



# City of Seattle

Interbay, Jackson Park, Jefferson Park and West  
Seattle Golf Courses

## 2021 Annual Report



## Executive Summary

After a stellar golf year in 2020, as the country was introduced to COVID-19 and the challenges the virus would bring, many businesses and sports activities were brought to their knees, golf on the other hand had a very successful year with wide open spaces and plenty of room for social distancing, 2021 kept the pace rolling and did not disappoint.

As other forms of entertainment opened their doors in 2021, golf performance remained strong throughout the year until the snowstorm in late December that brought things to an abrupt halt for the year.

Seattle achieved Record Revenue again in 2021, and the one thing that continued to make Premier most proud, was the opportunity we had to offer a healthy and safe environment allowing people to go outside, get some fresh air, and have fun. Golfers who have not played in years, and some brand new to the game, came to the Seattle courses to enjoy a day out on the greens.

Rounds at the Seattle Golf Courses were up 22% while Green Fees were up 24% over prior year. Despite continued social distancing restrictions, all departments at the golf course were up over prior year and up to budget. Total Revenue for the Golf Courses set a record coming in at 34% more than prior year and 35% more than budget for 2021.



***In 2021, the City of Seattle courses achieved record high revenue in Driving Range, Golf Course, Cart Rentals, Lessons, Pro Shop, Food & Beverage, and in Total Overall Revenue!***

The following table shows the summary income statements for 2018, 2019, 2020, 2021, and 2021 Budget.

### Golf Operating/Expense Data 2021

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 4,143	\$ 3,039	\$ 2,358	\$ 2,025	\$ 2,920
Golf Course	7,013	5,669	5,240	5,145	5,445
Lessons	956	465	541	553	505
Pro Shop	1,391	1,073	1,114	1,144	1,070
Food and Beverage	3,123	2,236	2,879	2,604	2,380
Mini Golf	267	141	229	232	200
All Other Operating Revenue	35	38	42	82	40
<b>Total Revenues</b>	<b>16,928</b>	<b>12,660</b>	<b>12,403</b>	<b>11,785</b>	<b>12,560</b>
Operating Expenses (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 938	\$ 532	\$ 725	\$ 424	\$ 748
Golf Course	926	808	869	716	855
Lessons	632	345	417	390	359
Pro Shop	1,002	813	799	785	842
Food and Beverage	2,120	1,685	2,166	1,955	2,171
Mini Golf	4	3	3	9	5
All Other Operating Expense:	1,789	1,670	1,831	1,707	1,910
Administrative	171	130	121	131	170
<b>Total Expenses</b>	<b>7,582</b>	<b>5,985</b>	<b>6,930</b>	<b>6,117</b>	<b>7,061</b>
<b>Golf Services Income</b>	<b>9,346</b>	<b>6,675</b>	<b>5,473</b>	<b>5,668</b>	<b>5,499</b>

**Expenses and Golf Services Income:** As illustrated in the chart above, Operating Expenses of \$7,582,199 were \$521,687 more than budget. The single largest operating expense for the Seattle courses is payroll, which was \$3,040,977, near half of the total expenses in 2021. While payroll expenses is up from 2020, this is largely due to the additional 42 days the course was open in 2021 after being closed in late March of 2020 through early May due to Covid-19, as a percentage of labor to revenue payroll came in at 18% in 2021 down 3% from 21% in 2020. With industry standards for payroll between 30 – 35% of Revenue, this is not a sustainable model. Director of Operations, Mike Fosnick and the course managers worked diligently throughout the year to capture every moment of labor savings that could be captured. While this led to significant savings in 2021, the model pushed staff to their limits and did not lend itself to the level of customer service golfers and other guests have come to expect at the city owned Seattle Golf Courses. Golf Services Income of \$9,345,957 was \$2,670,911 more than 2020 and ahead of budget by \$3,846,469.

## Golf Rounds

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
<b>Interbay</b>	<b>59,589</b>	<b>48,987</b>	<b>49,631</b>	<b>49,331</b>	<b>50,562</b>
<i>9 Hole Rounds</i>	59,582	48,987	49,631	49,331	50,562
<i>Fling Golf</i>	7				
<b>Jackson Park</b>	<b>76,747</b>	<b>69,310</b>	<b>65,778</b>	<b>65,214</b>	<b>59,545</b>
<i>9-Hole Rounds</i>	-	20,100	14,140	12,470	-
<i>18-Hole Rounds</i>	76,747	49,210	51,638	52,744	59,545
<b>Jefferson Park</b>	<b>79,858</b>	<b>64,843</b>	<b>60,183</b>	<b>59,231</b>	<b>65,822</b>
<i>9-Hole Rounds</i>	20,592	16,062	10,723	10,914	12,881
<i>18-Hole Rounds</i>	57,985	47,626	48,019	46,527	51,001
<i>FootGolf</i>	1,279	1,155	1,441	1,790	1,940
<i>Fling Golf</i>	2				
<b>West Seattle</b>	<b>55,976</b>	<b>48,635</b>	<b>56,205</b>	<b>56,088</b>	<b>52,983</b>
<i>18-Hole Rounds</i>	55,976	48,635	56,205	56,088	52,983
<b>Total Rounds</b>	<b>272,170</b>	<b>231,775</b>	<b>231,797</b>	<b>229,864</b>	<b>228,912</b>



The Premier Golf Club is the largest golf affinity reward program in the Pacific Northwest. In 2021, 49,081 unique golfers earned loyalty points totaling more than 187k and spending \$18,701,005 at Premier managed courses. The PGC loyalty club continues to help retain customers by rewarding their loyalty, providing strong incentives to come back again and again rather than choosing to play at another course in the area that is offering steep discounts to attract customers. It attracts Premier Club members from other Premier Managed courses to the Seattle Golf Courses.

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## Financial Reports

After a stellar golf year in 2020, as the country was introduced to COVID-19 and the challenges the virus would bring, many businesses and sports activities were brought to their knees, golf on the other hand had a very successful year with wide open spaces and plenty of room for social distancing, 2021 kept the pace rolling and did not disappoint.

As other forms of entertainment opened their doors in 2021, golf performance remained strong throughout the year until the snowstorm in late December that brought things to an abrupt halt for the year.

Seattle achieved Record Revenue again in 2021, and the one thing that continued to make Premier most proud, was the opportunity we had to offer a healthy and safe environment allowing people to go outside, get some fresh air, and have fun. Golfers who have not played in years, and some brand new to the game, came to the Seattle courses to enjoy a day out on the greens.

Rounds at the Seattle Golf Courses were up 22% while Green Fees were up 24% over prior year. Despite continued social distancing restrictions, all departments at the golf course were up over prior year and up to budget. Total Revenue for the Golf Courses set a record coming in at 34% more than prior year and 35% more than budget for 2021.

**Seattle Golf finished the year with a Record-Breaking \$16,928,156 in Revenue, \$4,267,960 (34%) ahead of prior year and \$4,368,156 (35%) ahead of budget.**

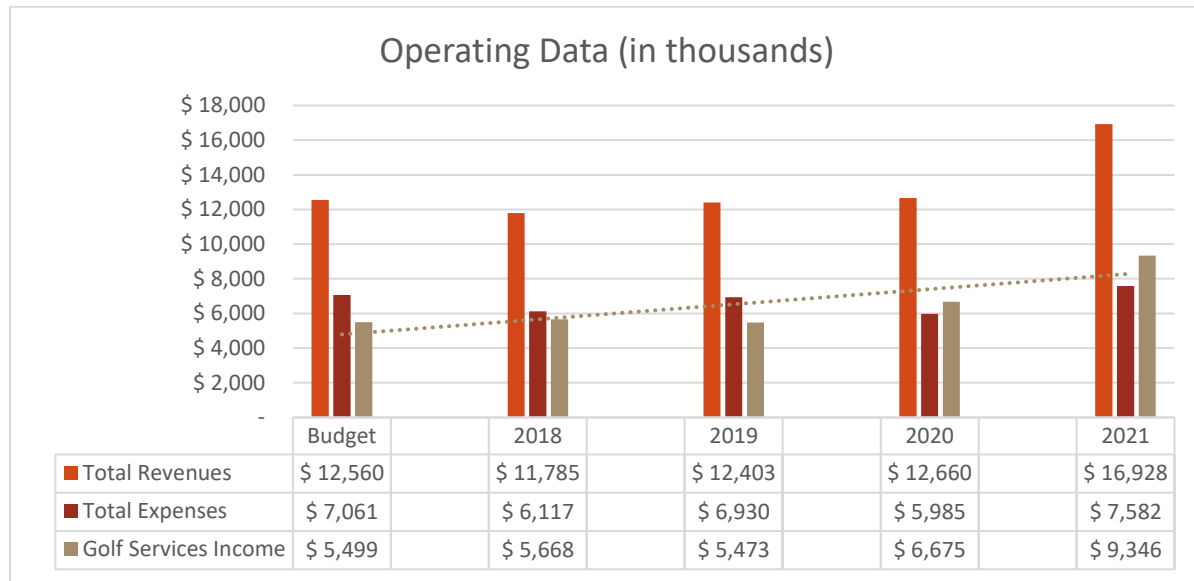
Expenses were tightly controlled throughout the year leading Golf Services Income of \$9,345,957 which was \$2,670,911 more than 2020's record prior year profit and ahead of budget by \$3,846,469.

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## Golf Operating/Expense Data 2021

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<b>Golf Services Income</b>	<b><u>9,346</u></b>	<b><u>6,675</u></b>	<b><u>5,473</u></b>	<b><u>5,668</u></b>	<b><u>5,499</u></b>

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## Revenue

Seattle golf performed above prior year and budget in 2021. Total Revenue of \$16,928,156 came in at \$4,267,960 (34%) more than 2020 and \$4,368,156 (35%) more than budget.

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
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There were a few major factors that affected the overall revenue performance of the Seattle Golf Courses in 2020 to budget.

- Interbay Golf Centers:** TopTracer continues to be a driving force for the Range at Interbay. Even during COVID-19 restrictions with proper social distancing in place, leagues were able to continue which provided a chance for a little bit of that desired competition that often drives golfers to play the game. TopTracer alone contributed nearly \$290,000 to Range Revenue in 2021. Even with Food & Beverage service severely impacted by COVID-19 restrictions Interbay's Food & Beverage still produced over \$1,100,000 in Revenue for the year. Annual Revenue at Interbay was up 46% to prior year and 46% over budget in 2021.



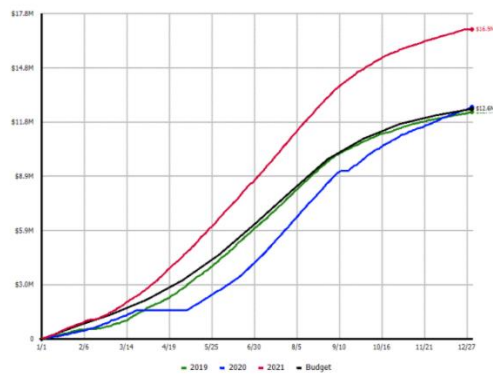
- **Jackson Park Golf Course:** Lesson Revenue at Jackson Park showed significant growth in 2021 up 56% to prior year and 42% over budget. With Covid-19 restrictions lessening slightly in 2021, Junior participation and clinics saw more activity up 84% to prior year. Revenue in all departments was up 19% to prior year and 22% over budget in 2021.
- **Jefferson Park Golf Course:** Jefferson Park echoed Jackson Park in Lessons growth in 2021 up 79% to prior year and 85% over budget. Individual lessons saw an increase of 45% over prior year while Junior participation and clinics saw a 139% increase over 2020. This is significant growth as the team continued to focus on growing the game of golf at Jefferson Park. Even with Covid-19 restrictions still in place and having a major impact on Food & Beverage, the course saw Record Revenue in Food & Beverage surpassing even the record year in 2019 before Covid-19 severely impacted the restaurant industry.
- **West Seattle Golf Course:** There is no doubt that West Seattle Golf Course continued to face unique challenges in 2021 with the West Seattle Bridge remaining closed for the entire year. Despite the challenges, West Seattle achieved Record Revenue in both Green Fees and Overall Revenue bringing in \$1,696,550 in Green Fees, up 26% to 2020 and 36% over budget, as well as Total Overall Revenue of \$2,771,599 which came in at 28% over prior year and 30% more than budget.

