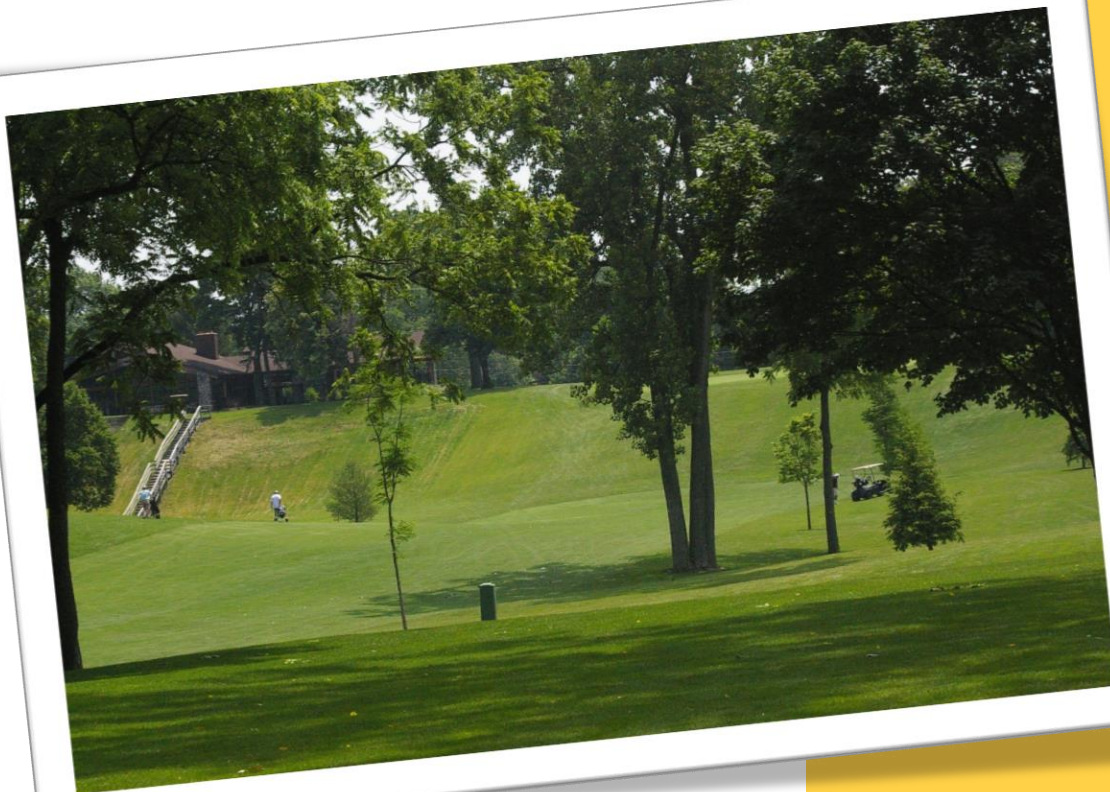




2020 Annual Golf Report



Department of Public Services

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2020 Review

Thanks to the golfers who came out in record-setting fashion, whether they were seeking to get outside, get exercise, get together with family, or all of the above. Thanks to the tireless employees who handled unforeseen challenges, from interacting with the members and guests, and booking rounds in ways to juggle safety and state mandates.

We finished with an **Operating Income** of \$511,310 and after Depreciation (\$101,975) and the Contribution to the General Fund (\$150,000), the season ended with a **Net Surplus of \$259,335**.

According to the National Golf Foundation (NGF), rounds played increased by 13.9% over 2019 nationwide. It is clear golfers considered their local club a refuge in a sea of uncertainty. With this pandemic, we had a robust increase in summer and fall rounds, as many golf courses had a remarkable pivot since the “dark days” of March and April. The States that did not experience this surplus were Hawaii and Nevada, where tourism is a must for their location.

Once the Governor allowed for golf courses to open on April 24th, we hit the ground running and opened Lincoln Hills on April 25th and Springdale on April 27th. There was some “catchup” to get these courses ready, because the Governor had everything shut down, including work being done on a golf course.



It was very important to us to support public health and safety initiatives by adhering to all of the Executive Orders put in place throughout the season. At the beginning, the National Golf Course Owners Association (NGCOA) created a model for the industry to follow, which included guidelines to keep all patrons safe while on and off the course. All of the temporary measures that were implemented at both courses aligned with the Center for Disease Control (CDC).



Memberships

2020 was one of the most challenging and unexpected years in many of our lives. However, despite all of the craziness, golf thrived in the COVID world. It provided one of the only activities that people could do in a safe manner with numerous State restrictions. They did it and enjoyed it, and kept coming back for more.

Resident memberships increased by 134, or 8%, and Non-Residents increased by 20%, a total of 167 new memberships. This has been great for the industry, but our objective is to keep them in 2021 by connecting them with other members through our activities and events.

Membership Analysis 2016-2020

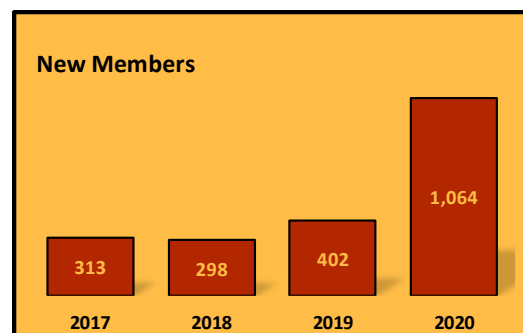
MEMBERSHIPS	CY 2016		CY 2017		CY 2018		CY 2019		CY 2020	
	#	%	#	%	#	%	#	%	#	%
Business	109	13%	92	10%	107	12%	89	10%	68	6%
Non-Resident - Individual	465	54%	502	56%	499	56%	539	59%	636	60%
Non-Resident - Dual	209	24%	220	24%	222	25%	219	24%	247	23%
Non-Resident - Family	85	10%	84	9%	59	7%	64	7%	106	10%
Total	868	100%	898	100%	887	100%	911	100%	1057	100%

RESIDENT MEMBERSHIPS	CY 2016		CY 2017		CY 2018		CY 2019		CY 2020	
	#		#		#		#		#	
Resident	1,874		1,898		1,744		1,675		1,809	

Total Memberships	2,742	2,796	2,631	2,586	2,866
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With the uncertainty in Spring and people were not sure if they should play or not, we offered a \$25 COVID-19 discount off of the Non-Resident and Business memberships. This discount was applied to 918 memberships that totaled \$22,950, and was well received by all.

The chart below shows the number of new members added into the customer database over the past 4 years, when this software was installed. In 2020, new Resident memberships totaled 412, and the remaining 652 comprised of Non-Resident memberships and lapsed members that came back home.



We were successful in sending out a couple of marketing pieces in the winter, to our lapsed Residents and Businesses, but then came the pandemic, and everything was put on hold! Hopefully, with COVID-19 in our rearview mirror, and vaccinations being rolled out, we will be able to host more events for our members to connect with their courses.

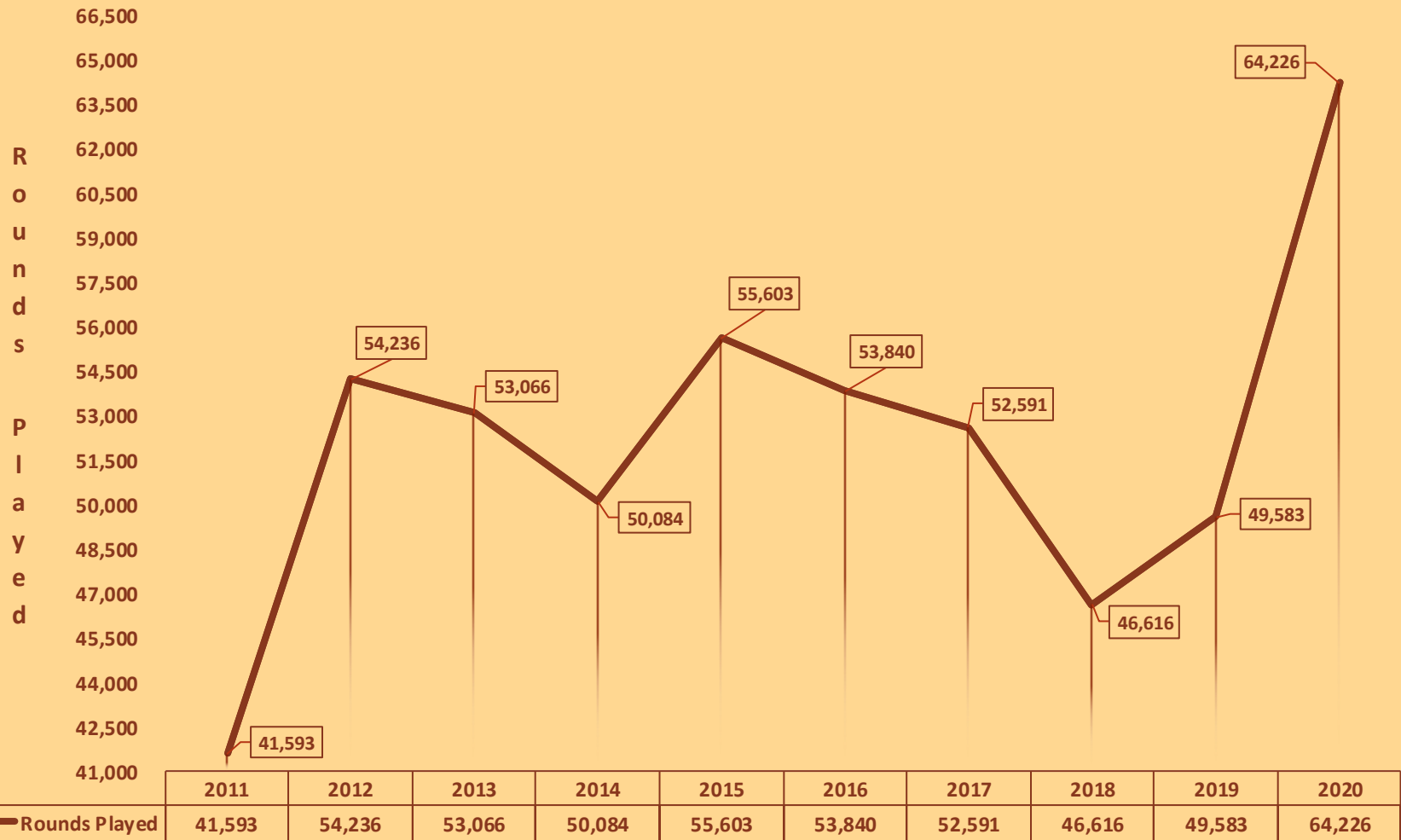
Rounds

Lincoln Hills opened on April 25th and closed on November 30th while Springdale opened on April 27th and closed on October 18th. We did experience a few rainy days that hindered the weekend play during the summer months, but we were so fortunate to have such favorable weather during this time. It truly would have been a different outcome if Mother Nature played a bigger role.

