106,580</b>

## 2018 Prospectus

Our emphasis in the year 2018 is to continue to maintain our vision to maintain a level of fiscal management that promotes the highest level of service, presentation and playing conditions to our members and guests while providing the City with positive net income and our employees with a positive work environment. Our goals for 2018 have been defined with specific objectives and are listed below:

- **Goal: Continue to Focus on Customer Service Skills**
  - In the Spring, we will be conducting a 2-Hour Customer Service seminar for all personnel
  - Provide ongoing training to all new staff members throughout the season
  - Offer monthly staff awards for those who go above and beyond
- **Goal: Continue to Manage the Experience of our Members and Guests**
  - Change the starting of tee times to 8-minute intervals at Springdale
  - Train staff regarding the pace of play for the enjoyment of the golfers
  - Train staff to utilize our time matrix which shows where groups should be “time wise” related to the how many holes they have been completed
  - In addition to the “End of the Season” survey, we will add survey opportunities after they play to gain feedback throughout the season
- **Goal: Continue to Improve the Course Conditions**
  - Provide our patrons with consistent greens and playing conditions
  - Improve our bunkers to provide for more consistency and playability
  - Continue to replace irrigation heads to improved coverage and better water management
  - Add additional cart paths where areas have experienced “wear & tear”
  - Renovate bridges at Springdale
- **Goal: Increase Memberships**
  - Work with the BSD to increase Business Memberships, small outings, and usage of the facilities
  - Repeat the “Drive Away” promotion to surround communities in early Spring
  - Invite past members to come back and visit the courses
  - Advertise in Birmingham Hour Magazine
  - “Bring a Guest” day in April
  - Maintain a robust social media presence

➤ **Increase Green Fees**

- Focus on player development with emphasis on targeting women and younger adults through complimentary clinics and “hassle-free” tee times
- Offer Get Golf Ready (GGR) programs to local businesses and schools to introduce a “game for a lifetime”
- Introduce a “Beginner” League to these participants that graduated from the GGR classes
- Introduce a new Parent/Child league to be played June through August
- Add monthly Scrambles for the enjoyment by
- Market our membership to have the opportunity to host small golf events for their family and friends
- Solicit local businesses to give them an opportunity to host a golf event for “Team Building” and/or client Appreciation
- Work with local Hotels for those guests in town to play one or both of the beautiful courses as they visit Birmingham
- Continue to E-blast our membership database with all of our upcoming events and new promotions
- Offer promotions during the “slow periods” with golf and lunch packages

We are excited for the 2018 season approaching and are looking forward to achieving the above goals with a dedicated staff to serve our members and their guests.