## Record Revenue in 2021

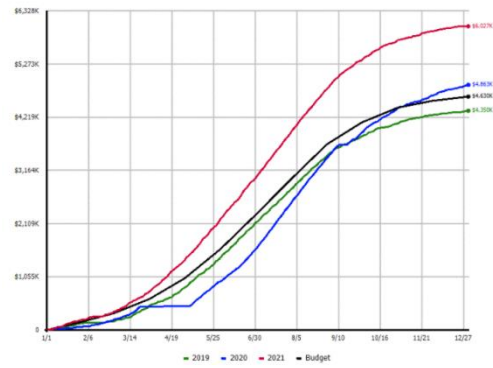
<u>Seattle Total</u>	
2021 Vs. Yearly Revenue Records <sup>1</sup>	
	2021
<u>Range</u>	4,142,607
<u>Golf Course</u>	6,026,828
<u>Cart Rentals</u>	986,635
<u>Lessons</u>	936,925
<u>Pro Shop</u>	1,390,981
<u>Food &amp; Beverage</u>	3,122,928
<u>Mini Golf</u>	266,819
<u>Vending</u>	45
<u>G&amp;A</u>	35,378
<b>Totals</b>	<b>16,909,147</b>

## Revenue Growth Data Charts 2021

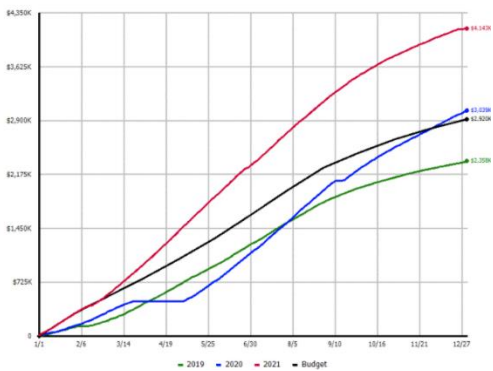
Total Revenue



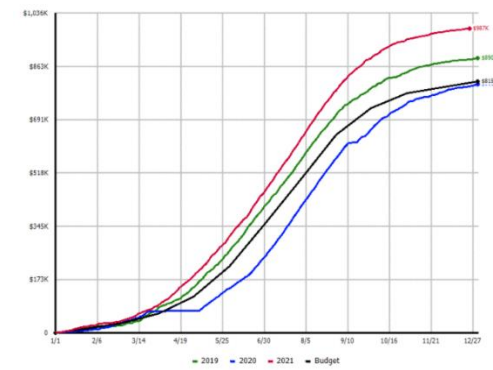
Golf Course Revenue



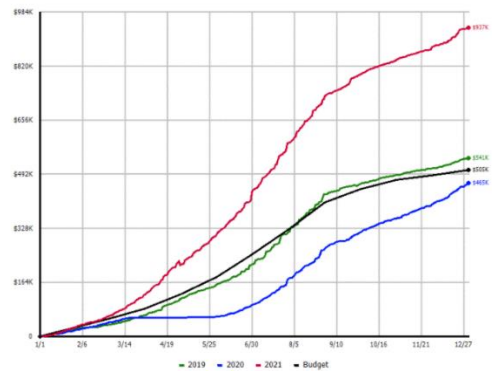
Range Revenue



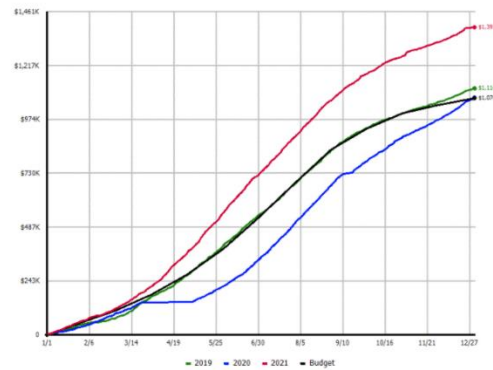
Cart Rentals Revenue



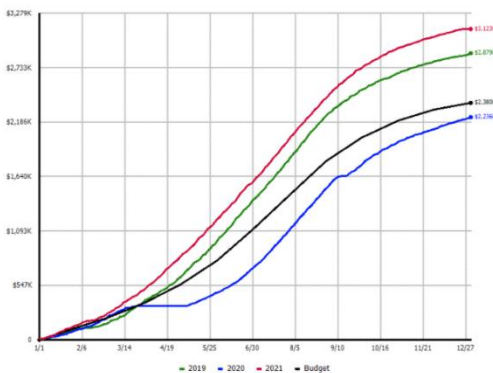
Lessons Revenue



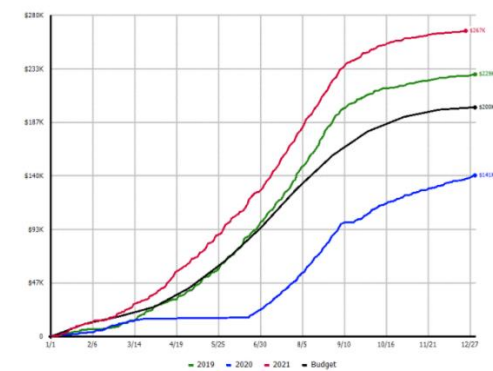
Pro Shop Revenue



Food &amp; Beverage Revenue



Mini Golf Revenue



## Expenses

2021 Total Expenses including Cost of Goods Sold (COGS), Payroll, and Total Golf Operating Expenses, were \$7,582,199. Managers and the teams at the four Seattle Golf Courses did a phenomenal job in 2021 to increase revenue, while continuing to control operational and labor expenses. They exceeded expectations to ensure the golf courses both inside and out on the courses remained a safe and healthy place to come, following all cleaning, disinfecting, and sanitizing as well as all social distancing guidelines set forth in Governor Inslee's mandates and the City of Seattle's guidelines.

Operating Expenses (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 938	\$ 532	\$ 725	\$ 424	\$ 748
Golf Course	926	808	869	716	855
Lessons	632	345	417	390	359
Pro Shop	1,002	813	799	785	842
Food and Beverage	2,120	1,685	2,166	1,955	2,171
Mini Golf	4	3	3	9	5
All Other Operating Expense:	1,789	1,670	1,831	1,707	1,910
Administrative	<u>171</u>	<u>130</u>	<u>121</u>	<u>131</u>	<u>170</u>
Total Expenses	<u>7,582</u>	<u>5,985</u>	<u>6,930</u>	<u>6,117</u>	<u>7,061</u>

## Golf Services Income

Golf Services Income of \$9,345,957 came in more than budget by \$3,846,449 and finished the year \$2,670,911 more than last year setting another record for prior year profits.

Golf Services Income	<u>9,346</u>	<u>6,675</u>	<u>5,473</u>	<u>5,668</u>	<u>5,499</u>
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The Seattle Golf Courses saw Record performance across the board at all four golf courses. While expenses were up to both prior year and budget, Record Revenue surpassed both 2020 and budget by such a significant margin that Golf Services Income (Profit) was up significantly more than both prior year and budget.

Operating Data (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Total Revenues	\$ 16,928	\$ 12,660	\$ 12,403	\$ 11,785	\$ 12,560
Total Expenses	\$ 7,582	\$ 5,985	\$ 6,930	\$ 6,117	\$ 7,061
Golf Services Income	\$ 9,346	\$ 6,675	\$ 5,473	\$ 5,668	\$ 5,499



## Interbay Golf Center

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 2,144	\$ 1,542	\$ 1,209	\$ 1,045	\$ 1,405
Golf Course	955	748	723	682	730
Lessons	618	276	328	319	325
Pro Shop	644	455	487	519	480
Food and Beverage	1,167	800	867	780	825
Mini Golf	267	141	229	232	200
All Other Operating Revenue	<u>35</u>	<u>37</u>	<u>40</u>	<u>53</u>	<u>40</u>
Total Revenues	<u>5,829</u>	<u>3,998</u>	<u>3,883</u>	<u>3,630</u>	<u>4,005</u>
Operating Expenses (in thousands)					
Range	\$ 394	\$ 256	\$ 409	\$ 222	\$ 466
Golf Course	3	2	9	2	10
Lessons	423	214	263	243	234
Pro Shop	461	333	354	358	367
Food and Beverage	675	477	539	505	661
Mini Golf	4	3	3	9	5
All Other Operating Expenses	<u>722</u>	<u>653</u>	<u>726</u>	<u>719</u>	<u>639</u>
Total Expenses	<u>2,683</u>	<u>1,937</u>	<u>2,303</u>	<u>2,059</u>	<u>2,382</u>
Golf Services Income	<u>3,146</u>	<u>2,061</u>	<u>1,581</u>	<u>1,571</u>	<u>1,623</u>

## Revenue

Total Revenue of \$5,829,407 was \$1,824,404 more than budget and \$1,831,876 more than last year. Even though Covid-19 restrictions continued in 2021, they were gradually lessened allowing for more activities in areas like Food & Beverage and Lessons. ***Interbay set revenue records in Golf Course Green Fees, Driving Range, Cart Rentals, Lessons, Pro Shop, Food & Beverage, and Total Overall Revenue.***

<u>Interbay</u>	
<u>2021 Vs. Yearly Revenue Records *</u>	
	<u>2021</u>
<u>Range</u>	2,143,569
<u>Golf Course</u>	919,947
<u>Cart Rentals</u>	35,296
<u>Lessons</u>	618,273
<u>Pro Shop</u>	644,066
<u>Food &amp; Beverage</u>	1,166,567
<u>Mini Golf</u>	266,819
<u>G&amp;A</u>	34,870
<b>Totals</b>	<b>5,829,407</b>

## Revenue Highlights

### Greens Fees – Total Rounds – 59,589 / Total Revenue - \$919,947

- Adult – 27,965 = \$451,369.30
- Senior – 7,466 = \$92,855.29
- Military – 192 = \$2,435.53
- Super Senior – 786 = \$8,985.15
- Junior – 3,301 = \$34,413.20
- Weekend - (All) – 17,604 = \$312,575.90

Youth on Course: 1,083 = \$9,379.69

U on Course Rounds: 423 = \$4,641.68

### Mini Golf – Total Revenue - \$266,819.22

- Adult – 25,061 - \$194,573
- Youth – 10,924 - \$60,946.30
- Rentals – 43 - \$11,299.92

### Driving Range – Total Revenue - \$2,143,569

- TopTracer - \$286,880.90
- TopTracer Punch Cards – 2,128 sold (Combination of 5-, 10-, 25-, & 30-hour cards)
- Value Cards – 6,615 sold = \$615,691

### Lessons – Total Revenue - \$618,273

- Ladies Night – 366 participants = \$15,255
- Get Golf Ready Program – 136 golfers = \$23,694
- Girls in Golf Program – 59 girls = \$10,223

- Junior Camps – Total Revenue = \$103,706
  - o 5 Day – 207 juniors = \$74,595
  - o 2 Day – 146 juniors = \$24,820
  - o 1 Day – 65 juniors = \$4,291

**F&B – Total Revenue - \$1,166,567**

**Pro Shop – Total Revenue - \$644,066**

**Total Revenue - \$5,829,407**

### **Expenses**

2021 Total Expenses at Interbay Golf Center, including Cost of Goods Sold (COGS), Payroll, and Total Golf Operating Expenses, were \$2,683,451. Seattle minimum wage laws continue to drive up the cost of Payroll; however, managers diligently monitor staffing levels to control this expense as much as possible.

### **Golf Services Income**

Golf Services Income of \$3,145,953 came in more than budget by \$1,523,366 (94%) and \$1,085,156 (53%) more than 2020. Premier continues to evaluate measures that can be put in place to increase revenue as well as further control expenses that will lead to an increase in Golf Services Income going forward and has discussed these with the City of Seattle for consideration. Revenue generators include raising the nets, expanding square footage in the pro shop and expanding the food and beverage operation to include a larger kitchen, enclosing the patio to allow for year-round usage as well as creating meeting/conference space to accommodate larger groups.



## Jackson Park Golf Course

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 736	\$ 590	\$ 390	\$ 364	\$ 655
Golf Course	2,005	1,728	1,579	1,554	1,630
Lessons	133	86	87	85	80
Pro Shop	249	225	197	174	200
Food and Beverage	491	405	462	447	405
All Other Operating Revenue	-	-	-	14	-
<b>Total Revenues</b>	<b><u>3,614</u></b>	<b><u>3,034</u></b>	<b><u>2,715</u></b>	<b><u>2,637</u></b>	<b><u>2,970</u></b>
Operating Expenses (in thousands)					
Range	\$ 289	\$ 98	\$ 122	\$ 97	\$ 118
Golf Course	338	300	313	261	281
Lessons	85	54	59	63	53
Pro Shop	191	181	145	122	179
Food and Beverage	346	326	334	319	345
All Other Operating Expense:	361	325	346	330	445
<b>Total Expenses</b>	<b><u>1,609</u></b>	<b><u>1,283</u></b>	<b><u>1,318</u></b>	<b><u>1,192</u></b>	<b><u>1,421</u></b>
<b>Golf Services Income</b>	<b><u>2,005</u></b>	<b><u>1,751</u></b>	<b><u>1,397</u></b>	<b><u>1,444</u></b>	<b><u>1,549</u></b>

## Revenue

Total Revenue of \$3,614,267 was \$644,267 (22%) more than budget and \$580,230 (19%) more than last year. As Covid-19 restrictions were slowly lifted, Lessons became the story at Jackson Park coming in at 57% more than prior year and up 67% to budget. **Jackson Park set revenue records in Golf Course Green Fees, Driving Range, Cart Rentals, Lessons, Pro Shop, Food & Beverage, and Total Overall Revenue.**

Jackson  
2021 Vs. Yearly Revenue Records<sup>1</sup>

	<u>2021</u>
<u>Range</u>	736,063
<u>Golf Course</u>	1,676,934
<u>Cart Rentals</u>	327,916
<u>Lessons</u>	133,217
<u>Pro Shop</u>	249,034
<u>Food &amp; Beverage</u>	491,247
<u>Vending</u>	13
<b>Totals</b>	<b>3,614,423</b>

## Revenue Highlights

### Greens Fees – Total Rounds – 76,747 / Total Revenue - \$1,676,934

#### Junior Rounds

- YOC Rounds – 1,287 (\$10,784)
- U on Course Rounds – 1,070 (\$15,732)
- Junior Rounds – 1,395 (\$19,338)

#### Senior/Military/Disabled

- Weekday Senior – 7,829 (\$205,229)
- Weekday Super Senior – 5,568 (\$85,188)
- Military/Disabled – 182 (\$4,835)

#### Adult 18 Hole Rounds

- Weekday Adult – 25,628 (\$717,780)
- Weekend Adult – 13,111 (\$480,248)

#### Short Course

- Adult – 12,305 (\$89,897)
- Senior – 3,130 (\$18,532)
- Junior – 3,225 (\$15,973)

### Driving Range – Total Revenue - \$736,063

- TopTracer - \$44,761
- Value Cards – 2,880 sold = \$253,959

### Lessons – Total Revenue - \$618,273

- Individual/Series – \$112,981
- Group Lessons – \$540
- Junior/Clinics - \$19,696



**F&B – Total Revenue - \$491,247**

**Pro Shop – Total Revenue - \$249,034**

**Total Revenue - \$3,614,423**

### **Expenses**

2021 Total Expenses at Jackson Park Golf Course, including Cost of Goods Sold (COGS), Payroll, and Total Golf Operating Expenses, were \$1,608,919. While minimum wage laws continue to impact labor cost, managers diligently monitor staffing levels to control this expense as much as possible.