This was a record year with combined rounds of 64,027 which is an increase of 14,444, or 29% compared to 2019. The next closest season was 2004 with combined rounds of 59,522. Special circumstances called for special measures. The focus was to keep people safe by implementing the following: social distancing, clean and sanitize all “high-touch” areas, clean and sanitize pull carts and power carts after each use, tee times and payment available online, signage posted, sanitizing stations in and around clubhouse, and wearing masks in all public spaces. When the Governor opened the Clubhouses in June, we adhered to the mandate of allowing only ten patrons inside at all times and required masks as the pandemic grew.

MONTH	2016			2017			2018			2019			2020		
	LH	SD	Total	LH	SD	Total	LH	SD	Total	LH	SD	Total	LH	SD	Total
January	0	0	0	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	0	0	0
March	321	0	321	60	0	60	0	0	0	297	0	297	216	0	216
April	2,389	1,616	4,005	2,816	1,383	4,199	2,471	0	2,471	2,157	1,569	3,726	918	324	1,242
May	5,461	3,910	9,371	4,759	3,975	8,734	4,303	2,410	6,713	3,425	2,819	6,244	5,096	4,368	9,464
June	5,595	4,269	9,864	5,812	4,431	10,243	5,245	4,544	9,789	5,322	4,232	9,554	6,476	5,985	12,461
July	5,788	4,856	10,644	6,027	4,720	10,747	5,858	5,027	10,885	5,518	4,788	10,306	7,514	5,792	13,306
August	4,273	3,873	8,146	3,631	3,974	7,605	3,950	3,893	7,843	4,459	4,461	8,920	5,189	5,350	10,539
September	3,163	2,698	5,861	3,057	3,089	6,146	2,929	2,828	5,757	3,026	2,998	6,024	4,904	4,124	9,028
October	2,037	1,990	4,027	2,556	1,610	4,166	1,289	1,486	2,775	2,510	1,696	4,206	3,279	1,916	5,195
November	2	1,545	1,547	610	0	610	0	383	383	306	0	306	2,576	0	2,576
December	0	54	54	185	0	185	0	0	0	0	0	0	0	0	0
TOTALS	29,029	24,811	53,840	29,513	23,182	52,695	26,045	20,571	46,616	27,020	22,563	49,583	36,168	27,859	64,027

COMBINED ROUNDS LINCOLN HILLS & SPRINGDALE 10 YEAR HISTORY



Lincoln Hills Rounds

It felt like we were back in the 90's, where golfers just kept coming all day. The 10-minute interval worked beautifully and people were just happy to be out playing golf.

Lincoln Hills Round Analysis

			Weekday		Weekend	
			2019	2020	Difference	
Resident						
Adult	835	1,712	877	1,143	1,119	(24)
Junior	239	945	706	122	198	76
Senior	1,533	2,521	988	938	1,419	481
	2,607	5,178	2,571	2,203	2,736	533
Property Owner						
Adult	15	51	36	46	83	37
Junior	0	2	2	0	8	8
Senior	50	82	32	39	20	(19)
	65	135	70	85	111	26
Non-Resident						
Adult	658	1,530	872	425	1,103	678
Junior	118	51	(67)	215	363	148
Senior	2,675	4,293	1,618	1,966	2,819	853
	3,451	5,874	2,423	2,606	4,285	1,679
Business						
Adult	50	50	0	48	25	(23)
Junior	0	0	0	1		(1)
Senior	153	226	73	58	55	(3)
	203	276	73	107	80	(27)
Guest						
Adult	1,196	2,046	850	1,021	1,453	432
Junior	238	547	309	199	301	102
Senior	1,913	2,984	1,071	1,249	1,440	191
	3,347	5,577	2,230	2,469	3,194	725
City Employee						
Adult	4	1	(3)	0	0	0
Junior	0	0	0	0	0	0
Senior	35	114	79	50	81	31
	39	115	76	50	81	31
High Schools						
Birmingham	504	180	(324)			
Non Birmingham	72	12	(60)			
	576	192	(384)			
Other						
Junior Golf	2,240	1,360	(880)	0	0	0
Leagues	4,312	4,255	(57)	0	0	0
Outings	411	344	(67)	175	85	(90)
Promotions	23	23	0	0		0
Twilight	1,106	1,150	44	528	730	202
Unlimited	300	283	(17)	117	104	(13)
	8,392	7,415	27	820	919	99
TOTAL ROUNDS	18,680	24,762	6,082	8,340	11,406	3,066

The Adult member nearly doubled and was great to see them playing!

Weekday			
	2019	2020	Diff
Adult	2,758	5,390	2,632
Junior	1,171	1,737	566
Senior	6,359	10,220	3,861

Weekend play increased as more families spent time together.

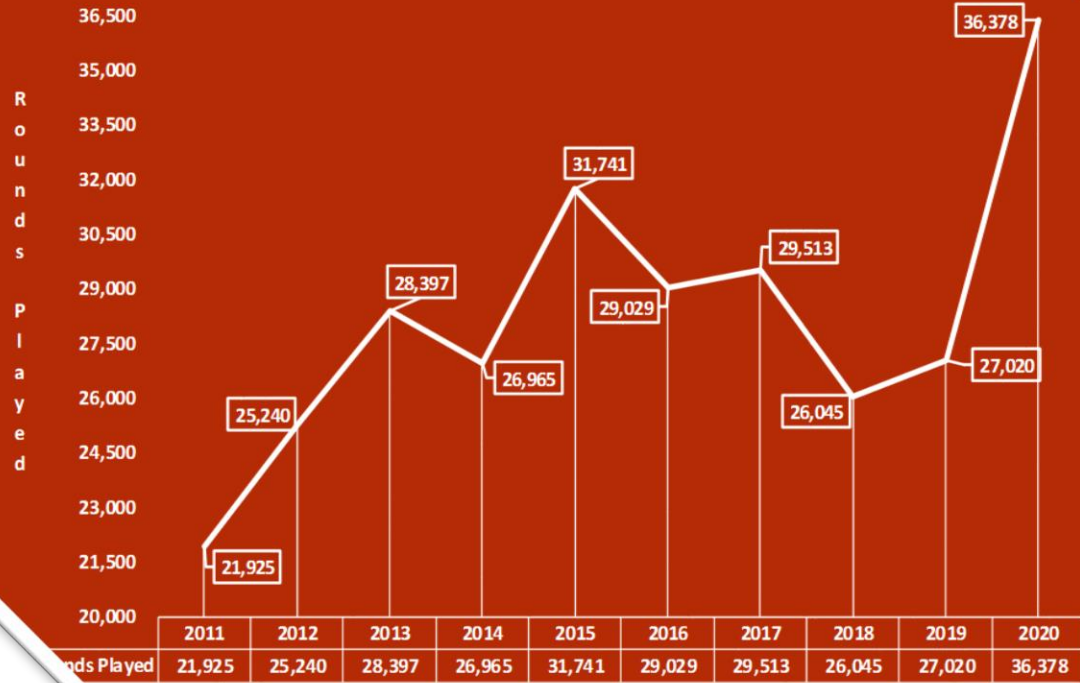
Weekend			
	2019	2020	Diff
Adult	2,683	3,783	1,100
Junior	537	870	333
Senior	4,300	5,834	1,534

It was a very good year, with an increase of 9,148 rounds, or 34%. Obviously the COVID restrictions put golf back on the radar.