### **Golf Services Income**

Golf Services Income of \$2,005,348 came in more than budget by \$456,248 (29%) and \$254,734 (15%) more than 2020. Premier continues to evaluate measures that can be put in place to increase revenue as well as further control expenses that will lead to an increase in Golf Services Income going forward and has discussed these with the City of Seattle for consideration. The addition of TopTracer in 2021 led to an increase in Range Revenue at Jackson Park. Revenue generators at Jackson Park include continued focus on TopTracer Revenue and leagues, updating the pro shop and the entire food & beverage area of operation to create a more inviting atmosphere where not only the golfers, but the community would enjoy gathering.



## Jefferson Park Golf Course

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 1,263	\$ 907	\$ 759	\$ 616	\$ 860
Golf Course	2,035	1,587	1,313	1,267	1,580
Lessons	205	104	126	149	100
Pro Shop	301	228	228	233	220
Food and Beverage	910	630	894	725	700
All Other Operating Revenues	0	-	0	14	-
<b>Total Revenues</b>	<b>4,713</b>	<b>3,455</b>	<b>3,319</b>	<b>3,004</b>	<b>3,460</b>
Operating Expenses (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Range	\$ 255	\$ 178	\$ 194	\$ 104	\$ 164
Golf Course	327	265	288	230	277
Lessons	124	77	95	84	72
Pro Shop	216	177	159	156	166
Food and Beverage	632	479	769	630	739
All Other Operating Expenses	399	377	447	351	482
<b>Total Expenses</b>	<b>1,953</b>	<b>1,553</b>	<b>1,952</b>	<b>1,555</b>	<b>1,901</b>
<b>Golf Services Income</b>	<b>2,760</b>	<b>1,902</b>	<b>1,367</b>	<b>1,450</b>	<b>1,559</b>

## Revenue

Total Revenue of \$4,712,886 was \$1,252,886 (36%) more than budget and \$1,257,403 (36%) more than last year. As with Interbay and Jackson Park, as Covid-19 restrictions began to lift in 2021, Lessons saw a significant increase in performance at Jefferson Park coming in at 79% more than prior year and up 85% to budget. **Jefferson Park set revenue records in Golf Course Green Fees, Driving Range, Cart Rentals, Lessons, Pro Shop, Food & Beverage, and Total Overall Revenue.**

Jefferson  
2021 Vs. Yearly Revenue Records<sup>1</sup>

	<u>2021</u>
<u>Range</u>	1,262,975
<u>Golf Course</u>	1,733,398
<u>Cart Rentals</u>	301,145
<u>Lessons</u>	185,435
<u>Pro Shop</u>	301,215
<u>Food &amp; Beverage</u>	909,517
<u>Vending</u>	33
<b>Totals</b>	<b>4,693,717</b>

## Revenue Highlights

### Greens Fees – Total Rounds – 49,858 / Total Revenue - \$1,733,398

- Adult/Weekend	40,600	Revenue \$1,262,885.62
- Senior	12,238	Revenue \$266,642.51
- Junior	5,333	Revenue \$50,462.95
- Military	249	Revenue \$6,178.19
- Short 9	24,167	Revenue \$138,089.48
- <b>TOTAL</b>	<b>82,587</b>	<b>Revenue \$1,724,258.75</b>

### YOC Information

The price of a round of golf shouldn't be a barrier for a young person who wants to play – that's where Youth on Course comes in. They provide 130,000+ members with access to play over 1,700 golf courses for \$5 or less, giving them opportunities to learn lessons that can be taught in a way only a golf course can. And beyond affordable golf, we provide opportunities for young people to get the support they need to succeed through career prep, leadership, and scholarship programs. Jefferson Park hosted **750 Youth-on-Course rounds in 2021** and YOC remains a very popular program. Especially popular with the First Tee headquarters being located at Jefferson Park.

### First Tee information (Facility Usage)

- Winter
  - o Range Usage - 240
  - o Course Usage - 0
  - o Total Fees Collected - \$3100
- Spring
  - o Range Usage - 1366
  - o Course Usage - 707
  - o Total Fees Collected - \$9082

- Summer
  - o Range Usage - 1668
  - o Course Usage - 984
  - o Total Fees Collected - \$11,216
- Fall
  - o Range Usage - 1037
  - o Course Usage - 643
  - o Total Fees Collected - \$7316.50

#### **Driving Range – Total Revenue - \$1,262,975**

- TopTracer - \$134,604
- Value Cards – 3,721 sold = \$368,249

#### **Lessons – Total Revenue - \$618,273**

- Individual/Series – \$134,115
- Group Lessons – \$25,580
- Junior/Clinics - \$25,740

#### **F&B – Total Revenue - \$909,517**

#### **Pro Shop – Total Revenue - \$301,215**

### **Total Revenue - \$4,712,886**

### **Expenses**

2021 Total Expenses at Jefferson Park Golf Course, including Cost of Goods Sold (COGS), Payroll, and Total Golf Operating Expenses, were \$1,953,184. Expenses were up 26% over 2020 at Jefferson Park as the course was open an additional 42 days after being closed at the onset of Covid-19 in 2020; however, Expenses were only over budget by 3% demonstrating that even with the significant Revenue growth the team at Jefferson Park was able to control both labor and operating expenses during 2021. While this was a very strong performance it not sustainable as there were significant challenges in 2021 to hire and retain staffing levels to maintain customer relations and meet golfers' expectation.

### **Golf Services Income**

Golf Services Income of \$2,759,702 came in more than budget by \$1,200,301 (77%) and \$857,319 (45%) more than 2020. As Premier continues to evaluate measures that can be put in place to increase revenue as well as further control expenses that will lead to an increase in Golf Services Income going forward. As Covid-19 restrictions continue to lessen, we look forward to continued growth in the Lessons and Food & Beverage departments. Also, the Pro Shop will benefit once supply chain issues are resolved and access to inventory returns to pre-Covid levels.



## West Seattle Golf Course

Operating Revenues (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Golf Course	2,019	1,606	1,625	1,643	1,505
Pro Shop	197	165	203	218	170
Food and Beverage	556	401	656	652	450
All Other Operating Revenue	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>-</u>
Total Revenues	<u>2,772</u>	<u>2,173</u>	<u>2,486</u>	<u>2,514</u>	<u>2,125</u>
Operating Expenses (in thousands)	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Golf Course	258	241	259	224	287
Pro Shop	134	123	142	149	130
Food and Beverage	467	403	524	501	426
All Other Operating Expenses	<u>307</u>	<u>316</u>	<u>312</u>	<u>307</u>	<u>344</u>
Total Expenses	<u>1,166</u>	<u>1,082</u>	<u>1,236</u>	<u>1,181</u>	<u>1,187</u>
Golf Services Income	<u>1,606</u>	<u>1,091</u>	<u>1,249</u>	<u>1,333</u>	<u>938</u>

## Revenue

Total Revenue of \$1,654,535 was \$646,599 (30%) more than budget and \$598,480 (28%) more than last year. Food & Beverage saw the largest growth year over year at West Seattle Golf Course, up 38% to prior year and 23% to budget. West Seattle outperformed expectations on Green Fees coming in at 26% more than prior year and 36% more than budget. **West Seattle set revenue records in Golf Course Green Fees and Total Overall Revenue.**

**West Seattle**  
**2021 Vs. Yearly Revenue Records\***

	<b>2021</b>
<a href="#">Golf Course</a>	1,696,550
<a href="#">Cart Rentals</a>	322,278
<a href="#">Pro Shop</a>	196,666
<a href="#">Food &amp; Beverage</a>	555,598
<a href="#">G&amp;A</a>	508
<b>Totals</b>	<b>2,771,599</b>

## Revenue Highlights

### Greens Fees – Total Rounds – 55,976 / Total Revenue - \$1,696,550

- Adult	40,914	Revenue \$1,358,806
- Junior/Senior	15,062	Revenue \$337,744
- <b>TOTAL</b>	<b>55,976</b>	<b>Revenue \$1,696,550</b>

11,021 – Weekday Senior

4041– Junior Rounds

- 1821 Regular Juniors
- 1210 High School
- 806 YOC (Youth-on-Course)
- 204 Kids Play Free Promotion

### F&B – Total Revenue - \$555,598

### Pro Shop – Total Revenue - \$196,666

## Total Revenue - \$2,771,599

## Expenses

2021 Total Expenses at West Seattle Golf Course, including Cost of Goods Sold (COGS), Payroll, and Total Golf Operating Expenses, were \$1,165,535 came in less than budget by \$21,065 (2%) but \$83,052 (8%) more than 2020. During 2021 the Café had multiple equipment failure which required unbudgeted expenses to remain operational. Restaurant Equipment Repairs and Replacement included \$10,000 of unbudgeted expenses (Fryer/Slicer/ Two Coolers/Toaster all failed and required repairs or replacement. There was also the purchase of additional outdoor dining furniture to help capture Food & Beverage Revenue while Covid-19 restrictions continued to impact that department's ability to host guests indoors. West Seattle also lost their Assistant Golf Professional, a key team member at the course. With staffing issues across the country and the need to maintain tight control over expenses the hiring of a new Assistant Golf Professional was pushed to 2022.

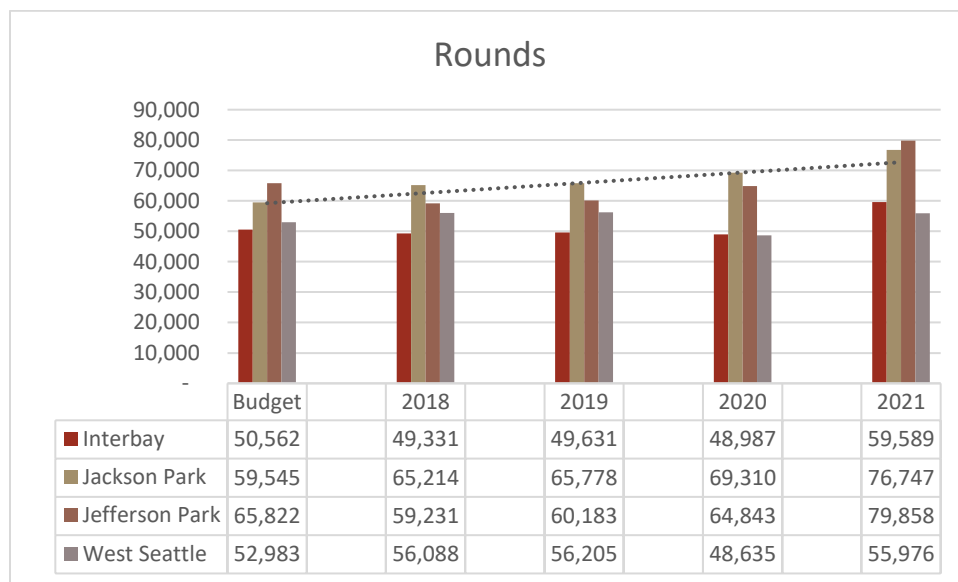
### Golf Services Income

Golf Services Income of \$1,606,064 came in more than budget by \$667,664 (71%) and \$515,428 (47%) more than 2020. West Seattle Golf Course will benefit greatly once the West Seattle Bridge is reopened to allow for easier access to the golf course. Premier continues to evaluate measures that can be put in place to increase revenue as well as further control expenses that will lead to an increase in Golf Services Income going forward and has discussed these with the City of Seattle for consideration.

## Rounds Report

### Rounds Data 2021

Rounds	Budget	2018	2019	2020	2021
Interbay	50,562	49,331	49,631	48,987	59,589
Jackson Park	59,545	65,214	65,778	69,310	76,747
Jefferson Park	65,822	59,231	60,183	64,843	79,858
West Seattle	52,983	56,088	56,205	48,635	55,976
<b>Total Rounds</b>	<b>228,912</b>	<b>229,864</b>	<b>231,797</b>	<b>231,775</b>	<b>272,170</b>



During 2021 Junior/Senior Rounds totaled 77,672 making up 29% of the total rounds in Seattle.

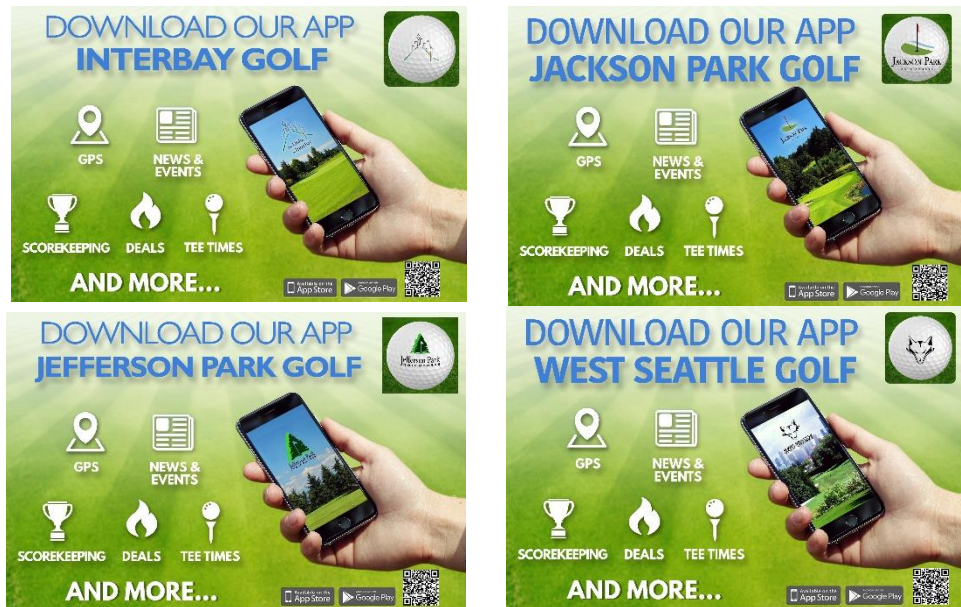
	Interbay	Jackson	Jefferson	West Seattle
Male	74%	89%	87%	90%
Female	25%	10%	12%	9%
18-30	11%	10%	10%	7%
31-50	36%	31%	27%	30%
51-65	34%	31%	30%	33%
66-75	20%	19%	21%	23%
75+	4%	8%	11%	6%



## Marketing Report

### Mobile Application

In 2021, we continued to utilize Interbay Golf Center, Jackson Park Golf Course, Jefferson Park Golf Course, and West Seattle's smartphone applications. With the increase in demand for golf in 2020 & 2021, smartphone use went up in the use of GPS, rounds recorded, and GHIN handicaps posted, but we did not have as much of a need for last minute offers/daily deals. We utilized the app to communicate with our golfers on any Covid-19 operating changes, course closures and information, as well as fill in any rare gaps in the tee sheet we had. We ended 2021 with 6,291 *active* downloads and we will continue to grow our download numbers and utilize the app in 2022.



### Advertisements

**Premier Golf Centers**

**We invite you to experience our 11 unique golf courses!**

Interbay Golf Center	Jackson Park GC	Jefferson Park GC
West Seattle GC	Bellevue GC	Crossroads Par 3
Legion Memorial GC	Walter Hall GC	Lynnwood GC
Lake Padden GC	Cedarcrest GC	

**Book your tee time today!**  
[www.PremierGolfCenters.com](http://www.PremierGolfCenters.com)  
 (206) 254-6545

**Practice, Play, or Compete against Friends... Try Toptracer Today!**

**TOPTRACER RANGE**

**now available at:**

**Jefferson Park Golf Course**  
 4101 Beacon Ave S. Seattle, WA

**Interbay Golf Center**  
 2501 15th Ave W. Seattle, WA

**Jackson Park Golf Course**  
 1000 NE 135th St., Seattle, WA

[www.PremierGC.com](http://www.PremierGC.com)

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**Jackson Park Golf Course**  
1000 NE 135th St., Seattle, WA

[www.PremierGC.com](http://www.PremierGC.com)



**PRACTICE, PLAY, OR COMPETE AGAINST FRIENDS...  
TRY OUT TOPTRACER TODAY!**

## Direct Marketing Examples -






**Interbay 2-Person Scramble**  
Grab your best golfing partner and join us for our first annual two-person scramble!

**September 18, 2021**  
**We've added a 2nd wave! - Tee times beginning at 11:30am**

**Format:**  
Scramble - Gross only - 18 Hole Event  
Must use 2 tee shots from each player, per 9 holes

Open to everyone!! We will have different divisions for Men's, Ladies, Seniors, & Juniors

**Cost:**  
\$100 per team - includes green fee and competition fee  
Payouts - Closest to the pin, longest putt, and low score.  
Limited to the first 26 teams. Register by Sept. 13th.

Questions? Please email Eric Stevens at [ericstevens@premiergc.com](mailto:ericstevens@premiergc.com)

**2nd wave registrations are now open!**  
[CLICK HERE TO REGISTER](#)






**BRING YOUR FRIENDS AND FAMILY OUT TO INTERBAY FOR SOME HALLOWEEN FUN!**

**Trick-or-Treating Welcome!**  
**Saturday, Oct. 30th & Sunday, Oct. 31st**

**Mini Golf\*:**  
Youth (ages 5 - 17) - FREE with costume  
Adults - Pay youth price (\$6.50) with costume



\*Please be aware that the mini golf course will be closed to the public from 2:30 - 4:00pm on Sunday, Oct. 31st.


**Driving Range:**  
FREE small bucket with costume

**Cafe:**  
Drink Specials for Adults from 4 - 7pm (\$5 wine and beer) & FREE Lemonade for the kids

**Hope to see you at Interbay!**

Interbay Golf Center



**Jefferson Park's October 2-Person Toptracer League**  
**Beginning Oct. 3rd**  
**Sponsored by Fremont Brewing**

Limited to the first 20 teams. Reserve your spot now!

**Details:**  
2-Person Teams  
Week 1 (Oct 3 - 9) - Scramble  
Week 2 (Oct 10 - 16) - Best Ball  
Week 3 (Oct 17 - 23) - Approach Challenge (Combined team score)  
Week 4 (Oct 24 - 30) - 18 Hole Alternating Shot



\*Teams will receive additional emailed instructions on weekly course selections and setup after registration.


**When:**  
4-Week League, beginning Oct. 3rd  
- Play your match anytime during the week.  
- Improve your score by replaying as many times as your team wants throughout that week.


**Cost:**  
\$100 per team entry fee for prize fund  
\*Toptracer time & balls not included.

**Reserve your spot today!**  
[Click here to register your team.](#)

Questions? Please email Ryan Sirak at [sirakr@premiergc.com](mailto:sirakr@premiergc.com)





**Want to learn how to golf this year?**  
**Do you have a junior interested in playing?**

**Jefferson Park's Upcoming Junior & Adult Instruction Programs**

**Junior Programs**

**5-Day Spring Break Junior Golf Camp - \$425**  
These 5-day camps are designed to get your golfer "course ready". Focus will be on the fundamentals of the swing, etiquette, and rules. Ages 10 - 17. Max. 10 registrants.

**Monday, April 12 - Friday, April 16**  
Monday - Wednesday: 9:00am - 2:00pm  
Thursday & Friday: 8:00am - 12:00pm (on course play days)

[Click here to register.](#)

**5-Day Summer Junior Golf Camps - \$425**  
These 5-day camps are designed to get your golfer "course ready". Focus will be on the fundamentals of the swing, etiquette, and rules. Ages 10 - 17. Max. 10 registrants.

Summer camps begin June 7th. For camp dates and to register, please [click here](#).

**Adult Programs**

**Get Golf Ready™ "Learn to Play" - \$225 \*New Golfers**  
This adult program is designed to introduce students to the game taking them from the green back to the tee and covering everything in between. This adult program consists of 8 - one and a half hour sessions. Class sizes for Get Golf Ready are limited to 8 students.

**Session 1: Saturdays, April 10 - May 8**  
**Session 2: Wednesdays, April 14 - May 12**  
**Session 3: Fridays, April 16 - May 14**



**Seattle**  
Golf Courses - Interbay, Jefferson, Jackson, West Seattle

**TAGMARSHAL**  
golf course operations



## SETTING THE PACE FOR AN EXCEPTIONAL GOLFING EXPERIENCE

**You've spoken and we've listened...  
Introducing the new player assistant, Tagmarshal!**

The Seattle Golf Courses are continuously looking for ways to improve our players' on-course experience. Pace of Play is widely regarded as a key factor for a positive game of golf, and we are excited to be working with Tagmarshal golf course operations software at Jackson Park GC, Jefferson Park GC, and West Seattle GC to help improve pace of play.

A recent USGA survey found that "74% of players say the pace-of-play is critical to the enjoyment of their round", highlighting the pace as a major experience factor. We value your time and are committed to keep improving our pace of play support processes and the overall golfing experience.

Our goals for the new system are to keep rounds in line with goal times and to enable our team to deliver efficient, accurate and data driven support for all our golfers.

If you have any questions regarding the program, feel free to reach out to our staff. We look forward to further improving our player experiences, by delivering the best rounds of golf possible.

[Book a Tee Time](#)

[www.premiergolf.com](http://www.premiergolf.com)

**Premier Golf Centers**  
NW Golf Management Leader

**11 NOVEMBER**  
**VETERANS DAY**  
*Honoring all who served*

**Thank you for your service!**  
Come out to the following courses and take advantage of our Veterans Day specials:

**Interbay Golf Center**  
FREE round of golf and/or a FREE Large Toptracer Combo for any active or retired military.  
Valid Thursday, Nov. 11, 2021 - Sunday, Nov. 14, 2021.

**Jackson Park GC, Jefferson Park GC, & West Seattle GC**  
FREE round of golf any time after 10am for any active or retired military.  
Valid Thursday, Nov. 11, 2021


**Legion Memorial Golf Course**  
18 Holes of Golf for only \$15 to walk or \$25 to ride. Also, take advantage of our drink specials - \$3 Mac & Jack's on tap or \$3 Coors Light.  
Valid Thursday, Nov. 11, 2021, for all active or retired military.

**Walter Hall Golf Course**  
18 Holes of Golf and Sleeve of Balls for only \$20! Add a cart for \$10 more.  
Valid Thursday, Nov. 11, 2021, for all active or retired military.

**Lynnwood Golf Course**  
18 Holes of Golf and a Sleeve of Wilson Duo's for only \$19!  
Valid Thursday, Nov. 11, 2021 - Sunday, Nov. 14, 2021, for all active or retired military.

**Cedarcrest Golf Course**  
18 Holes of Golf for only \$20 for all active or retired military.  
Valid Thursday, Nov. 11, 2021

**Jackson Park**  
Golf Course



**Jackson Park's Driving Range Hours are changing due to Turf Conditions**

Beginning Monday, 12/6/2021, Jackson Park's Driving Range will be closed Monday - Wednesday. We will operate regular business hours Thursday - Sunday, until further notice.

We are sorry for the inconvenience. We will keep you updated as turf conditions and hours change.

Jackson Park Golf Course 1000 NE 135th St. Seattle, WA 98125  
(206) 363-4747 [www.premiergolf.com](http://www.premiergolf.com)

**Seattle**  
Golf Courses - Interbay, Jefferson, Jackson, West Seattle

**WOMEN'S GOLF MONTH**

**June is Women's Golf Month!**  
In celebration, we are offering women's only events and specials at all four of our Seattle Premier facilities.

Come out to a course near you and take advantage of the following specials:

**Interbay Golf Center**

**Women's Golf Month Specials:**  
Receive a Free Pull Cart or Small Bucket with any paid greens fee  
20% OFF Full Priced Merchandise (additional 10% OFF Sale Merchandise)  
Valid June 1 - June 30, 2021

**Women's Golf Day is every Friday in June:**  
\$2 OFF any beverage & Receive a FREE hour of Toptracer with any paid bucket

**FREE Golf Sunday's:**  
Play 9 Holes of Golf for FREE after 5pm  
Valid every Sunday in June. Tee times available first come, first serve.

[Book a Tee Time](#)

**Wine & 9 Event: Saturday, June 12th**  
\$50 - Includes 9 Holes, 1 Hour Clinic & Drink Ticket  
Golf Clinic will begin at 3pm with tee times beginning at 4:30pm  
Limited to 18 spots.


[Click here to register](#)

**Jackson Park Golf Course**

Chix with Stix and Monday Night Ladies Nights kick off June 7th!

**Chix with Stix Ladies League**  
Program runs every Monday, beginning June 7th  
\$20+tax - Includes 9 Holes & Draft Beer/Wine  
Golf Carts are available for \$10+tax

## Direct Marketing to Loyalty Members:



**Premier Golf Club Rewards Points Reset May 1st**

*If you are planning to make any purchases for the 2021 Golf Season, now is the time. Are you looking to purchase new Golf Clubs, Golf Bags, Golf Shoes, Golf Balls, Lesson Packages or a Range Value Card this year? Purchase May 1st and take advantage of PGC discounts ALL season long!*

As a Premier Club Loyalty Member, you can earn points for every dollar spent. Your accumulated points (10 points for every dollar spent) earn you discounts on Green Fees, Golf Carts & Range Balls, as well as special pricing on select merchandise.

**New Point Levels:**

- 2,500 Points = 5% Discount
- 5,000 Points = 10% Discount
- 10,000 Points = 15% Discount
- 15,000 Points = 20% Discount

All discounts are automatically applied at the cash register, all you need to do is show us your card at the time of purchase.

Visit [www.ThePGCCard.com](http://www.ThePGCCard.com) for more information.

**The Premier Golf Card is FREE. Now is a great time to sign up and start earning points!**  
[Click here to sign up.](#)

We are excited for the 2021 Golf Season and are looking forward to seeing you soon!

[www.PremierGolfCenters.com](http://www.PremierGolfCenters.com)



**WE ARE THANKFUL FOR YOUR LOYALTY**

**Thank you for being such a loyal customer!**  
 We would like to offer you 50% OFF merchandise! Please take advantage of the following offer.

**Thank you to our Platinum PGC Members!**  
 Present this coupon and receive 50% OFF any one in-stock full-priced merchandise item (excluding golf clubs, range finders, pull carts & golf balls).  
 OR 25% OFF any one in-stock full-priced golf club, range finder, pull cart, or golf balls (limited to 1 dozen).  
 Valid for redemption at any one Premier Golf location.

Exclusions may apply. Coupon may not be combined with any other discount or package deal. Coupon may only be used once, per person. Must present coupon or show this coupon on your phone at check-in to receive offer. Valid through 12/31/2021.

[www.premiergolfcenters.com](http://www.premiergolfcenters.com)

Please present this coupon at the register to receive your discount. Exclusions may apply. Valid through 12/31/2021.

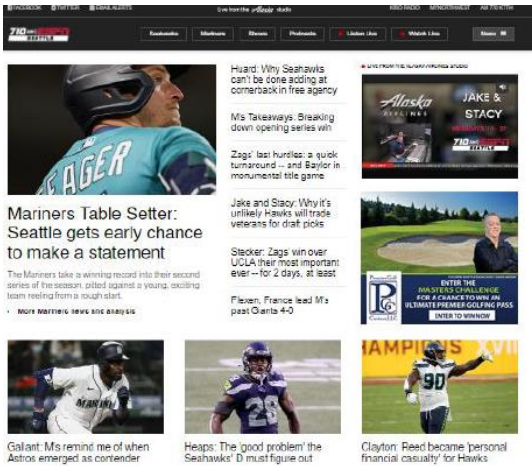
**We appreciate you and hope to see you soon!**

[www.PremierGolfCenters.com](http://www.PremierGolfCenters.com)

## KIRO Radio – Master's Contest Presented by Premier

To kick off the golf season, we partnered with KIRO ESPN Radio for a Master's Promotion. The promotion ran from March 24th – April 7th. The contest included On-air, Online, and Social Media support from 710 ESPN. The contest listing links were on [mynorthwest.com](http://mynorthwest.com) and [710sports.com](http://710sports.com) with an additional "2021 Masters Challenge Contest Page". 710 also promoted it with a static banner Ad on the two websites, which received 50,000 impressions and 184 direct clicks, as well as two Facebook ads, which received 61,000 impressions and 615 direct clicks.

We received 358 entries into the contest from March 27 – April 7 and 196 of those chose to opt-in to the Premier email database. 57% of contest entries had golfed at a Premier location at some point and 43% had never been to a Premier location so it was a great way to reach new golfers.