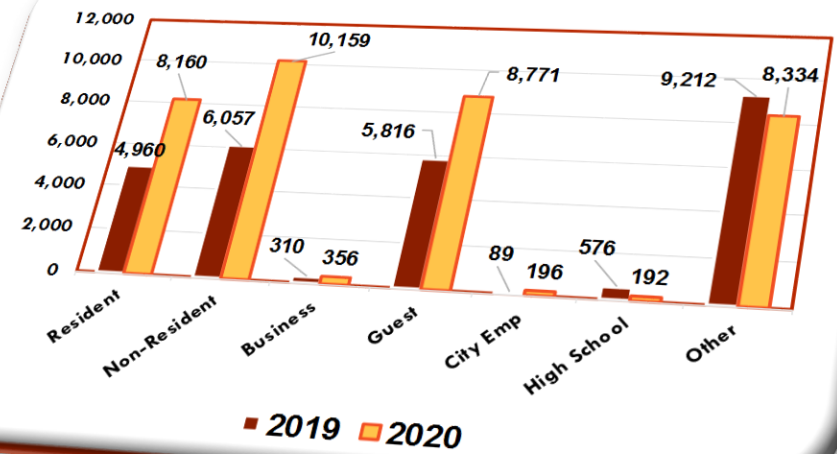
Overall Analysis			
	2019	2020	Difference
Adult	5,441	9,173	3,732
Junior	1,708	2,607	899
Senior	10,659	16,054	5,395

	2019	2020	Difference	+/-
Adult	5,441	9,173	3,732	69%
Junior	1,708	2,607	899	53%
Senior	10,659	16,054	5,395	51%

LINCOLN HILLS ROUNDS PLAYED - 10 YEAR HISTORY



Rounds Played by Category - Lincoln Hills



Springdale Rounds

Springdale Round Analysis

	Weekday			Weekend		
	2019	2020	Difference	2019	2020	Difference
Resident						
Adult	796	1,177	381	1,100	1,572	472
Junior	144	271	127	94	154	60
Senior	1,813	2,454	641	962	1,173	211
	2,753	3,902	1,149	2,156	2,899	743
Property Owner						
Adult	75	80	5	40	27	(13)
Junior	0	0	0	0	0	0
Senior	64	77	13	32	26	(6)
	139	157	18	72	53	(19)
Non-Resident						
Adult	431	862	431	91	77	(14)
Junior	136	334	198	136	253	117
Senior	3,160	3,910	750	1,644	1,911	267
	3,727	5,106	1,379	1,871	2,241	370
Business						
Adult	34	55	21	22	39	17
Junior	0	0	0	0	0	0
Senior	135	125	(10)	138	53	(85)
	169	180	11	160	92	(68)
Guest						
Adult	923	1,417	494	871	1,147	276
Junior	229	395	166	174	221	47
Senior	2,124	3,166	1,042	1,256	1,510	254
	3,276	4,978	1,702	2,301	2,878	577
City Employee						
Adult	11	23	12	0	6	6
Junior	1	1	0	0	3	3
Senior	7	18	11	21	30	9
	19	42	23	21	39	18
High Schools						
Birmingham	408	172	(236)			
Non Birmingham	76		(76)			
	484	172	(312)			
Other						
Leagues	3,601	3,277	(324)	0	0	0
Outings	138	172	34	78	77	(1)
Promotions	5	19	14	0	0	0
Twilight	977	961	(16)	286	412	126
Unlimited	315	201	(114)	15	1	(14)
	5,036	4,630	(406)	379	490	111
TOTAL ROUNDS	15,603	19,167	3,564	6,960	8,692	1,732

The Adult Member again, had the biggest growth, followed by Seniors.

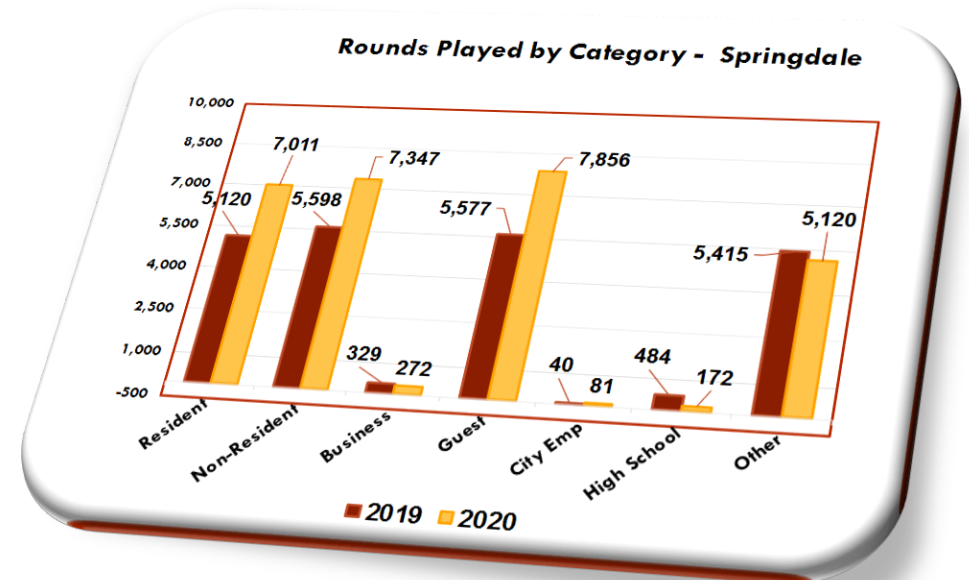
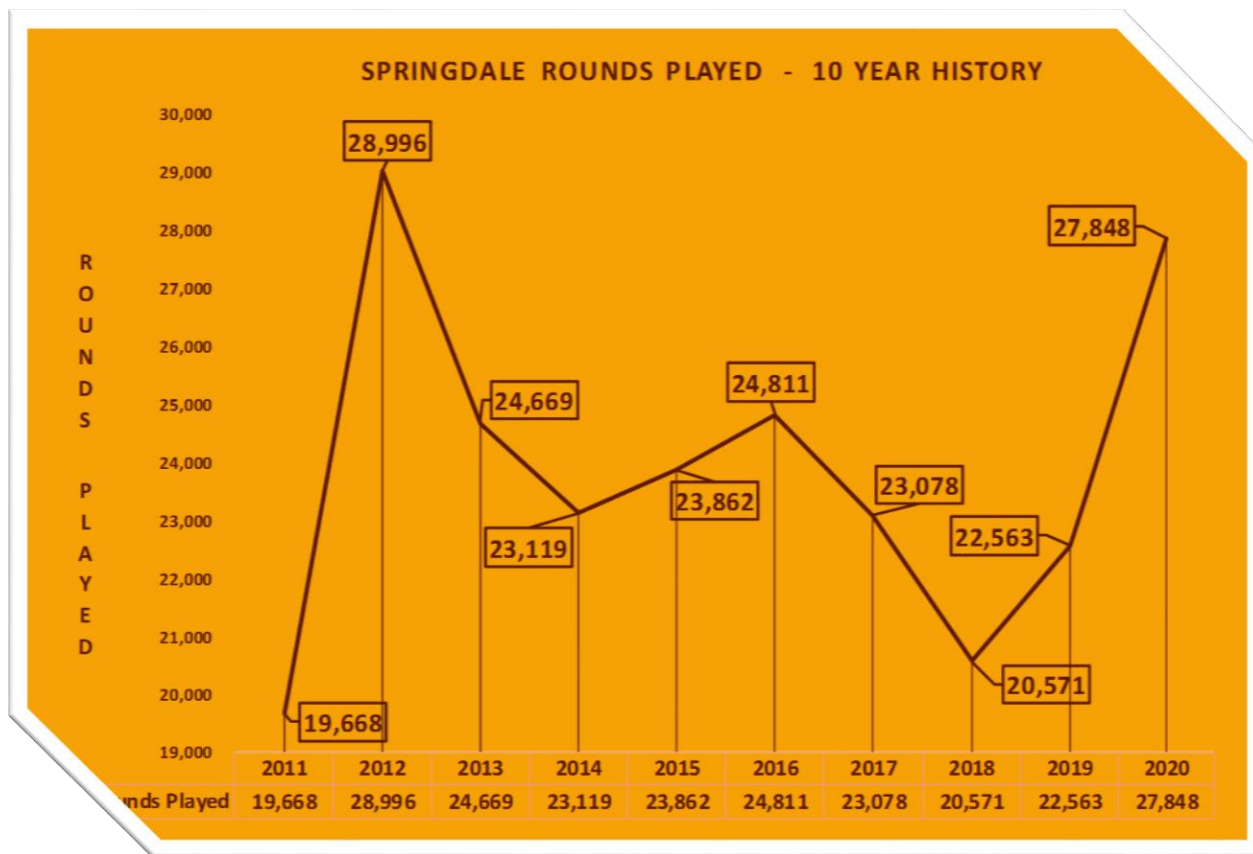
	Weekday			
	2019	2020	Diff	
Adult	2,270	3,614	1,344	59%
Junior	994	1,173	179	18%
Senior	7,303	9,750	2,447	34%

Families also enjoyed playing at Springdale, and it is a great course for Beginners and Juniors.

	Weekend			
	2019	2020	Diff	
Adult	2,124	2,868	744	35%
Junior	404	631	227	56%
Senior	4,053	4,703	650	16%

Rounds increased by 5,296 over 2019, or 23%.

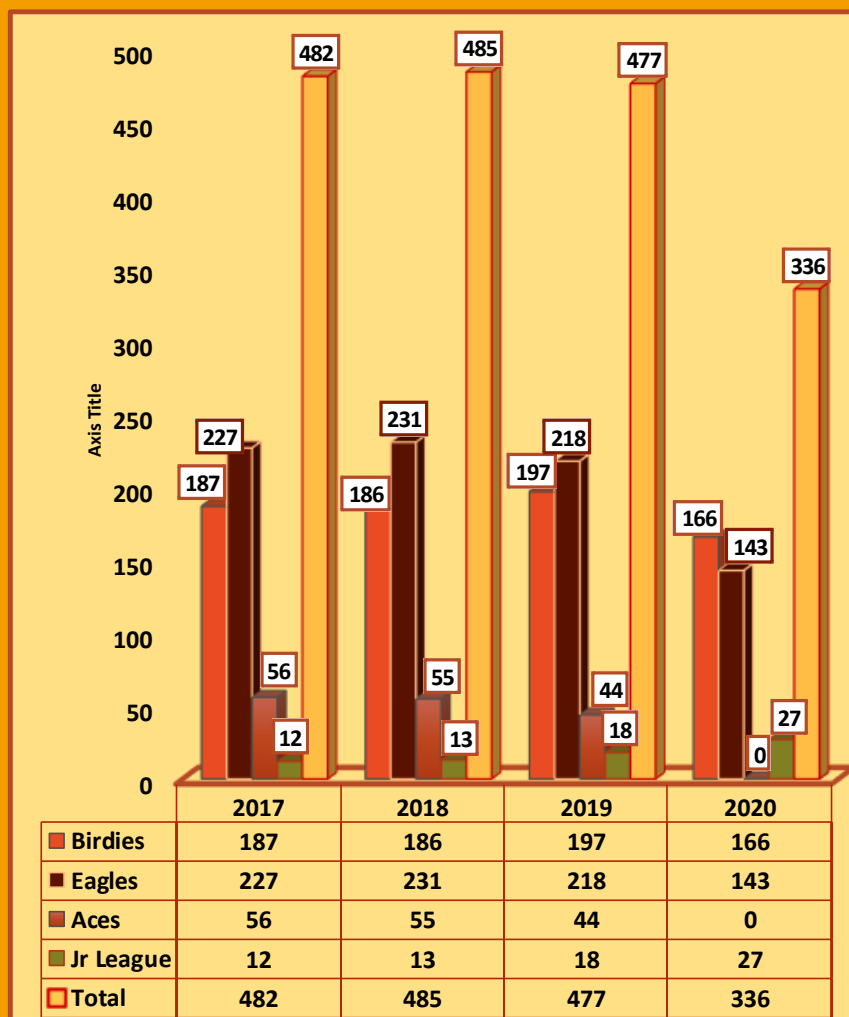
	Overall Analysis			
	2019	2020	Diff	
Adult	4,394	6,482	2,088	48%
Junior	1,398	1,804	406	29%
Senior	11,356	14,453	3,097	27%



Junior Golf

We were fortunate to implement this program and it was modified to eliminate gatherings by reducing class size from 12-14 participants to only 9. We anticipate to increase our class size to 10-12 in 2021, depending on the pandemic and where we are at in June. It definitely had challenges, but the kids really enjoyed being around others in a fun environment.

Jr Golf Program Analysis 2017-2020



The structured lesson plans from the American Development Model (ADM) worked well with the structure of kids learning according to their age, that included fun activities to promote all aspects of the golf swing.

The PGA continues to roll out new lesson plans and we will incorporate these into our 2021 season.

This year, everyone had to register online and it made the registration process so much easier, and had many great comments on this process. We are also excited to use a new software that will be even more "user-friendly" for our parents.

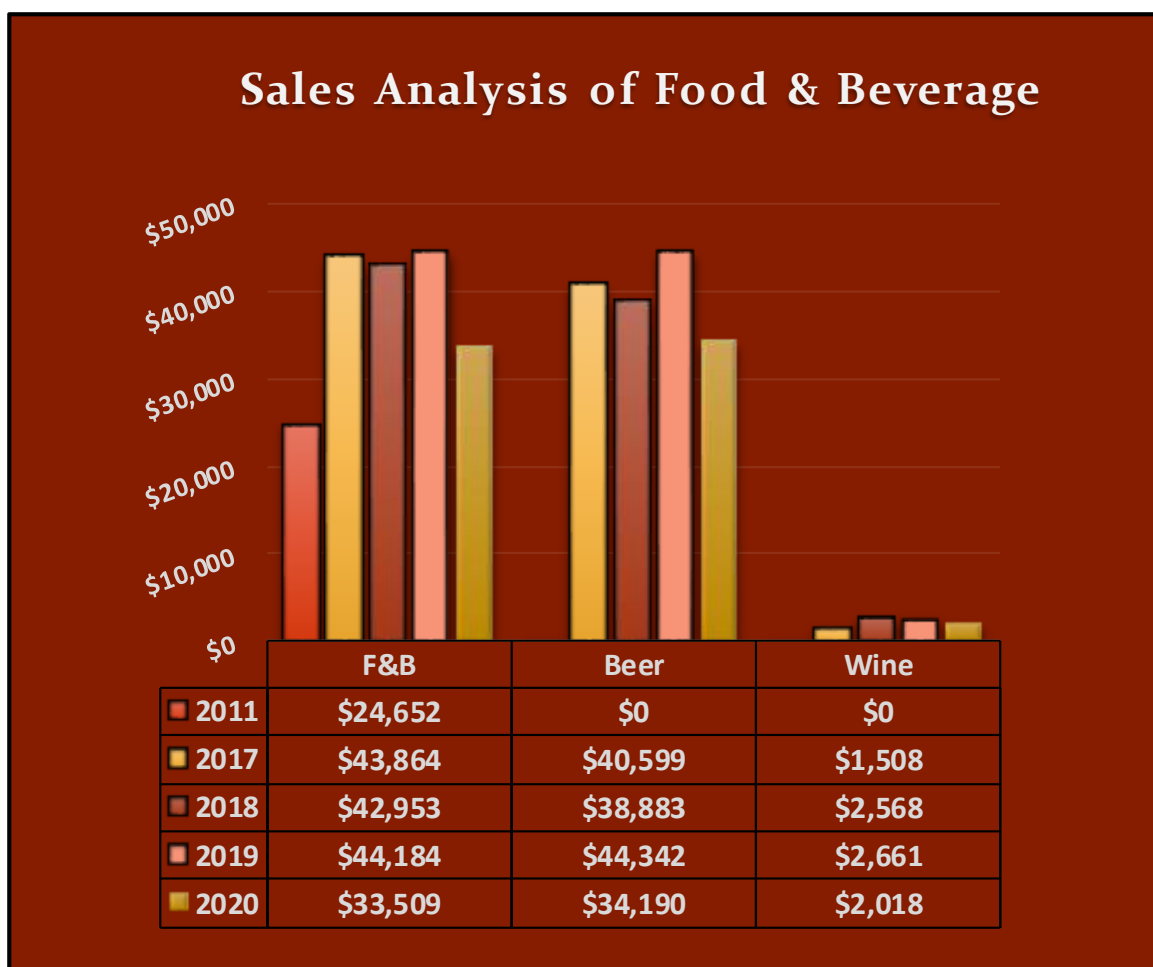
Expectations were not very high in May when registration usually begins. However, we were excited to be able to put this program on, and know the parents were excited too.

Year	Revenues	Expeses	Net
2013	89,882	34,734	55,148
2014	90,142	34,051	56,091
2015	86,140	37,713	48,427
2016	89,392	32,715	56,677
2017	87,357	36,156	51,201
2018	91,287	33,358	57,929
2019	87,453	29,506	57,947
2020	58,560	23,720	34,840

Food & Beverage

This department was out of our control with the State mandates. However, we did make up some revenues at the end of the summer with a few of our tournaments that we held in August through November. Jr Golf is a major contributor to our sales at Lincoln Hills and like all the other players, people came to us to play golf, and there was not a lot of demand for food items, except for our delicious hot-dogs.

We will be offering Boxed Lunches to begin the season and will add more items as we work through the pandemic. Seating outside will be increased at both courses to create additional space for our members and guests to stay a bit longer in a “social distance” environment.



Considering the circumstances, we did ok. We do anticipate to grow this back in 2021, but it will depend on the pandemic. We are optimistic and will offer items that were requested from our “end of the season” survey.

Capital Improvements

Most of our projects were put on hold this year, but we were excited that we did have the patio completed at Springdale. We are on schedule to return to our budgeted projects this year as listed below.



Capital Improvements for 2020/2021

Springdale

- Renovate and Add New Cart Paths (Abutments on all bridges, #4, #5 and #2)
- Extending Cart Path to Wash Carts – Damage from COVID
- Installing New Tee Signs
- Installing a New Bathroom (Fabricated Building) with Cement Pad
- Begin the Process for Irrigation System

Lincoln Hills

- Install Enclosure for Garbage Dumpsters in Parking Lot
- Beautify Clubhouse and Bathroom Beds
- Add Drainage on #4
- New Entrance Sign
- Build Up Putting Green

Financials - 2018 – 2020

	2018			2019			2020		
REVENUES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
WEEKDAY GREENS FEES	180,992	159,215	340,207	181,264	167,828	349,092	272,908	220,525	493,433
WEEKEND GREENS FEES	88,557	71,265	159,822	99,711	85,889	185,600	135,631	106,074	241,705
FOOD & BEVERAGE	49,979	34,425	84,404	53,385	37,801	91,187	42,045	27,820	69,866
MERCHANDISE	13,404	8,260	21,664	19,027	9,166	28,192	19,904	7,197	27,101
PULL CART RENTAL	4,694	4,147	8,842	5,319	5,548	10,867	7,048	8,021	15,070
GOLF CART RENTAL	84,175	73,636	157,810	84,991	72,628	157,620	98,177	80,070	178,247
GAM HANDICAP	2,408	806	3,214	2,756	1,001	3,757	3,146	656	3,802
CLASSES	91,287	0	91,287	87,328	0	87,328	58,560	0	58,560
RESIDENT MEMBERSHIPS	0	0	0	0	0	0	2,425	1,545	3,970
BUSINESS MEMBERSHIPS	8,960	1,900	10,860	7,500	1,400	8,900	5,675	3,250	8,925
NON-RESIDENT MEMBERSHIPS	114,965	18,260	133,225	106,040	34,650	140,690	107,700	38,815	146,515
UNLIMITED GOLF PASS	4,200	0	4,200	7,000	1,000	8,000	4,400	0	4,400
PACKAGE CLUB PASSES	0	0	0	145	26	171	435	0	435
TOURNAMENT ENTRY FEES	4,702	2,384	7,086	7,527	2,754	10,281	3,708	1,955	5,663
INTEREST INCOME	21,449	0	21,449	78,551	0	78,551	83,681	0	83,681
LEASE INCOME	7,137	20,580	27,717	7,351	25,688	33,040	7,572	26,405	33,977
SALE OF EQUIPMENT	0	0	0	0	0	0	0	0	0
MISCELLANEOUS INCOME	472	91	562	411	68	479	838	45	883
CASH OVERAGE/(SHORTAGE)	-1	-132	-133	70	75	145	12	27	39
GENERAL FUND CONTRIBUTION	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	677,380	394,836	1,072,216	748,377	445,522	1,193,898	853,864	522,406	1,376,270