**710 ESPN Seattle**

Think you have what it takes to pick the winner for this year's Masters? Participate in the 710 ESPN Seattle Masters Challenge presented by Premier Golf... and find out!

Complete the registration form below, guess who the champion will be AND what the exact & final winning score will be, and you're entered to win!

**ENTER THE MASTERS CHALLENGE FOR A CHANCE TO WIN AN ULTIMATE PREMIER GOLFING PASS**

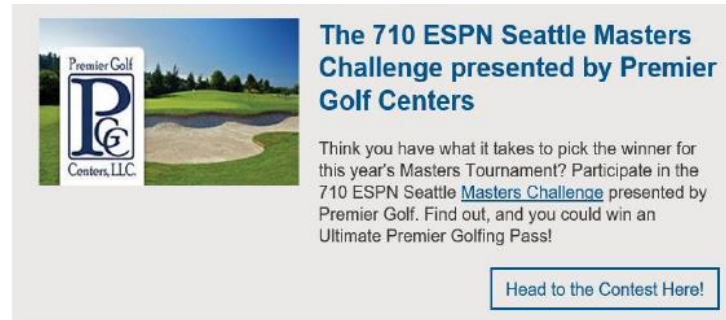
**710 ESPN RADIO HOST, DAVE GROSSI**

[SPORTSMYNNORTHWEST.COM](http://SPORTSMYNNORTHWEST.COM)

**Masters Challenge Presented by Premier Golf**

[Learn More](#)

10 Comments 2 Shares



## Reservation Center

In 2021, our Premier reservation center answered 137,893 total calls for premier, 63,414 of which were calls for the Seattle Golf Courses. The reservation center is a huge help to the course as they take calls off the front counter so they can more easily help face to face customers, they answer general questions, alert golfers to any course news and information, and help customers with their reservations, while giving them other Premier courses as option to play if the tee time they were looking for a specific course was taken. Cross bookings at the Seattle courses averaged 12 -20 at Interbay, 145 - 165 at Jackson Park, 155 – 175 at Jefferson Park, and 60 – 80 at West Seattle Golf Course, bringing in additional green fee revenue.

## Premier Golf Club – Loyalty Members

Premier had 49,081 members accrue points through its shared loyalty program in 2021 that emphasizes smaller discounts during in-season golf and earning larger discounts in the off-season encouraging play in the wetter, winter months.

	PGC Members: May 1, 2020 - April 30, 2021		
	Total Members	Points	\$ Spent
<b>Platinum</b> (10,000/20%)	4,919	85,309,462	8,530,946.20
<b>Gold</b> (7,000/15%)	3,088	25,741,252	2,574,125.20
<b>Silver</b> (4,000/10%)	5,920	31,304,615	3,130,461.50
<b>Bronze</b> (1,000/5%)	16,702	36,032,142	3,603,214.20
<b>Below Bronze</b>	18,452	8,622,581	862,258.10
	49,081	187,010,052	18,701,005.20

## Sagacity Golf

In 2021, we introduced Sagacity, a new dynamic pricing platform for Jackson Park GC, Jefferson Park GC & West Seattle GC. Sagacity was developed to take the guesswork out of setting rates. It helps set the correct price, based on historical data and market demand. The platform is also able to look ahead to make sure the number of bookings is on track or if certain booking windows or individual tee times need more attention. We implemented the Sagacity platform in June 2021. From June 1st – September 30th, the price per golfer increased 5% at Jackson Park GC, 7% at Jefferson Park GC, and 9% at West Seattle GC. Also, 649 combined Seattle golfers opted into the daily deals text club to be alerted of any deals offered in off peak times. These daily deals brought in an additional \$11,217 in combined revenue.



## Website

In 2021 we refreshed the Seattle website to bring it up to date and make it more user friendly.

**Navigation Menu:**

- COURSES
- CONTACT US
- RATES
- ONLINE GOLF SHOP
- DAILY DEALS
- THE LINKS AT INTERBAY
- JACKSON PARK
- WEST SEATTLE GOLF COURSE
- NEWS & UPCOMING EVENTS
- SEATTLE AMATEUR
- FLINGGOLF

**Course Information:**

- The Links at Interbay:** 2501 15th Avenue West, Seattle, WA 98119, Tel: (206) 285-2200
- Jackson Park:** 1000 NE 135th Street, Seattle, WA 98155, Tel: 206-363-4141
- West Seattle Golf Course:** 4470 35th Ave SW, Seattle, WA 98146, Tel: 206-925-5187

**Course Descriptions:**

- Welcome to Interbay Golf Center:** "Seattle's Best All Weather, Heated Driving Range" located at 2501 15th Avenue West, Seattle, WA 98119. Tel: (206) 285-2200. Weather: Seattle, WA, AC: 1:30 PM PST, Overcast, 41°F, Wind: 13 MPH, @WeatherForYou.com
- Welcome to Jackson Park Golf Course:** Jackson Park Golf Course is known as the driest public course in the City of Seattle just minutes outside of downtown. The course is maintained by the City of Seattle and managed by Premier Golf Centers LLC. The course consists of an 18 hole Championship and a 9 hole Executive. Jackson Park Golf Course is also known for holding tournaments and for being the home to some wonderful golf clubs. Jackson Park Golf Course was opened in 1930 by Bob Johnstone and Frank James. News & Events
- Introducing the "Fast Lane" at West Seattle Golf Course!** The "Fast Lane" is a trial program at West Seattle Golf Course that allows Twosomes ONLY, Monday - Thursday before 8am. This program was developed to alleviate two of the most common complaints we receive from customers regarding coronavirus safety and pace of play. By allowing twosomes only on Monday - Friday morning, we hope to address the following:
  - Coronavirus Safety**
    - Golfers that are not comfortable playing in groups of 4 or with strangers, will have the opportunity to play as a twosome only. (But must play before 8am)
    - Playing in twosomes will help reduce crowding and gathering on the golf course
    - Playing in twosomes will also reduce traffic in the clubhouse
  - Pace of Play**
    - With twosomes only before 8am, we can guarantee a sub 3.75 hour round!
 Safety remains our number one priority during this time. This new "Fast Lane Program" will reduce congestion in the clubhouse, restaurants, pro shop, and on the golf course where golfers seem to "stack up" when we become crowded. Our main goal is "To Keep it Moving".

## Customer Experience Surveys – Players’ 1st

We continued to utilize the Customer Experience Platform called Players’ 1st. This platform is integrated with Club Prophet Systems, so we are able to automatically send Surveys to players within 24 hours of when they played their round. These surveys were very helpful to determine customer satisfaction and receive immediate feedback on areas that we could improve. We are notified by email of every survey taken so if the customer rated their visit poorly, we could contact them to learn more and work to resolve the issue. In turn, if the course & staff were rated highly, we could notify our staff of the great work they were doing to make that customer happy.

In 2021, the four Seattle courses received a combined 5,303 completed surveys. Here are some demographics of those completed surveys:

	Interbay	Jackson	Jefferson	West Seattle
Male	74%	89%	87%	90%
Female	25%	10%	12%	9%
18-30	11%	10%	10%	7%
31-50	36%	31%	27%	30%
51-65	34%	31%	30%	33%
66-75	20%	19%	21%	23%
75+	4%	8%	11%	6%

**Below are a few quotes from customers.**

### Interbay

#### What was the best part of your experience?

*“I had a great time playing this course. The course was quick to play and well maintained. I will certainly be back to play again.”*

*“the management at Interbay is the best of any course I have played. Adam and Noah do a fantastic job in all areas”*

*“Course is in great condition, weather was spectacular and staff is welcoming. Great experience all around. Thank you!”*

*“Pace of play was great, never had to wait at a tee box. The staff here knows me by name and always provides me exceptional service, it’s the reason I always come back!”*

*“It’s a fun course for me because I’m just starting to learn the game. I enjoyed everything about Interbay”*

**What could we do to make your experience better?**

*"Expansion of restaurant. Outdoor dining."*

*"It bothers me to see so many divots. If I make a divot, I always replace it. The 7th hole fairway looks like a field of toupees."*

*"Security in parking lot-my car was broken into during round."*

*"Food lines are very long especially if just ordering a drink or wanting to buy bottled beverage quickly."*

*"Place some sand in bunkers and fluff up the bunkers to make more playable, please!"*

**Jackson****What was the best part of your experience?**

*"when I checked in for my 11:48 tee time the check in person was his usual friendly and very helpful. He gave us info about our Premiere Points and how to maximize them before they re-set - I thought that was fabulous!"*

*"Love the clubhouse and restaurant staff."*

*"I really like the Executive Short Nine and have been playing it since high school. It a great way to get a little golf in when you don't have enough time to play a full 18. The topography makes it really fun and challenging."*

*"The club staff is always extremely nice and informative. The course is convenient and well maintained. Love the challenges of the course."*

*"The person helping us. This was our first time playing at Jackson, so I was not familiar with the course and I was provided the direction I needed. Most courses I have been too, no one has time to provide any details or help."*

*"Playing with my son. The youth on course is a great program. The two friendly gentlemen at the desk were great. And the practice facilities are good."*

**What could we do to make your experience better?**

*"The green are great which is great improvement from my previous visit. How ever tee box are in worse condition. Tee boxes grass is too long or there isnt any at all. No Golf cart beverage entire round. Pace of play are extremely slow we played 2 some are took us almost 4 hours 45 mins to finish."*

*"Signs at each green with directions to the next tee box would be great. Several of the greens are in terrible shape."*

*"Pace of play was horrible and we gave up after 12 holes."*



*"Get rid of the homeless camp next to the 5th green. They are burning trash and the smoke was blowing in our faces as we puttied. Also, get a security guard for the parking lot. My truck had it's passenger side window smashed out and stuff stolen from it."*

*"Fix the tee boxes! We used to love to play Jackson. Now, we play it only sparingly as we play other courses that are in much better condition."*

## Jefferson

### What was the best part of your experience?

*"pace of play was great. course was in good shape. used range and chipping and putting areas."*

*"Really like the golf course. The Staff makes you feel like family. Very friendly and positive."*

*"The driving range is the best in the Seattle area, always a joy to hit a bucket in the evening with the view."*

*"Restaurant front end. I didn't catch her name. She was quite nice and remembered everyone's food order when she saw their face."*

*"seeing the drainage improvements being made to #17"*

*"Golf course was in great shape. Keep up the good work. Also, the course starter and course marshall were very personable."*

### What could we do to make your experience better?

*"A little disappointing to hit off of mats for two of the par 3s on the back."*

*"Restrooms on the ninth all should be clean and well stocked even early in the mornings on the weekends."*

*"This would be a good course if you fixed the back nine, shortening #11 and the multiple par 3s make this course a joke. Install some nets do something this is unacceptable and why I choose to rarely play here."*

*"Better maintenance of greens and tee boxes. Space out the tee times a little bit - even when taking a double bogey I waited on the tee box of the next hole (not just par 3s) for 2-5 min each hole."*

*"Add a LOT more signs. One at each green with directions to the next tee box would be good. A map of each hole at the tee box would be nice."*

*"Always a pleasure dealing with the golf shop staff and starter!"*

## West Seattle

### What was the best part of your experience?

*"Course is well maintained and just the right amount of challenge."*

*"friends, good pace of play, friendly clubhouse."*

*"I love the course and the atmosphere of the club house. All the staff are great. Food was good. I love this place. I like that it is reasonably priced and there is nothing pretentious about it, while the course is well maintained. Just friends golfing and having fun. It's perfect."*

*"Fast Lane program is excellent, primary reason I choose WS despite living closer to Jefferson"*

*"Course was in good shape and the fairways were very good. Greens were very fast. Sunny day on a good course on the accidental island."*

*"The people running the restaurant and bar did an excellent job handling a large group that all placed orders in a short period of time."*

### What could we do to make your experience better?

*"We were planning to site outside and eat after our round, but the eating area closed minutes before, at 5:30. Surprised it wasn't open later with Daylight Savings Time in effect. A staff member in the golf shop made it possible for us to purchase a beer, which we very much appreciated."*

*"Fix a few more drainage issues around the course -- some are already being worked, it seems, but there was a lot of swampiness on the first hole (on the sides), for example, and a few other places (including some of the greens). I know it's a real challenge though, and I appreciate the efforts!"*

*"Pace of play was awful. Foursome in front of us with carts were two holes behind. There was no Marshall to speed them up. We asked them to speed up and they basically said no and gave us a hard time for asking. I play west Seattle two times per week and pace of play is awful every time."*

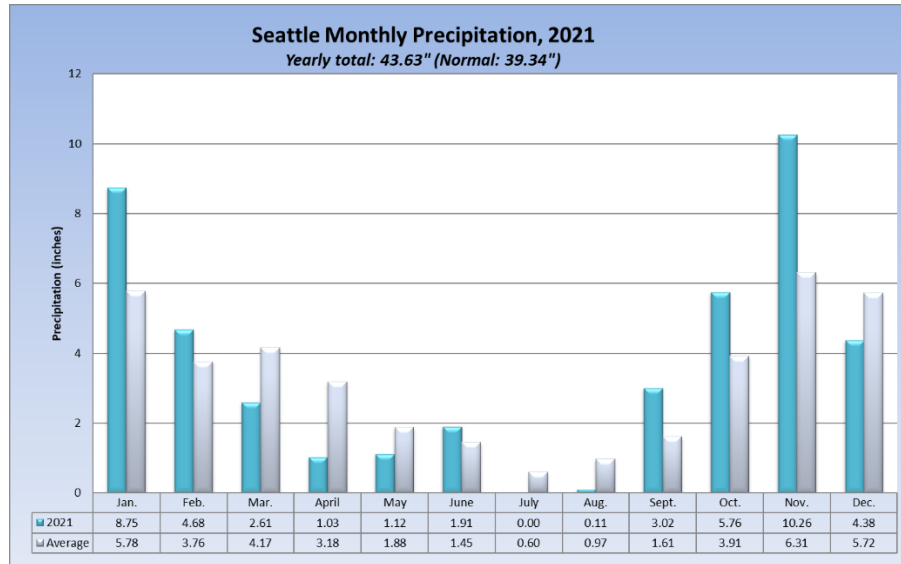
*"Would like to see a renovated clubhouse with better restaurant. Be nice to reopen the restrooms at the 14th tee."*

*"Always wish there was a real driving range... or even shot-tracking into the nets so I can see my ball flight and adjust accordingly"*

*"Better yardage signs would be helpful. Also, as for the restaurant, a suggestion for the future would be to set up a grill outside on weekends. Might not be doable, but something like that on nice, sunny days would be very welcomed and add to the atmosphere."*

## Weather Report

Weather in the Seattle area finishing the year at 43.63 inches of rain, thanks in large part to a very wet January and November, the area definitely had more than their fair share of rain in 2021.