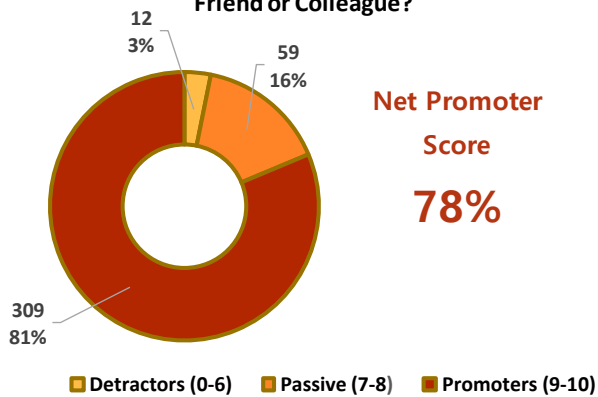
	2018			2019			2020		
EXPENSES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
ADMINISTRATIVE									
ADMINISTRATIVE CHARGE	16,964	16,964	33,928	18,324	18,324	36,648	19,015	19,015	38,030
AUDIT	675	675	1,350	743	743	1,486	707	707	1,413
SUB-TOTAL ADMINISTRATIVE	17,639	17,639	35,278	19,067	19,067	38,134	19,722	19,722	39,443

EXPENSES:	2018			2019			2020		
MAINTENANCE	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	70,046	75,012	145,058	72,787	77,364	150,151	74,668	70,981	145,649
OVERTIME PAY	81	1,114	1,195	1	185	186	85	63	148
LONGEVITY	28	28	57	28	28	57	28	28	57
FICA	4,826	5,286	10,112	5,569	5,934	11,503	5,543	5,260	10,803
HOSPITALIZATION	8,202	8,152	16,354	8,481	10,929	19,410	8,149	9,719	17,867
LIFE	180	180	360	180	180	360	186	187	373
RETIREE HEALTH CARE	5,957	5,981	11,938	7,451	7,840	15,291	(2,207)	(2,194)	(4,402)
DENTAL/OPTICAL	667	665	1,331	693	692	1,385	639	639	1,278
DISABILITY INSURANCE	292	292	584	304	305	609	327	327	655
WORKER'S COMPENSATION	580	632	1,212	810	857	1,667	877	831	1,708
SICK TIME PAY OUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	6,453	6,474	12,927	6,201	6,458	12,659	6,598	6,578	13,175
HRA BENEFIT	10	10	20	10	10	20	10	10	20
HSA CONTRIBUTION/ RETIRE EMPR	3,822	3,810	7,632	4,156	4,150	8,306	4,352	4,352	8,704
OPERATING SUPPLIES	33,313	37,874	71,187	47,261	43,059	90,319	32,985	29,650	62,635
OTHER CONTRACTUAL SERVICE	4,882	17,944	22,826	13,362	12,181	25,543	12,011	6,607	18,618
EQUIPMENT UNDER \$5,000	0	0	0	0	0	0	405	405	810
ELECTRICITY	10,096	4,006	14,102	3,867	2,836	6,704	5,050	3,341	8,390
GAS	1,015	1,052	2,067	1,273	1,529	2,802	782	1,125	1,907
WATER	365	0	365	440	0	440	274	0	274
TRAINING	565	682	1,247	175	175	349	410	410	819
PRINTING & PUBLISHING	0	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL	29,049	29,500	58,549	29,109	30,214	59,323	29,000	30,000	59,000
BUILDINGS	0	0	0	0	0	0	0	0	0
MACHINERY & EQUIPMENT	0	0	0	0	0	0	0	0	0
PUBLIC IMPROVEMENTS	0	140,886	140,886	57,264	0	57,264	5,837	0	5,837
CONTRIBUTED EXP - CAP OUTLAY	0	(140,886)	(140,886)	(57,264)	0	(57,264)	(5,837)	0	(5,837)
SUB-TOTAL MAINTENANCE	180,431	198,693	379,124	202,158	204,927	407,085	180,172	168,318	348,490

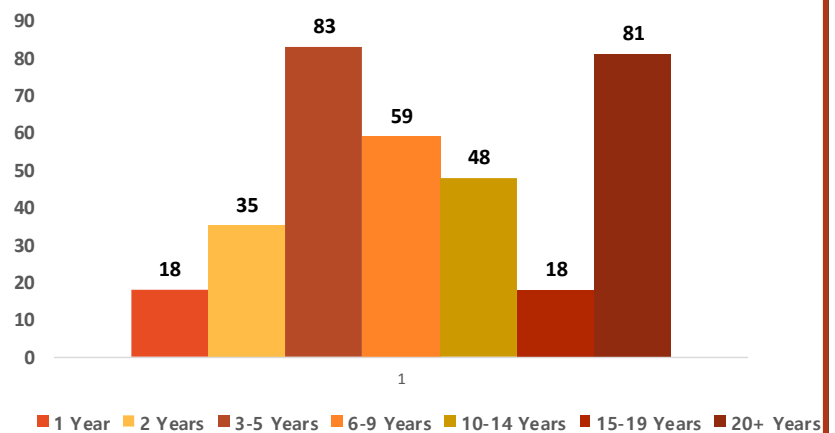
EXPENSES:	2018			2019			2020		
CLUBHOUSE:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	114,727	89,336	204,063	97,653	84,369	182,021	102,038	86,123	188,162
OVERTIME	629	573	1,202	567	2,288	2,855	2,075	8,083	10,158
LONGEVITY	41	41	83	41	41	83	41	41	83
FICA	8,995	6,360	15,355	6,791	6,623	13,414	7,938	7,181	15,119
HOSPITALIZATION	13,373	13,324	26,698	14,155	15,469	29,623	13,570	14,593	28,162
LIFE	22	21	43	21	21	42	22	22	44
RETIREE HEALTH CARE	6,095	6,124	12,220	7,604	7,992	15,596	(2,280)	(2,265)	(4,545)
DENTAL/OPTICAL	804	803	1,607	800	801	1,601	729	730	1,459
DISABILITY	355	353	707	359	359	717	380	380	760
WORKER'S COMPENSATION	1,011	768	1,779	1,040	939	1,979	1,255	1,110	2,365
SICK TIME PAYOUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	7,122	7,154	14,276	6,778	7,029	13,807	7,110	7,087	14,197
HRA BENEFIT	20	20	40	20	20	40	20	20	40
HSA CONTRIBUTION/ RETIRE EMPR	4,291	4,252	8,543	4,497	4,497	8,994	4,738	4,738	9,477
OPERATING SUPPLIES	15,381	11,872	27,253	19,061	12,126	31,187	17,080	11,468	28,549
FOOD & BEVERAGE	17,364	10,844	28,208	16,297	11,990	28,287	11,262	8,671	19,934
BEER & WINE PURCHASES	6,640	6,207	12,847	7,825	7,105	14,930	4,849	4,723	9,572
MERCHANDISE	11,297	6,041	17,338	14,329	10,360	24,689	12,452	3,735	16,187
OTHER CONTRACTUAL SERVICES	14,976	10,075	25,052	12,725	11,714	24,438	21,152	15,325	36,477
EQUIPMENT UNDER \$5,000	0	0	0	0	0	0	4,291	0	4,291
TELEPHONE	1,680	1,721	3,401	512	822	1,333	0	0	0
CONTRACTUAL ALARM	1,772	965	2,737	1,678	992	2,669	1,906	1,036	2,942
ELECTRICITY	0	3,527	3,527	5,117	4,639	9,756	6,126	4,933	11,059
GAS	279	1,279	1,558	257	1,757	2,014	228	1,256	1,483
WATER	3,783	1,806	5,589	1,756	1,786	3,542	1,181	1,042	2,224
LIQOUR LICENSE	1,253	1,253	2,505	1,253	1,253	2,505	1,253	1,253	2,505
PRINTING & PUBLISHING	3,690	2,105	5,795	1,397	1,234	2,632	2,178	2,099	4,276
MARKETING & ADVERTISING	3,018	3,125	6,143	7,485	5,225	12,709	3,823	2,323	6,145
MISCELLANEOUS	0	0	0	0	0	0	0	0	0
DEPRECIATION	56,445	55,417	111,862	46,293	46,410	92,703	51,414	50,561	101,975
EQUIPMENT RENTAL	18,244	17,569	35,813	18,000	17,750	35,750	18,125	17,550	35,675
TRAINING	2,403	2,403	4,806	812	812	1,624	439	848	1,287
MEMBERSHIP & DUES	0	0	0	0	0	0	281	281	561
CONFERENCES & WORKSHOPS	0	0	0	0	0	0	448	40	488
LIABILITY INSURANCE	13,970	13,970	27,939	13,819	13,819	27,638	13,947	13,947	27,893
CONTRIBUTED EXP. - CAP. OUTLAY	(4,388)	0	(4,388)	(3,162)	0	(3,162)	0	(10,375)	(10,375)
MACHINERY & EQUIPMENT	0	9	9	3,162	0	3,162	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	4,388	0	4,388	0	0	0	0	10,375	10,375
CONTRIBUTION TO GENERAL FUND	100,000	0	100,000	150,000	0	150,000	150,000	0	150,000
SUB-TOTAL CLUBHOUSE	429,681	279,315	708,996	458,940	280,240	739,181	460,070	268,931	729,001
TOTAL OPERATING EXPENSE	627,751	495,647	1,123,398	680,165	504,234	1,184,399	659,964	456,970	1,116,935
TOTAL REVENUES	677,380	394,836	1,072,216	748,377	445,522	1,193,898	853,864	522,406	1,376,270
OPERATING INCOME (LOSS)	49,629	(100,811)	(51,182)	68,211	(58,712)	9,499	193,900	65,436	259,335

2020 “End of Season” Survey

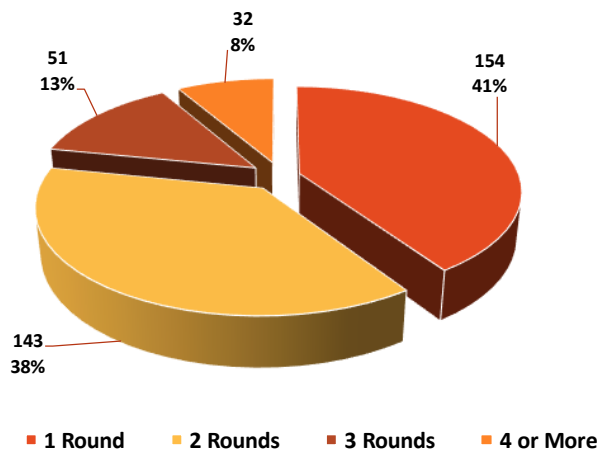
How likely is it that you would recommend Lincoln Hills and Springdale Golf courses to a Friend or Colleague?