## Facility Information

### Interbay

#### Facility Highlights

##### Golf Course

- Men's League
  - o 222 Members and 3,256 Total Rounds Played
- Women's League
  - o 181 Members and 1,381 Rounds Played

##### Driving Range

- TopTracer
  - o Added 40 additional bays in May
  - o Global Challenge Success – 3 challenges were held during the Summer and Interbay finished 1<sup>st</sup> in the U.S. in all 3.
    - May – 72 users, 464 games played, 4,177 shots tracked
    - June – 141 users, 548 games played, 4,936 shots tracked
    - July – 152 users, 652 games played, 5,869 shots tracked
  - o League Play – We hosted a Co-ed and Women's league in both the Spring and Fall. The Spring leagues were 8 weeks in length and the Fall leagues were 10 weeks. Each league consists of 3 player teams with the format for play changing each week. Our Spring league consisted of 12 Women's teams and 22 Co-ed teams. The Fall leagues had 21 Women's teams and 27 Co-ed teams.
- New Nets
  - o Our nets were replaced in November after severe winds damaged the netting in October. The nets were about 5 years past their life expectancy.



### **Mini Golf Restoration**

- Removed overgrowth
- Glued loose carpet and bricks
- Spread wood chips
- Repaired pond pumps
- New rope on pond barriers



### **Monthly Highlights:**

- January:
  - o Bishop Blanchet MG Rental – For 4 days, high schoolers from each grade came out to enjoy some mini golf for a couple hours each day in a socially distanced activity.
  - o New Instructor – Scott Rosenthal.
- February:
  - o Start of TopTracer Co-ed and Women's leagues.
  - o Re-started our weekly Ladies Night Clinics.
  - o Battled through several days of snowfall and course closures.
  - o Moved to Phase 2 in the Safe Covid Restart Program.
- March:
  - o Celebrated Women's Month by honoring all of the women of Interbay and the Premier Golf corporate team.
  - o We replaced our driving range mats and practice balls.
  - o Exceeded \$1 million in total revenue.
  - o Covid restrictions continue to reduce allowing for increased group sizes for outdoor activities.
- April:
  - o Started up Men's and Women's weekly golf leagues.
  - o Magnolia Masters Tourney – open to the public, 21 teams competed in a 2-person Best Ball tournament on the Par 3 course.

- May:
  - Total revenue surpassed \$2.5 million, and the driving range passed \$1 million.
  - Mother's Day Promo was very popular. We offered all mom's a complimentary small bucket, round of mini golf, or round of golf after 3pm.
  - Washington Athletic Club events hosted by our instructor Gilbert Quitlong – Mini Golf night and Glow Ball Event.
  - TopTracer addition – 40 more monitors added outfitting the entire range.
- June:
  - Women's Golf Month celebrated. Awesome specials offered all month long.
  - Kickoff of Summer Junior Camps.
  - Covid Restrictions Lifted – Mask mandate removed, benches, ball washers, and water stations returned to the course, rentals clubs allowed again, loaner clubs for the driving range approved, and no more sanitation of range buckets necessary.
  - Ron Hanson welcomed back to the instruction team.
- July:
  - Celebrated Family Golf Month with specials all month long.
  - Hosted a fun range night event for the Magnolia Chamber of Commerce members to show off some of the fun activities Interbay has to offer.
  - Fun club outings to Jackson Park for our Women's club and to Chambers Bay for our Men's club.
- August:
  - Passed \$4 million in total revenue for the first time as a facility.
  - Annual Seattle Cup competition. Unfortunately, Team Interbay's comeback fell short.
  - Delta variant takes over - staff and customers required to mask up again.
- September:
  - Total revenue passed \$5 million.
  - F&B revenue passed \$1 million.
  - Golf Course revenue passed \$800,000.
  - Lesson revenue passed \$500,000.
  - Men's and Women's leagues wrapped up.





- Hosted a 2-person scramble open to all ages & skill levels. A total of 38 teams played.



- October:

- Annual Halloween Family Fun Weekend. Lots of customers came out in their costumes to enjoy some haunted mini golf and trick-or-treating.
- Windstorm that damaged the driving range nets
- Started up our Fall TopTracer Co-ed and Women's leagues
- Breast Cancer Awareness month on the golf course with pink flags and holes.



- November:

- Net replacement project completed in the middle of the month.
- Asked to check vaccination status for all customers and staff due to an increase in Covid cases.
- Replaced range balls, repainted safety lines and stall dividers.

- December:
  - New payroll system (UKG) rolled out in the middle of the month.
  - Winter Junior Camp (had to cancel the second week due to snow and cold temps).
  - White Christmas – snow fell on Christmas night and it stuck around all week leaving the course closed and causing a reduction in facility hours to preserve range balls.





## Jackson Park

### Events

- Jackson Park Men's Golf Club resumed their normal event schedule
  - Tuesday Morning League
  - Thursday Evening League
  - Saturday League
- Jackson Jills Women's Golf Club resumed their normal event schedule
  - Thursday Morning League (AM Reverse Shotgun Once a Month)
- Seattle Fire Fighters League
- Boeing Employee Golf League
- GSWPGA – Great Seattle Women's Public Golf Association
- WJGA – Washington Junior Golf Association – District Event
- Metro Golf - Girls Championship – October 2021
- Mineral Springs Disc Golf Club – October 2021
- Seattle Amateur – September 2021
- First Tee (Winter/Fall Clinic Series) 4 hr. Saturday classes with First Tee coaches and Jackson Park Professionals



Mineral Springs Disc Golf Event



Metro Girls Championship



Seattle Amateur Round 1

### COVID-19 Response

- Shotgun tournaments were suspended for outside events
- Plexiglass shields are installed in front of both the pro shop and restaurant POS terminals
- Hand sanitation stations are located at each POS terminal
- Rakes were returned to the bunkers
- Cash transactions resumed
- Safety and informational signs at every entrance to the pro shop, restaurant, and range
- Safety and informational signs are posted at all registers on the plexiglass shields
- The Jackson Park Grill followed all indoor dining guidelines and restrictions

- Tee line spacing on the range was widened in accordance with the Washington State Department of Health guidelines
  - Every power cart is washed and sanitized before rental
  - A temperature check station is in use in the office
- Vaccination status of all employees has been checked

## Jefferson Park

Jefferson Park is home to the Hi-Tee Little League golf program. Their mission statement is, “Our goal is to take guns out of the hands of the youth and replace them with golf clubs. Teach them to take a shot with a 9-iron golf club and not a 9mm gun. We look to give the youth the opportunity to learn life skills through the game of golf. We will encourage and empower youth through fun and challenging experiences by supplying a platform based on Education, Integrity and Leadership skills. The program will help youth grow on and off the golf course.”



The price of a round of golf shouldn't be a barrier for a young person who wants to play – that's where Youth on Course comes in. They provide 130,000+ members with access to play over 1,700 golf courses for \$5 or less, giving them opportunities to learn lessons that can be taught in a way only a golf course can. And beyond affordable golf, we provide opportunities for young people to get the support they need to succeed through career prep, leadership, and scholarship programs. Jefferson Park hosted 750 Youth-on-Course rounds in 2021 and remains a very popular program. Especially popular with the First Tee headquarters being located here at Jefferson Park.



### Covid information related to 2021

Limited banquet/event business due to state mandated size restrictions.

Limited seating in the restaurant to follow state mandates.

Mask requirement inside the building.

Proof of vaccination inside the building/indoor dining.

With limited Food & Beverage service options and extremely limited group event opportunities, the banquet room received some TLC upgrades including paint, track lighting, mobile bar, upgraded tv. (Estimated total from throughout the year = \$5,500). The Goal is to be ready to host events and promote the Jefferson Park Banquet business as soon as Covid-19 restrictions allow.





**New Equipment with photos**

New Yamaha power carts



Tag Marshal cart GPS tracking



The Northwest Turfgrass Association conducted a study on European Chaffers (June Beetle), that can cause significant damage to Golf Courses, Athletic Fields, Parks, and home lawns. They feed on the roots of turf grass as larva and grow into adults and mate in trees. The data collected will be used to determine a threshold level before treatment is needed. The hope is that growing healthy turf - treatment will not be needed.



On February 27<sup>th</sup> Jefferson Park hosted the 2021 WAC Cross Country Championships. California Baptist U. came into the event as the betting favorites and came out on top at the finish line. Utah Valley and Grand Canyon rounded out the top three respectively.



On August 28<sup>th</sup> Jefferson Park hosted Seltzerland on our Short 9 executive course – a one of its kind tasting adventure sampling the finest Hard Seltzer beverages on the market. It was a busy day and there was a lot of work to ensure the event was a success. Jaime & Ryan worked with the team from Cannonball Productions to coordinate dozens of deliveries and staff to keep things running smoothly.





On September 25<sup>th</sup> we again partnered with Cannonball Productions to host the annual Bacon & Beer classic. Prior to COVID these types of events were held at large indoor event spaces. Cannonball had reached out to Jefferson Park in early 2021 exploring “outside the box” ideas. Utilizing the short course created a win-win solution for the event company and created extra revenue at Jefferson Park. Not only from a course rental fee but added foot traffic created from the events that generated extra cross over dollars.



## West Seattle

The Food & Beverage department was hit hard again in 2021. Covid restriction lingered most of the season. Either capacity limitations, mask requirements or general concerns about 'indoor dining' curtailed revenue for the restaurant. Yes, we had a 38% gain from 2020 but we are still about \$100,000 behind our pre-Covid benchmark. A good portion of the \$100,000 shortfall compared to 2019 is the fact that our Banquet Hall remained closed for most of the year. Limitations were lifted but no one was booking indoor gathering events.

Another major item of note that impacted revenue for the restaurant was that we went the last 7 months of the season without a beverage cart. The engine failed and Yamaha still has not repaired the engine (warranty engine is stuck in supply chain issues). My estimation of the loss of revenue from the Bev Cart loss is \$40,000. We did our best to service golfers by loading up a regular cart with a couple of coolers but daily numbers always seemed like they were 50% off compared to days with a working full service beverage cart.



Cost of Goods Sold remained on budget at 33%. However, our payroll to revenue percentage was still a little high (42%).

## 2021 In House Improvements made by Staff

- Restriped the parking lot – savings of about \$3,500
- Complete oil change in fleet of 63 golf carts and beverage cart
- Painted Scoreboard
- Re-installed anti slip walking path on #7 bridge
- Repaired broken railing on #12 bridge
- Estimated cart repairs of \$12,000 was completed without having to send carts back to Yamaha for more expensive repairs.

## A Year in Review at West Seattle

### January Shamble III

January 2021 brought with it the 2021 January Shamble III.





## A Few Events and Their Winners

Seattle Am Champ



Seattle Am Runner Up



West Seattle Golf Club Champ



Senior Club Champion Mark Defaccio



West Seattle Amateur Champ Tony Vowels



## Meet the Ladies of West Seattle

Ladies' Club Champ Awards



Maggie Anthony Ladies' Club Champ



Ladies Team Championship II



Ladies Kick Off Patio Seating



Ladies' Club Maplewood Pro Am



Ladies Spring Kick Off





### Memorials and Donated Benches

During 2021 West Seattle was honored to receive Memorial Benches from the Jeff Clark and Keith Adams families. Memorial services were hosted at the golf course and our volunteers take the care of these new donations very seriously keeping them clean in honor of the memory of Jeff and Keith.



## High School and Junior Golf

High School Season Started HDR



High School Tryouts



High School Season II



Junior Scramble I



Junior Scramble VII





## Changes at the Course

January Storm Tree Damage



Stuck in the Mud



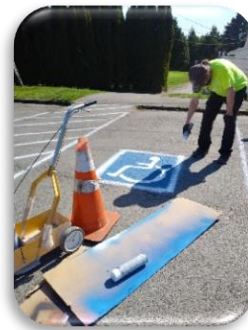
Concrete to Expand Outdoor Seating



Electrical Upgrade



Parking Lot Paint



Divot Crew Volunteers



New Golf Cart Fleet



New Score Card Front



New Foyer Fox Logo Carpet Mat



## Course Reports

### Interbay

#### Range

- Installed 40 more Top Tracer monitors. Now available in all 80 stalls.
- Pressure washed upper and lower level of tee line
- Removed all debris from the driving range
- Replaced hitting mats
- Re-painted all stall dividers and lower-level safety lines
- Added gravel to several holes on the range field
- Nets replaced
- Added tables and chairs back on the range

#### Clubhouse

- Painting touchups throughout the building
- Added hand sanitizing stations at the ball dispensers and used club area

#### Mini Golf Course

- Major brush and tree removal
- Re-glued loose bricks and carpet
- Added wood chips to bare areas throughout the course

#### Exterior

- Fencing repaired/replaced in the entrance, driveway, and along 15<sup>th</sup> Avenue
- Removed damaged U-Haul storage unit that was used for storing excess patio furniture

The following table contains our assessment of the course conditions as of December 31, 2021 as required in Paragraph 6.4 of the Golf Course Management Agreement. The Master Plan was supposed to address many of the capital needs at all of the courses. However, as most of the Master Plan items were never completed, as evidenced in these sections of the Annual Reports, there are multiple unmet capital needs at all of the courses.