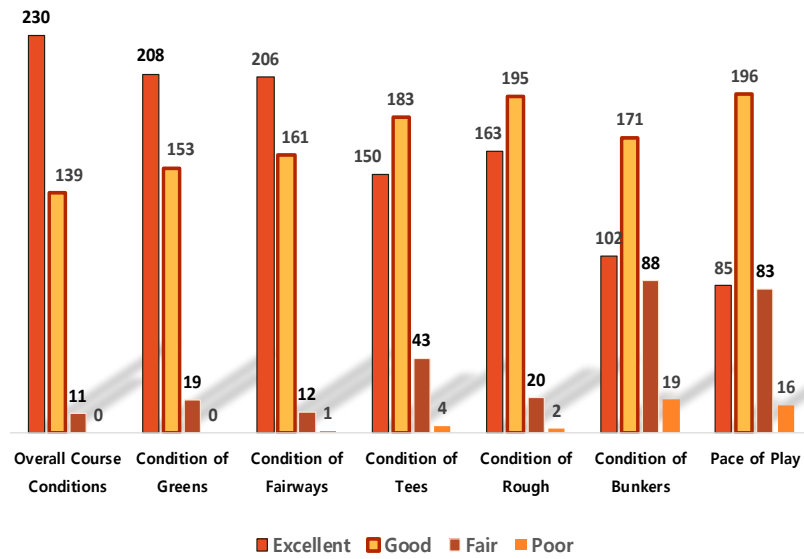
How long have you been a member of Lincoln Hills and Springdale Golf Courses?



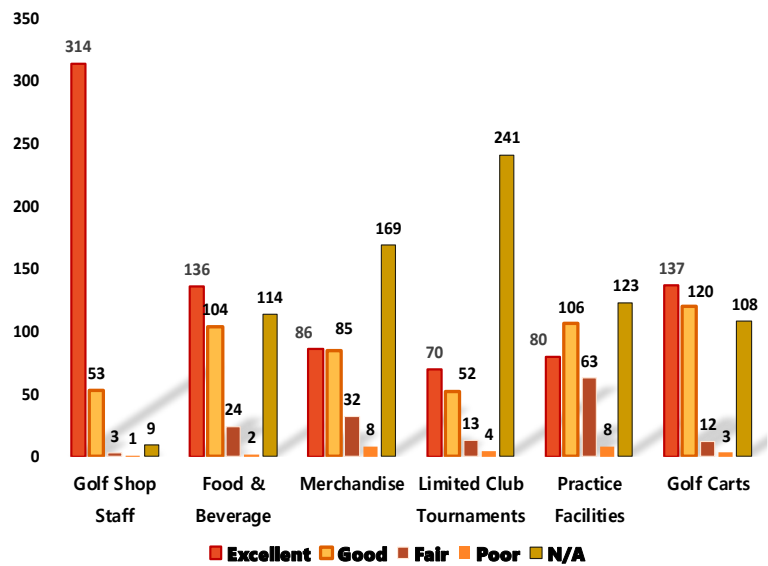
How many rounds do you play in a typical week?



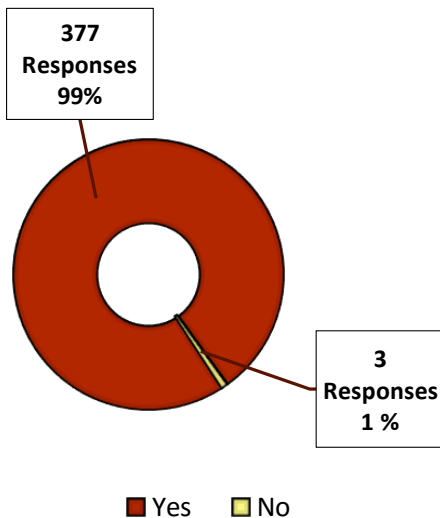
Please indicate the level of satisfaction regarding Golf Course Maintenance.



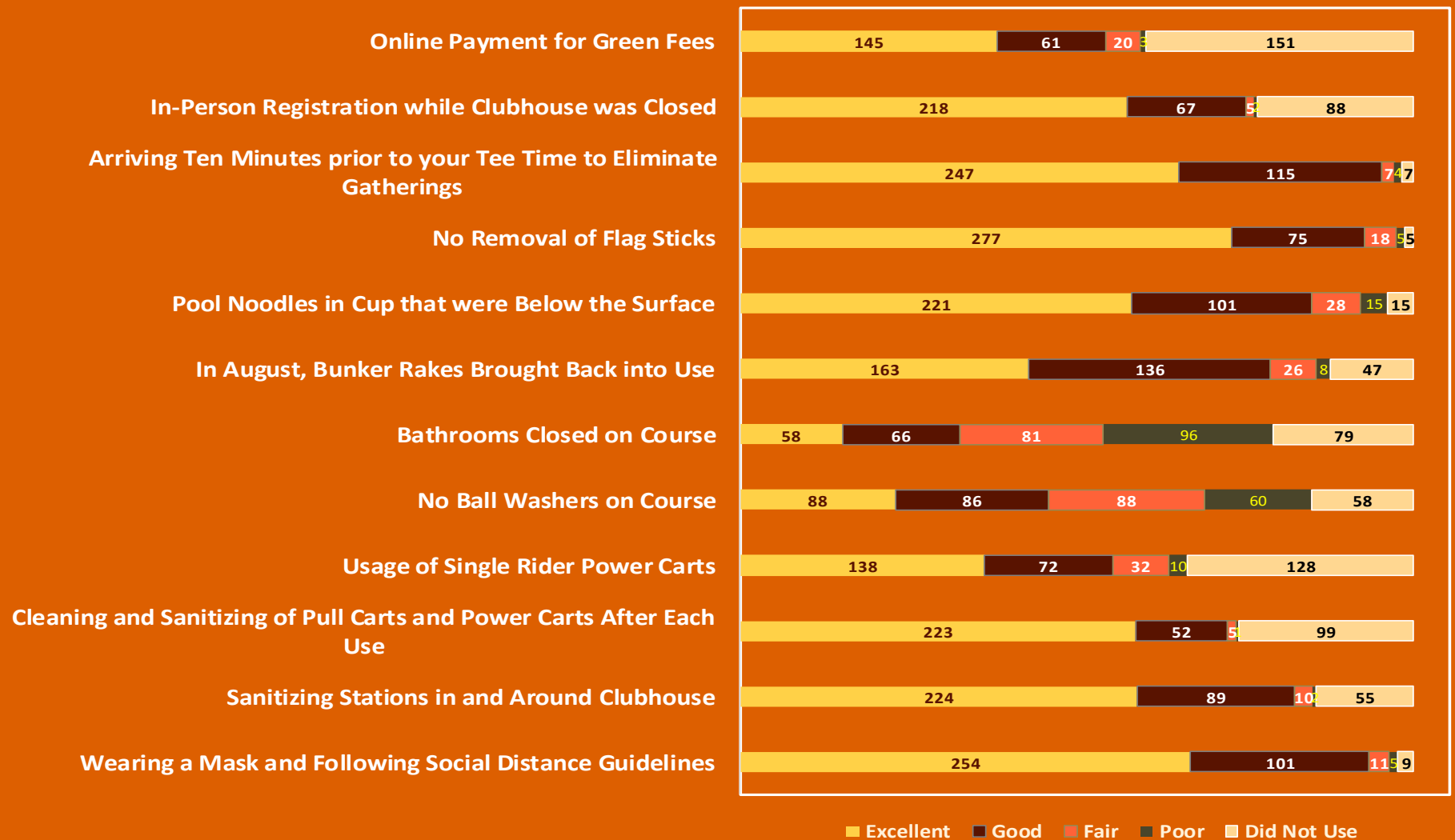
Please indicate your level of satisfaction regarding Clubhouse Operations.



Do You plan on renewing your membership for the upcoming year?

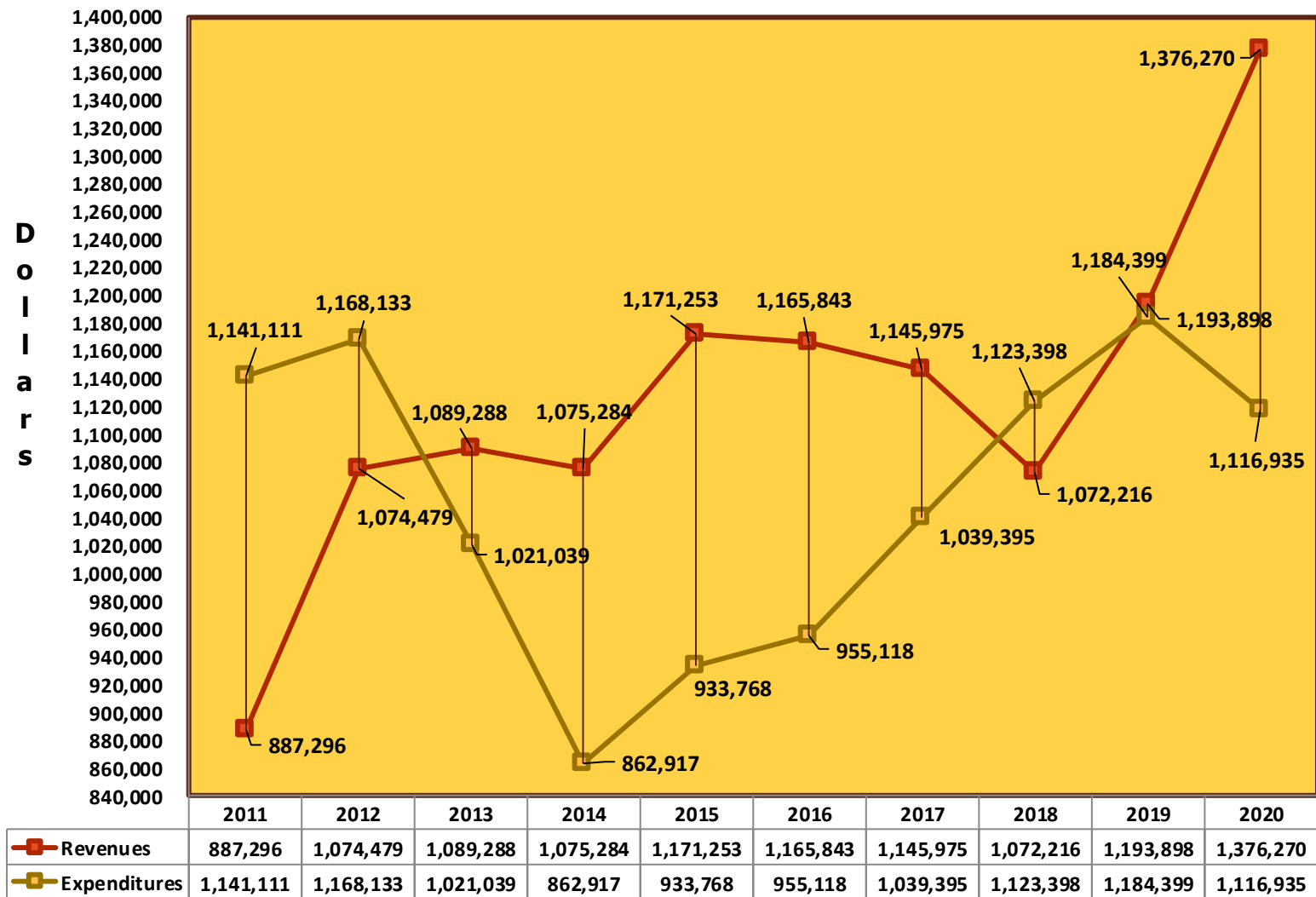


Please indicate your level of satisfaction regarding the COVID safety procedures implemented this year.



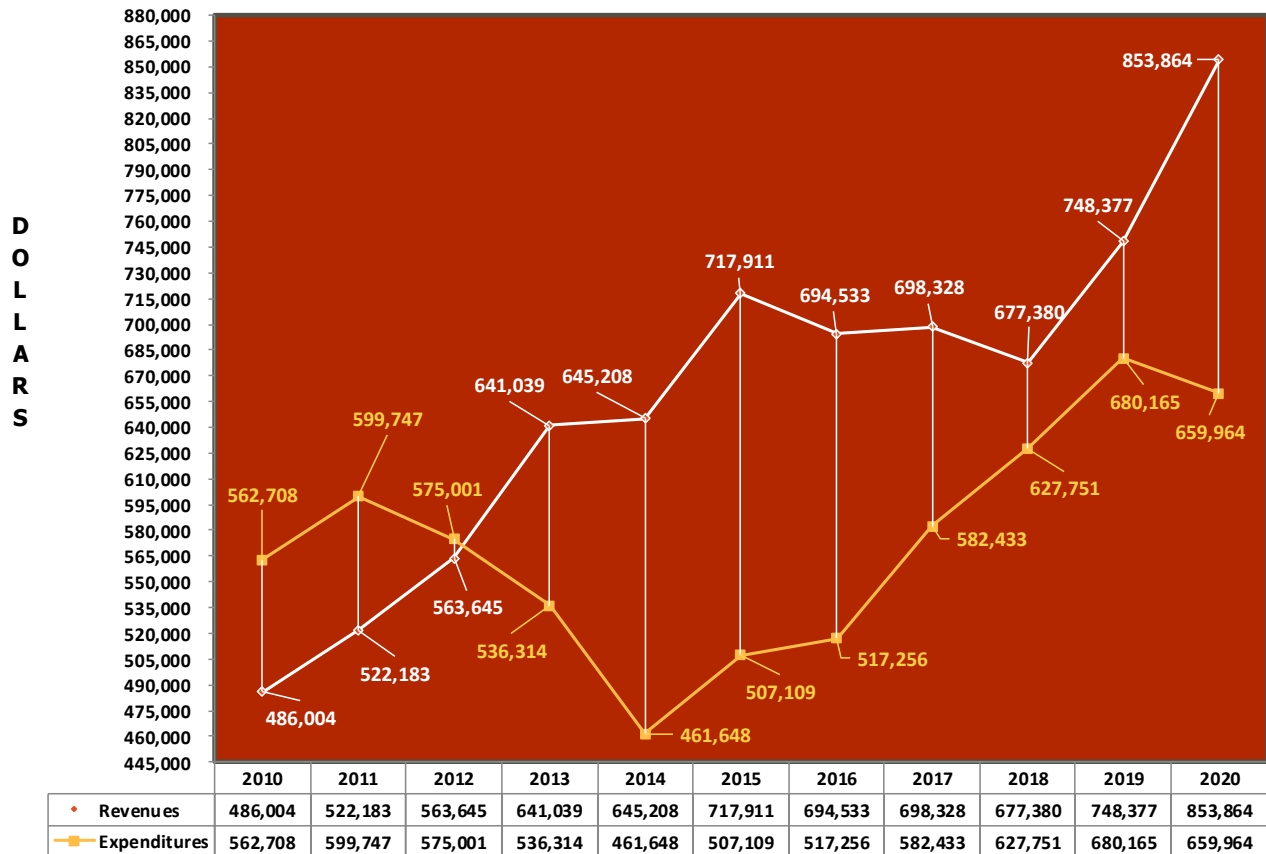
Financials

Revenue and Expenditure Comparison - Lincoln Hills & Springdale



Lincoln Hills Financials

Lincoln Hills - Revenues and Expenditures Comparison



CALENDAR YEAR 5-YEAR ANALYSIS (2016 - 2020)

LINCOLN HILLS G.C.	2016	2017	2018	2019	2020
REVENUES	694,533	698,328	677,380	748,377	853,864
EXPENDITURES	459,098	475,304	471,306	483,872	458,551
OPERATING INCOME/(LOSS) Before Dep	235,435	223,024	206,075	264,504	395,314
DEPRECIATION	58,207	57,130	56,445	46,293	51,414
CONTRIBUTION TO G.F.		50,000	100,000	150,000	150,000
NET INCOME/(LOSS)	177,228	115,895	49,629	68,211	193,900

Springdale Financials

Springdale - Revenues and Expenditures Comparison



CALENDAR YEAR 5-YEAR ANALYSIS (2016 - 2020)

SPRINGDALE G.C.	2016	2017	2018	2019	2020
REVENUES	471,310	447,647	394,836	445,522	522,406
EXPENDITURES	386,006	406,184	440,231	457,824	406,409
OPERATING INCOME/(LOSS) Before Dep	85,304	41,463	(45,394)	(12,303)	115,997
DEPRECIATION	51,807	50,776	55,417	46,410	50,561
NET INCOME/(LOSS)	33,497	(9,314)	(100,811)	(58,712)	65,436

Financials - 2018 – 2020

	2018			2019			2020		
REVENUES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
WEEKDAY GREENS FEES	180,992	159,215	340,207	181,264	167,828	349,092	272,908	220,525	493,433
WEEKEND GREENS FEES	88,557	71,265	159,822	99,711	85,889	185,600	135,631	106,074	241,705
FOOD & BEVERAGE	49,979	34,425	84,404	53,385	37,801	91,187	42,045	27,820	69,866
MERCHANDISE	13,404	8,260	21,664	19,027	9,166	28,192	19,904	7,197	27,101
PULL CART RENTAL	4,694	4,147	8,842	5,319	5,548	10,867	7,048	8,021	15,070
GOLF CART RENTAL	84,175	73,636	157,810	84,991	72,628	157,620	98,177	80,070	178,247
GAM HANDICAP	2,408	806	3,214	2,756	1,001	3,757	3,146	656	3,802
CLASSES	91,287	0	91,287	87,328	0	87,328	58,560	0	58,560
RESIDENT MEMBERSHIPS	0	0	0	0	0	0	2,425	1,545	3,970
BUSINESS MEMBERSHIPS	8,960	1,900	10,860	7,500	1,400	8,900	5,675	3,250	8,925
NON-RESIDENT MEMBERSHIPS	114,965	18,260	133,225	106,040	34,650	140,690	107,700	38,815	146,515
UNLIMITED GOLF PASS	4,200	0	4,200	7,000	1,000	8,000	4,400	0	4,400
PACKAGE CLUB PASSES	0	0	0	145	26	171	435	0	435
TOURNAMENT ENTRY FEES	4,702	2,384	7,086	7,527	2,754	10,281	3,708	1,955	5,663
INTEREST INCOME	21,449	0	21,449	78,551	0	78,551	83,681	0	83,681
LEASE INCOME	7,137	20,580	27,717	7,351	25,688	33,040	7,572	26,405	33,977
SALE OF EQUIPMENT	0	0	0	0	0	0	0	0	0
MISCELLANEOUS INCOME	472	91	562	411	68	479	838	45	883
CASH OVERAGE/(SHORTAGE)	-1	-132	-133	70	75	145	12	27	39
GENERAL FUND CONTRIBUTION	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	677,380	394,836	1,072,216	748,377	445,522	1,193,898	853,864	522,406	1,376,270

	2018			2019			2020		
EXPENSES:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
ADMINISTRATIVE									
ADMINISTRATIVE CHARGE	16,964	16,964	33,928	18,324	18,324	36,648	19,015	19,015	38,030
AUDIT	675	675	1,350	743	743	1,486	707	707	1,413
SUB-TOTAL ADMINISTRATIVE	17,639	17,639	35,278	19,067	19,067	38,134	19,722	19,722	39,443