Interbay Golf Course			
Area	Concern	Notes	Status
Mini Golf	A water leak may potentially undermine integrity of the mini golf ponds.	The ponds have developed leaks in addition to the waterfalls which have the potential to undermine the substructure, causing a collapse of the waterfalls and ponds. The leaks also spill onto the holes themselves which create muddy/wet conditions in certain areas and detract from the aesthetics of the putting course. <b>This is still an issue and our goal is to drain the ponds Spring 2021 and try to repair any visible cracks if possible.</b> Limited attempts were made to try and repair cracks, but no progress was made. Beyond the issues listed above we continually have to re-fill ponds during the Spring/Summer to keep water levels high enough.	In Progress
Mini Golf Course	Waterfalls are not operable.	Two of the three pumps on the mini golf course are not operable and therefore the waterfalls on the course do not work. Areas have become overgrown and the ponds become stagnant and guests complain of the smell and appearance. <b>This concern was addressed in 2020 as 2 new pumps were ordered and put in during the COVID shutdown. Waterfalls are back in business.</b> Waterfalls continue to operate well with the new pumps.	Completed

Driving Range	<p>The driving range turf has numerous potholes which is hard on the equipment and will shorten the life of the range balls.</p> <p><b>PRIORITY!!</b></p>	<p>The driving range NEEDS to be repaired!! The turf is torn in several places, large potholes have formed and are causing severe stress on the range equipment and staff, and the driving range is visually an eyesore to all customers. The condition will only continue to worsen over time and as it does, will make picking the range slower and more difficult. As conditions worsen on the driving range, there will be additional expenses for repair, replacement of equipment and range balls, and additional labor expense. <b>Please make this a priority. The field gets worse on a daily basis and thousands of range balls are not able to be used as they are filling the hundreds of holes on the field and are not able to be picked. Minor improvements have been made here as we have brought in loads of gravel to fill some of the deeper holes. This is only a Band-Aid fix and true resources need to be put back into the field before we are not able to pick balls.</b></p>	In Progress
Patio Awning	<p>The patio awning needs replacement in order to accommodate guests in a covered and heated environment.</p> <p><b>PRIORITY!!</b></p>	<p>The patio awning needs replacement in order to provide our customers a heated and covered area for banquets and events. The awning that was originally purchased in 2007 is no longer supported in terms of repair and available parts. If the awning goes unrepaired, we face the threat of parties and events looking elsewhere for covered and heated space, especially during times of inclement weather or during the shoulder and off-seasons. <b>The awning was removed in March 2020. The cover would not fully extend, the sides were damaged and would not close, and the cover had developed several leaks. Currently there is no covering for the patio outside of the few table/umbrella combos we have. We are in the process of obtaining a bid for a replacement in 2021. Funding was provided for this project late in 2021, which is great news. As of February 2022, the new awning structure is being built with a target date of being completed by May 2022.</b></p>	In Progress



Kitchen	The Interbay kitchen needs to be expanded in order to handle more events and catering opportunities.	The Interbay kitchen needs to be expanded in order to accommodate more events and catering opportunities. The current size of the Interbay kitchen is only 288 square feet. This size limitation and lack of equipment prevents the kitchen from turning over events and booking more events, especially same-day parties. Expanding the kitchen and seating area will allow for additional revenue and profit as more events are booked. <b>Would be nice. Still a wish!!</b>	Not Started
Driveway/Entrance	Fencing along 15 <sup>th</sup> and entrance into parking lot is damaged and looks terrible.	The fencing along 15 <sup>th</sup> avenue and lining the driveway to the parking lot has sections missing, poles damaged, and visually looks bad. The missing sections no longer provide a boundary to the property and make it easy for anyone to enter. <b>Quotes have been produced for the needed repairs and have been provided to the City for approval. All City Fence was able to repair the damaged fencing in 2021. All damaged areas have been repaired and the fence is complete.</b>	Completed
Driving Range	Netting needs to be REPLACED!! <b>PRIORITY!!</b>	The netting around the range has become worn and frail. It has exceeded its lifespan of 10-15 years. Large holes are continually opening allowing golf balls to leave the driving range. <b>A temporary fix was added in 2020 when chicken wire was purchased to cover up the holes along the bottom portion of the driving range net. This has helped keep most balls in the driving range. Now we are dealing with extremely large holes in the upper panels of the netting, which could allow golf balls to trespass out of the range. Bids have been received and have been provided to management as a full replacement is required at this time. We experienced a major windstorm in October of 2021 that resulted in serious damage to several portions of our range netting. This resulted in immediate replacement of the netting. The new net is up and working great!!</b>	Completed

Entrance Sign	Interbay entrance sign is outdated and needs to be updated	<p>The Interbay sign located at the entrance on 15<sup>th</sup> avenue is extremely outdated. The services offered are not correct and the reader board is damaged. The look is not appealing and does not fit with the image we want of our facility.</p> <p>Certainly, something that should not be dismissed, but replacement or new signage is quite expensive, and I would rather see \$\$ used elsewhere. This is still something that needs to be considered for refurbishment. The information is severely outdated.</p>	Not Started
Golf Course	On course amenities are worn and needs updating	<p>The golf course has ball washers, garbage cans, benches, and signage that is old, dated, and damaged. A little updating can go a long way in providing a better overall experience for all golfers with working ball washers, sand/seed divot mix, broken tee containers, and better signage.</p> <p>Superintendent and GM are working together to obtain better overall signage for the course. Plans are for new yardage signs, tee directional signs, broken tee containers, ball washers, etc....</p> <p>Sand/Seed bottles were purchased in 2020 to give customers the opportunity to help fill their divots while playing to maintain better overall course conditions. The course is still in need of improved signage. Ball washers were painted and benches were touched up. GM to revisit the status of this with Superintendent.</p>	In Progress
Golf Course	Practice Bunker and pitching green area needs to be improved	<p>Practice bunker needs to be re-shaped, redesigned, and sand added to make more playable for multiple guests. A new green needs to be added to make the area safer and allow golfers to hit to multiple greens. Small improvements were made in 2020. Sand was added and a small green to the South of the bunker was created. This area still needs some attention, but the maintenance team is working on improving the area. This area continues to be heavily used, but due to staffing limitations in 2021 no further improvements were made to this area. Hopefully 2022 will allow for the finishing touches to be completed.</p>	In Progress

Golf Course	Hole #6 Back Tee Box Removal	<p>The back tee box on hole #6 is in poor condition, causes pace of play issues, and is not necessary. Efforts will be put forth by the maintenance team to lengthen the original tee box to extend hole length to approximately 200 yards allowing for a more enjoyable playing experience.</p> <p>Plans are to plant a tree or two on this tee box to prevent golfers from playing from it. It is too difficult to maintain and does not need to be an option for our golfers. The back tee box on hole #6 is no longer a playing option. We have let the native grasses and vegetation take over the area. Work has begun on lengthening the current tee box to allow for the hole to play up to 200 yards.</p>	In Progress
Mini Golf	Brush/Tree Removal	<p>Mini Golf course is a challenge to maintain with limited labor hours devoted to the upkeep. The goal is keeping the overall facility image consistent throughout the property so in order to achieve this many bushes, shrubs, and/or trees need to be removed or relocated from the mini golf course. A meeting was arranged with an arborist from the city. We now have a clear direction on things we can do to clean up the mini golf landscape. Improvements will look to be made in Spring/Summer of 2021. In 2021 we began removal of several bushes, shrubs, and trees that were simply overgrowth. In doing so, more natural light is available for the course and there is far less debris to pick up in the Fall. This project is almost complete, but we still have a few things to still trim up or remove, which will take place in 2022.</p>	In Progress
Mini Golf	New Turf - Needs Replaced ASAP!!	<p>The condition of the mini golf turf is deteriorating in several areas. Too much moisture and bad layout are to blame for many holes having loose and/or damaged turf. Replacement needs to be considered soon. This still holds true and is in need even more as several tears are visible throughout the course, sections of the turf at the teeing areas have been removed due to so much wear and tear, and throughout the year we had to re-glue several large sections of turf. Bids for replacement are being sought with hopes for approval of replacing in 2022. The overall condition is certainly an eye soar for all customers.</p>	Not Started

Mini Golf	Aesthetics	The continuation of improving the overall aesthetics really took a step forward in 2021. Over time areas throughout the mini golf course have continued to get worn out. We brought in loads of wood chips to spread out in the open spaces around each hole. While a minor addition, it has really made quite the difference in the overall look of the mini golf course. In 2022, we have plans to continue adding wood chips as necessary while working to minimize the overall need for continual upkeep in future years.	In Progress
Mini Golf	Pond Sludge/Debris	The ponds on the mini golf course have become full of debris (sand, rocks, leaves, twigs, etc..) and need being deep cleaned. This was last done in 2020 during the COVID shutdown, so they are overdue as this should be completed yearly to help reduce odor and algae build up. Bids have been requested and we are looking to have this project completed by April 1st.	In Progress
Driving Range	Age/Condition of tubing that carries range balls to dispensers	The tubing that carries the range balls from our ball wash station to the dispensers need full replacement. The last time the entire line was changed on both levels was more than 10 years ago. Over time several new sections of tubing have been added to replace damaged areas. We have very little replacement tubing left and this is a vital part of our range operation.	Not Started
Parking Lot	Re-Stripe parking stalls, paint fire lanes, and identify no parking areas	Parking stalls need to be re-striped. Current lines are very faint and were last painted a couple years ago. The fire lanes need to be re-painted as well. We often run out of parking spots in the Summer, which causes customers to park in no parking zones. These no parking zones need to be clearly identified with signage.	Not Started
Golf Shop	Replace Carpet	The carpet in the building is outdated, worn, dirty, and needs to be replaced!!! These areas include the golf shop, stairs, upper level, back office, and corporate office. Carpet cleaning has been attempted, but the condition is far beyond a routine cleaning.	Not Started

Driving Range	Additional TopTracer Bays	<p>The success of TopTracer has far exceeded expectations since installation in 2019. To add TT monitors to all 80 bays at Interbay would provide a unique experience for all guests. With only 40 TT bays currently we often have customers waiting for TT bays to become available during our peak times. As we continue to grow our TT league presence as well it would be a great addition to consider. Current pricing quotes for the addition are being obtained. In May of 2021 the remainder of stalls were outfitted with Top Tracer monitors. With all 80 stalls now functioning with TopTracer we have been able to run leagues without disrupting the general public. We have seen increased revenues and the popularity of the product continues to grow.</p>	Completed
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## Jackson Park

### Course Maintenance

- Greg and his crew continued their extensive project to GPS all sprinklers and valves on the course to build a comprehensive map
- Four new irrigation heads were installed on #9 tee to eliminate the need for hoses on the white and blue tee box
- The driving range sand and fertilization program has greatly improved turf conditions
- Toward the end of May, the team started installing irrigation on #8 tee, the last of the tee boxes with no automatic irrigation
- There was some damage on greens #5, #13, and #15 due to extreme heat and broken sprinkler heads during the summer
- The driving range was also aerated and seeded for the first time in October to keep us open if possible as the rain continues into the winter
- Numerous drains were cleared and unclogged throughout the year to prevent standing water on the cart paths
- A sink hole formed on the 12th fairway at the bottom of the hill in early November and is being investigated by Seattle Parks Drain Water Crew



Hole 8 Tee Irrigation



Hole 8 Irrigation



Hole 9 Tee Box Irrigation



Hole 9 Irrigation

### Range

- Range was deep cleaned and power washed
- Sand and seed program for the infield was put in place to help alleviate drainage issues
- Additional yardage signs were placed on the driving range. The new signs are significantly larger than current banners and are easier for the guests to see.
- Conditions deteriorated quickly at the end of November and starting December 1st we moved to a modified range schedule (Closed M-W).
- TopTracer was installed in early 2021 and the service went live mid-March.
- A new picker and John Deere Gator were purchased for the range and delivered in February.



- New range mats were purchased and installed on both upper and lower decks
- A larger than usual order of full flight range balls was purchased for the season in hopes of alleviating a ball shortage due to poor conditions in the later part of the year

### Carts

- A new fleet of 55 golf cars was delivered towards the end of the season
- The new Yamaha fleet comes equipped with USB charging ports and allows our Player Assistants to stay out on the course longer and stay connected to live pace information via a web portal
- Tag Marshall golf car GPS trackers were installed in early 2021 to analyze and manage pace of play
- A flat screen television was installed in the pro shop with Tag Marshall pace of play information for our players



**New Ball Picker and Gator**



**New Yamaha Golf Car Fleet**



**Tag Marshall GPS Course Map**

*The following table contains our assessment of the course conditions as of December 31, 2021 as required in Paragraph 6.4 of the Golf Course Management Agreement. The Master Plan was supposed to address many of the capital needs at all the courses. However, as most of the Master Plan items were never completed, as evidenced in these sections of the Annual Reports, there are multiple unmet capital needs at all the courses.*

JACKSON PARK		
Area	Concern	Notes
Executive Course	Disc Golf – Alternative use	We are working on setting up the short course for disc golf. We strongly believe that this could be a significant source of new revenue, while offering recreational activities for non-golfers.
Driving Range	Drainage is inadequate	We are losing thousands of dollars a year in plugged range balls and the conditions on the range become so poor in the winter/fall that we are forced to close the range M-W to pick enough balls for the rest of the week.
Regulation Course	Hole 12 - Balls leaving the course	It is necessary to install a net on the right side of this fairway. Golf balls from errant tee shots exit the course into the Executive Estates parking lot causing damage to the windshields of vehicles parked there. This is a safety concern and repairing broken windshields is a considerable expense.
Executive Course	Greens 7 and 4 need to be rebuilt	Hole 7 green is nearly unplayable. There is very little green left on the front and right side. The rest of the green is sand. Hole 4 green receives little sunlight due to the surrounding trees and is nearly unplayable. These green conditions have led to the lack of play on the executive course causing a decrease in revenue.

Café	Electrical inadequate	Electrical service is inadequate. Service needs to be upgraded and rewired. Major dollars have been spent on repairs over last few years. Café is too hot in summer due to lack of electrical to run fans and or install air conditioning.
Café	Kitchen ventilation	Ventilation in the café kitchen is inadequate. In the summer months it is uncomfortably hot and the air fills with smoke.
Café	Asbestos Removal	Asbestos was found in the Café ceiling during maintenance work and needs to be professionally removed.
Pro Shop	Basement asbestos may create health issue	Asbestos needs to be professionally removed.
Pro Shop	Basement boiler unit needs to be replaced	The main boiler is now inoperable, and we have been working without heat for the entire winter in the Pro Shop and office.
Pro Shop	Roof	There is a leak in the roof over the men's bathroom and in the southwest corner of the women's lounge
Regulation Course	On course restroom is unusable	In serious need of updating the existing comfort station and/or replacement of the building. There is no water running to the building. The Honey Bucket rentals are costly, an eyesore and the service of these rentals is inadequate.
Regulation Course	Water fountain is unusable	The water supply to the bathrooms and on-course water fountain has not worked since 2014. The water line was damaged due to range construction in early May of that year. As of December 2019, this has not been completed. The water control valve was covered during construction of the new tee box on hole 10.

Regulation Course	Poor design (Hole 1)	This hole was rebuilt in 2003. The new design causes problems with getting players off the first tee in a timely manner, <b>resulting in an annual revenue loss approaching \$100,000 per year.</b> Our USGA visit in January 2018 confirmed the problems with the design and offered a solution. By rearranging the tee box on Hole 2 and lengthening Hole 7 we can keep the golf course as a par 70 and alleviate most of our pace of play issues. This hole needs to be redesigned.
Putting Green	Lighting	Installing lighting around the putting green will offer late night putting on shorter days and increase driving range participation as well as additional sales in the cafe and pro shop.
Regulation Course	Cart Paths	Paved cart paths are needed around the entire regulation course. The potholes that form every year are a hazard to our walking players and stress our golf car fleet. At the end of 2021 some of the cart paths are unusable and players are forced to drive on and damage the grass.
Pro Shop	Electrical is inadequate	Our electrical capacity needs to be improved. We lack an adequate number of electrical sockets and our breakers trip frequently.
Pro Shop	Restrooms	Both restrooms in the pro-shop are in desperate need of repair. The walls need to be repainted and the floors need to be resurfaced. They are in deplorable condition.
Cart Building	Install a back entrance	Without a back entrance to the golf car barn, we are unable to properly rotate our fleet. We have frequent breakdowns and repairs are a considerable expense. Lack of proper golf car rotation shortens the life of our fleet.

Parking Lot	Install Lighting	The lighting in the parking lot is severely lacking. The driving range hours have been extended and we have customers and staff onsite long after dark. This is a security risk and must be rectified.
Parking Lot	Resurface/Reconfigure	Jackson Park is losing significant revenue due to inadequate parking. It is also keeping us from installing Top Tracer on the range. This was an issue before the new range was built and has become more acute now that the driving range is complete.
Regulation Course	Sand/Seed Stations	The addition of sand and seed stations throughout the golf course will help customers fill in divots and keep up the appearance of our fairways and tee boxes.
Regulation Course	Hole 8	Hole 8 is now completely tied into the irrigation system
Regulation Course	Add bunker to Practice Green behind Hole 7 green	The addition of a bunker at the practice green behind Hole 7 will add additional instructional services as well as revenue in the instructional department through short game lessons.
Pro Shop	Exterior	The pro shop exterior needs to be repainted and the brick flower beds need to be deep cleaned and grouted. Debris from the surrounding trees accumulates in the gutters. This prevents proper drainage and causes leaking as well as misc. growth on the roof.
Driving Range	Pave Entrance	The front entrance of the Driving Range needs to be paved and the cobble stones removed. The cobble stones are a safety concern as customers have fallen from twisting their ankles from the uneven ground.

Driving Range	Elimination of tent and adding gazebos	The existing tent is an eye soar and very costly to put up and take down on a yearly basis. Purchasing 8-10 gazebos will elevate the appearance of this area and allow for year-round seating with better views of the golf course.
New Club House	Increase of revenue	A new clubhouse is desperately needed. The clubhouse and pro shop are very dated as the building was built in the 1930's. The existing cafe doesn't allow for appropriate seating during our prime months. The temporary tent structure that we use for banquets/events is unattractive and cannot accommodate more than 80 customers. We are unable to offer full course shotguns, wedding venues, birthday/retirement parties because of the lack of space required. We continue to lose revenue by not having a full-service venue for our customers.
Cart Washing Station	Storm Water Compliance	In 2015, the storm water compliance dept. of Seattle came out and told us that we had to install a cart washing station so as the water wouldn't trespass into the storm water drain. In 2017, the decision was made by the City, SPU, and agreed upon by the Storm Water Compliance Dept. to position this washing pad by the existing cart building. Plans were drawn up and bids were obtained. In the fall of 2018 when the bids were reviewed, it was decided that the \$50k needed for this project would not be granted. In December 2018, a solution to the washing procedure was introduced and passed by the Storm Water Compliance Dept. This procedure was put into place Jan 2019. This procedure is seen as <b>a temporary solution</b> , but a washing pad is still needed and should be a priority as a washing pad will ensure that Jackson Park remains compliant.



## Jefferson Park

### Course

- Hole #11 and #12 continue to be a significant problem at Jefferson Park due to ball trespass issues. Most of our complaints from the player surveys still indicate that golfers are disappointed with holes 11 and 12. Despite the increase in overall rounds and revenue in 2021, there is major concern from previous and future clients that Jefferson Park may not be equipped to handle major events and tournaments in 2022 without re-gaining yardage on the back nine.

### Course improvements in 2021 included:

- Reshaping bunkers on #7 and #14 – Championship course
- Removal of some unsafe trees throughout the course
- Addition of bunkers on #7 to help prevent errant shots off the course
- Additional drainage added on #17 and #14 for better conditions during the wet months

During 2021 we faced new challenges brought on from the Covid-19 pandemic. In order to keep guests safe on the course as well as around the building we implemented the following procedures according to Washington State law:

- Utilize on-line or phone tee time reservation systems to pre-pay and limit interactions and restrict payments to credit cards only to eliminate the handling of cash.
- Regularly sanitize counter tops, doorknobs, other common surfaces, range buckets, golf carts, push carts, cash registers, score posting kiosks, and other frequently touched surfaces including employee used equipment.
- Eliminate cups and holes on practice greens.
- Remove bunker rakes and other on-course furniture like benches, ball washers, water coolers, etc.
- Eliminate on-course garbage cans, encourage golfers to carry and properly dispose of their own garbage when leaving the course.
- Modify driving range hitting areas to ensure a minimum 10-foot separation between players.
- Place appropriate signage outside the pro shop and clubhouse plus at the first tee entries briefly outlining the current Covid-19 guidelines in place.
- Increase the number of hand sanitizing stations throughout the clubhouse area and check-in areas.
- Restrict access where unauthorized visitors may enter, most specifically “back of the house” doors and entry points.
- Increase frequency of HVAC system filter changing.
- Ensure restrooms are frequently cleaned and appropriately sanitized throughout the day.
- Eliminate sit-down food and beverage services, and recommend customers use pre-order “take-out” or “to go” services only. Consider offering cart-to-cart delivery if feasible.
- Ensure operations follow L&I requirements to protect workers.
- Vaccination requirements for entry into the clubhouse.
- Mask requirements while indoors

### Range

All the above health safety measures were also applied to the range. Due to this, guests focused more on serious practice sessions instead of using the range as a social gathering. TopTracer was used primarily in a different manner in 2021 opposed to pre-pandemic usage. In 2019, the focus was on creating leagues and events on TopTracer to generate revenue. Starting in 2020 and continuing into 2021, we focused on attracting individual players to visit our facility and utilize TopTracer during their practice session. The versatility of the TopTracer software to attract all skill levels and all practice styles helped our range utilization in 2021. This prepares us to utilize the software in multiple ways once we can safely allow groups and events in 2022.

*The following table contains our assessment of the course conditions as of December 31, 2021 as required in Paragraph 6.4 of the Golf Course Management Agreement. The Master Plan was supposed to address many of the capital needs at all of the courses. However, as most of the Master Plan items were never completed, as evidenced in these sections of the Annual Reports, there are multiple unmet capital needs at all of the courses.*

Jefferson Park Golf Course			
Area	Concern	Notes	Year End 2021 Update
Golf Carts	New fleet is gas powered.	New cart fleet delivered fall of 2021	New fleet is gas powered despite the recommendation by the master plan to move to electric. Electric carts are in short supply due to the pandemic.
Gravel Cart Paths	Potholes damage carts and tough to drive on	New cart paths were part of the master plan project but were not constructed due to budget constraints. Cart paths are full of potholes, damaging cart axels & rough ride for golfers, reducing cart revenues and increasing cart maintenance expenses.	Cart path issue has not been addressed and still creates rough riding for golfers and damages under carriage of golf carts.  No Change in 2021 – As the City contemplates the move to electric golf carts paved and complete cart paths will be needed; with conventional carts this is preferred to reduce wear and tear on the carts from the rough terrain of the current dilapidated condition of the cart paths.

9th Tee	Screening from approach shots to 8th green	Trees could be added to better protect golfers from errant approach shots.	This has not been addressed, but no reported incidents occurred in 2021.
6th Tee	Screening from tee shots to 5th fairway	Trees could be added to better protect golfers from errant tee shots.	This has not been addressed, but no reported incidents occurred in 2021.
1st, 2nd, 18th Fairways	Better tree screening to protect the roads	Each year golf balls hit from course damage cars and homes off these holes. Steps MUST be taken to avoid damage/injury incidents. Plans to redraw fairways and add bunkers to promote left aiming are underway.	Approximately 30 reported incidents of golf ball trespass were reported concerning damage to vehicles from errant shots off the 1st, 2nd, and 18th holes.
Water Hazard on Hole 15	Leaks badly & unsightly when empty	Old, paved, man-made water hazard badly leaks water. Costly to refill. As a result, it must sit empty and is very unattractive. Plans to convert into a waste bunker.	Water Hazard continues to sit empty. No current plans for renovation.
Course	Comfort Station	On course comfort station is in serious need of an update or replacement.	As of late 2021, no attempt to resolve this issue has been started yet but are being planned for 2022. The Honey Bucket rentals are costly as well as an eyesore and the service maintenance of these rentals are inconsistent for our guests.
Cart Barn	Temporary tent needs to be replaced	Currently a temporary tent houses the golf cart fleet. To address the desire to replace conventional golf	No changes in 2021

		carts with electric carts, a new cart barn for the electric carts will be required.	
Range	Netting repairs	For the second time in less than a year, repairs will need to be made to the nets on the range to ensure the safety of our guest and park patrons. Each time the nets need to be repaired it's approximately \$20,000 to \$25,000. Due to the age of the nets and deterioration, this issue will continue to happen until full replacement of the nets occurs	Netting repairs planned for spring of 2022.
Irrigation System	20 years old	Various mainline leaks and inadequate coverage.	No significant updates in 2021.
Banquet Room/Patio	None	The Banquet program at Jefferson Park was expanding pre-COVID-19 and is expected to continue to increase once events start to re-occur.	Minor aesthetic changes were made to the banquet room in anticipation for a busy 2022 season.

## West Seattle

*The following table contains our assessment of the course conditions as of December 31, 2021 as required in Paragraph 6.4 of the Golf Course Management Agreement. The Master Plan was supposed to address many of the capital needs at all of the courses. However, as most of the Master Plan items were never completed, as evidenced in these sections of the Annual Reports, there are multiple unmet capital needs at all of the courses.*

West Seattle Golf Course		
Area	Concern	Notes
#18 Right Side	Balls leaving property	There is still the threat of injury to golfers who are practicing on the putting green. The threat diminishes each year as the new trees grow.
Bridge #12	Not appropriate for carts	Updated bridge so that it meets more appropriate safety guidelines. Not a permanent fix as it is still too narrow for cart traffic but one that should get us a few years.
On Course Bathroom #14	Porta Pot	The permanent bathroom has been decommissioned for years due to its dilapidated condition. This comfort station needs to be replaced with a new facility.
Hot Water	None	Hot water does not reach any of the bathrooms in the facility.
Electrical	Stretched to its limit	Partially completed - serious issues in the restaurant have been addressed but others continue to pop up from time to time.
Perimeter Fencing	Holes / damage	Vandalism from neighbors has produced several holes in the fence surrounding the perimeter. It is difficult to keep non-golfers off the course.
Plumbing	Breaking / blocking	75-year-old plumbing is becoming blocked in both intake and drainpipes. Several hundred dollars per year spent in keeping drain lines open.
Outside Cart Storage	Uncovered, exposure to weather	There is a need to construct a cover to the outside storage area. Carts are exposed to the elements which ages the carts rapidly. The expanded cart storage area was constructed and completed in 2015. We will now have about 37 carts stored outside and exposed to the elements.
New Cart Building	Electric Cart Fleet	To address the desire to replace gas golf carts with electric carts, a new cart barn for the electric carts will be required. A potential place is to place these carts underneath the clubhouse.
External Clubhouse Paint	Chipping, exposed wood, discoloration, bubbling	Paint on building is old, chipped, peeling and susceptible to rotting wood is present. The paint condition is a poor representation of our wonderful golf course. It was originally identified as a problem and in



Gutters	Weak, failing	3/4 of the gutters have been repaired but other Gutters need replacing as some are leaking or unable to handle the extent of water in the winter.
Front Men's Bathroom	Remodel	This bathroom is not equipped to handle the traffic it receives. Very small and only 3 heads. Tile is damaged due to metal spiked shoe era.
Cart Paths	Hard surface all paths	Cart paths that intersect "service roads" are not paved. Often those roads are filled with holes which contribute to the premature aging of the cart fleet. Paved and complete cart paths will be needed for gas golf carts and are preferred for conventional carts.
Corner Flashing	Failing and rotting	Some of this has been addressed with repairs in 2015 but other flashing on clubhouse is detached which causes rotting siding.
Ladies Clubhouse Bathrooms	80 years old Dilapidated	Both Golfers and Banquet Hall users deserve an update to their bathrooms. Yes, they are painted, and clean but old appearance is an eyesore and limits our ability to sell functions in the banquet hall.