EXPENSES:	2018			2019			2020		
MAINTENANCE	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	70,046	75,012	145,058	72,787	77,364	150,151	74,668	70,981	145,649
OVERTIME PAY	81	1,114	1,195	1	185	186	85	63	148
LONGEVITY	28	28	57	28	28	57	28	28	57
FICA	4,826	5,286	10,112	5,569	5,934	11,503	5,543	5,260	10,803
HOSPITALIZATION	8,202	8,152	16,354	8,481	10,929	19,410	8,149	9,719	17,867
LIFE	180	180	360	180	180	360	186	187	373
RETIREE HEALTH CARE	5,957	5,981	11,938	7,451	7,840	15,291	(2,207)	(2,194)	(4,402)
DENTAL/OPTICAL	667	665	1,331	693	692	1,385	639	639	1,278
DISABILITY INSURANCE	292	292	584	304	305	609	327	327	655
WORKER'S COMPENSATION	580	632	1,212	810	857	1,667	877	831	1,708
SICK TIME PAY OUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	6,453	6,474	12,927	6,201	6,458	12,659	6,598	6,578	13,175
HRA BENEFIT	10	10	20	10	10	20	10	10	20
HSA CONTRIBUTION/ RETIRE EMPR	3,822	3,810	7,632	4,156	4,150	8,306	4,352	4,352	8,704
OPERATING SUPPLIES	33,313	37,874	71,187	47,261	43,059	90,319	32,985	29,650	62,635
OTHER CONTRACTUAL SERVICE	4,882	17,944	22,826	13,362	12,181	25,543	12,011	6,607	18,618
EQUIPMENT UNDER \$5,000	0	0	0	0	0	0	405	405	810
ELECTRICITY	10,096	4,006	14,102	3,867	2,836	6,704	5,050	3,341	8,390
GAS	1,015	1,052	2,067	1,273	1,529	2,802	782	1,125	1,907
WATER	365	0	365	440	0	440	274	0	274
TRAINING	565	682	1,247	175	175	349	410	410	819
PRINTING & PUBLISHING	0	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL	29,049	29,500	58,549	29,109	30,214	59,323	29,000	30,000	59,000
BUILDINGS	0	0	0	0	0	0	0	0	0
MACHINERY & EQUIPMENT	0	0	0	0	0	0	0	0	0
PUBLIC IMPROVEMENTS	0	140,886	140,886	57,264	0	57,264	5,837	0	5,837
CONTRIBUTED EXP - CAP OUTLAY	0	(140,886)	(140,886)	(57,264)	0	(57,264)	(5,837)	0	(5,837)
SUB-TOTAL MAINTENANCE	180,431	198,693	379,124	202,158	204,927	407,085	180,172	168,318	348,490

EXPENSES:	2018			2019			2020		
CLUBHOUSE:	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL	LINC. HILLS	SPRINGDALE	TOTAL
SALARIES AND WAGES	114,727	89,336	204,063	97,653	84,369	182,021	102,038	86,123	188,162
OVERTIME	629	573	1,202	567	2,288	2,855	2,075	8,083	10,158
LONGEVITY	41	41	83	41	41	83	41	41	83
FICA	8,995	6,360	15,355	6,791	6,623	13,414	7,938	7,181	15,119
HOSPITALIZATION	13,373	13,324	26,698	14,155	15,469	29,623	13,570	14,593	28,162
LIFE	22	21	43	21	21	42	22	22	44
RETIREE HEALTH CARE	6,095	6,124	12,220	7,604	7,992	15,596	(2,280)	(2,265)	(4,545)
DENTAL/OPTICAL	804	803	1,607	800	801	1,601	729	730	1,459
DISABILITY	355	353	707	359	359	717	380	380	760
WORKER'S COMPENSATION	1,011	768	1,779	1,040	939	1,979	1,255	1,110	2,365
SICK TIME PAYOUT	0	0	0	0	0	0	0	0	0
RETIREMENT CONTRIBUTION	7,122	7,154	14,276	6,778	7,029	13,807	7,110	7,087	14,197
HRA BENEFIT	20	20	40	20	20	40	20	20	40
HSA CONTRIBUTION/ RETIRE EMPR	4,291	4,252	8,543	4,497	4,497	8,994	4,738	4,738	9,477
OPERATING SUPPLIES	15,381	11,872	27,253	19,061	12,126	31,187	17,080	11,468	28,549
FOOD & BEVERAGE	17,364	10,844	28,208	16,297	11,990	28,287	11,262	8,671	19,934
BEER & WINE PURCHASES	6,640	6,207	12,847	7,825	7,105	14,930	4,849	4,723	9,572
MERCHANDISE	11,297	6,041	17,338	14,329	10,360	24,689	12,452	3,735	16,187
OTHER CONTRACTUAL SERVICES	14,976	10,075	25,052	12,725	11,714	24,438	21,152	15,325	36,477
EQUIPMENT UNDER \$5,000	0	0	0	0	0	0	4,291	0	4,291
TELEPHONE	1,680	1,721	3,401	512	822	1,333	0	0	0
CONTRACTUAL ALARM	1,772	965	2,737	1,678	992	2,669	1,906	1,036	2,942
ELECTRICITY	0	3,527	3,527	5,117	4,639	9,756	6,126	4,933	11,059
GAS	279	1,279	1,558	257	1,757	2,014	228	1,256	1,483
WATER	3,783	1,806	5,589	1,756	1,786	3,542	1,181	1,042	2,224
LIQOUR LICENSE	1,253	1,253	2,505	1,253	1,253	2,505	1,253	1,253	2,505
PRINTING & PUBLISHING	3,690	2,105	5,795	1,397	1,234	2,632	2,178	2,099	4,276
MARKETING & ADVERTISING	3,018	3,125	6,143	7,485	5,225	12,709	3,823	2,323	6,145
MISCELLANEOUS	0	0	0	0	0	0	0	0	0
DEPRECIATION	56,445	55,417	111,862	46,293	46,410	92,703	51,414	50,561	101,975
EQUIPMENT RENTAL	18,244	17,569	35,813	18,000	17,750	35,750	18,125	17,550	35,675
TRAINING	2,403	2,403	4,806	812	812	1,624	439	848	1,287
MEMBERSHIP & DUES	0	0	0	0	0	0	281	281	561
CONFERENCES & WORKSHOPS	0	0	0	0	0	0	448	40	488
LIABILITY INSURANCE	13,970	13,970	27,939	13,819	13,819	27,638	13,947	13,947	27,893
CONTRIBUTED EXP. - CAP. OUTLAY	(4,388)	0	(4,388)	(3,162)	0	(3,162)	0	(10,375)	(10,375)
MACHINERY & EQUIPMENT	0	9	9	3,162	0	3,162	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	4,388	0	4,388	0	0	0	0	10,375	10,375
CONTRIBUTION TO GENERAL FUND	100,000	0	100,000	150,000	0	150,000	150,000	0	150,000
SUB-TOTAL CLUBHOUSE	429,681	279,315	708,996	458,940	280,240	739,181	460,070	268,931	729,001
TOTAL OPERATING EXPENSE	627,751	495,647	1,123,398	680,165	504,234	1,184,399	659,964	456,970	1,116,935
TOTAL REVENUES	677,380	394,836	1,072,216	748,377	445,522	1,193,898	853,864	522,406	1,376,270
OPERATING INCOME (LOSS)	49,629	(100,811)	(51,182)	68,211	(58,712)	9,499	193,900	65,436	259,335

2021 MARKETING PLAN

Memberships

The main focus always revolves around membership, and with the abundant new members during COVID-19, we need to create activities, tournaments, leagues and lessons to connect these new golfers to the game. We will then capture the attention and excitement of each golfer in ways that will create a golfer for a lifetime!

“Meet and Greet” New Members

- Welcome them to their Club and introduce our programs & activities for the upcoming season.
- Jr Golf, Leagues, Outings, and Instruction
- New Events: Family Cup Day and “Sip and Chip”

“Family Cup Days”

- New National Pilot PGA program – similar to the PGA Jr League, but all family members play.
- It is a great way to see families having fun and introducing the game to those who never played.

“Sip & Chip”

- To introduce golf in a stress-free, fun environment.
- Learning one of the most important aspects of golf, the short game.
- Objective to move the participants into a Beginners League.

“Bring a Friend” Day

- “Bring a Friend” to play 9 Holes at either Lincoln Hills or Springdale to showcase your courses.
- Enjoy lunch on us and, if your guest joins the club, you and your guest will receive a Complimentary Green Fee for your next round of golf!

“Get Golf Ready”

- The objective is simple, introduce the game in a fun and friendly atmosphere to get them playing on the course with their family and friends as quickly as possible.
- Guarantee Results – GGR Break 60, GGR Break 55, GGR Break 50, etc.
- Upon completion, they will have the opportunity to play weekly on a designated GGR league.

“Complimentary Golf Clinics”

- Give the members value and easy tips so they can see the results quickly
- Connect them with others

“PGA Jr League Golf”

- This program features a team – vs – team scramble format in a structured league setting that provides for a more popular, less stressful, competition.
- The emphasis is on the fun, recreation, and sportsmanship of the game for players at any skill
- Includes: Team Jerseys, instruction and match competitions.

Marketing Tools:

1. Chamber of Commerce – Full Page Advertisement
2. Host “Business to Business” Chamber Event
3. Chamber E-Blast for our Upcoming Events
4. LittleGuide Detroit – used for Jr Golf
5. Postcard Mailing - Resident & Surrounding Communities
6. Jewish News – Membership
7. Welcome Packet for New Residents
8. Utilize BPSD – Business Mailing List
9. Local Schools – Jr Golf
10. E-Blast, Flyers, Postcards, E-Notify through the City, Website, “We Miss You” Letters, Surveys
11. Our Staff!

